

# **Proposal Package**

**CC-YELL001-10**

*Department Of Interior*

National Park Service

Yellowstone National Park

## **Proposal for Providing Medical Services Within Yellowstone National Park**

### **Proposal Submission Terms & Conditions**

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Draft Contract. The letter must bear original signatures and be included in the Offeror's response package. The Service will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
  
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new Draft Contract as the Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Draft Contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.

To: Director  
Intermountain Region  
National Park Service  
12795 West Alameda Parkway  
Lakewood, CO 80228

Attention: Concessions Management Division (IMDE-ACM)

Dear Director:

The Offeror hereby agrees to provide visitor services and facilities at Yellowstone National Park in accordance with the terms and conditions specified in the Draft Contract No. CC-YELL001-10, provided in the Prospectus issued by the public notice as listed on [www.fedbizopps.gov](http://www.fedbizopps.gov) and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true and correct and recognizes that false statements may subject the Offeror to criminal penalties of 18 U.S.C. §1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract and the Prospectus, and that the Offeror has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 43 CFR Part 42 the following:

Any of the individuals or entities seeking participation in this Concession Contract are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.

Within the three (3) years preceding submission of the Proposal, none of the individuals or entities seeking participation in this Concession Contract have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

None of the individuals or entities seeking participation in this Concession Contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the offenses.

The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the new Concession Contract:

1. To the minimum requirements of the prospectus as identified in Part A of this Proposal Package.
2. To complete the execution of the final Concession Contract within thirty working days after it is presented by the National Park Service.
3. To commence operations under the new Concession Contract on the effective date of the new Concession Contract.
4. To operate under the current, Service approved rates to visitors, until such time as amended rates may be approved by the Service.
5. [Include only if the Offeror is not to be the Concessioner under the Draft Contract] To provide the entity that is to be the Concessioner under the Draft Contract with funding, management and other resources described in our proposal.

BY \_\_\_\_\_ DATE \_\_\_\_\_  
(Type or Print Name)

ORIGINAL SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

**CERTIFICATE OF CORPORATE OFFEROR)**

(Offerors who are not corporations should skip this certificate)

I, \_\_\_\_\_, certify that I am the \_\_\_\_\_ of the corporation named as Offeror herein; that \_\_\_\_\_, who signed this proposal on behalf of the Offeror, was then \_\_\_\_\_ of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY: \_\_\_\_\_ DATE \_\_\_\_\_

(Type or print name and date)

\_\_\_\_\_  
Original Signature

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_

## **PART A**

**The minimum requirements for the new Concession Contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, the proposal will be considered non-responsive. A copy of Part A must be included in the Offeror's response package. (The requirements of Part B of this Proposal Package outline detailed subfactor submissions referenced in this part, as well as additional secondary selection factors.)**

### **PRINCIPAL SELECTION FACTOR 1: THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA.**

The Offeror agrees to comply with all applicable laws, including, without limitation, environmental protection and conservation laws, under the terms and conditions specified in the Draft Contract.

### **PRINCIPAL SELECTION FACTOR 2: THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.**

The Offeror agrees to the terms and conditions specified in the Draft Contract, including its exhibits.

The Offeror agrees to operate at the current Service approved rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Secretary, in accordance with 16 U.S.C. 5955.

The Offeror agrees to accept the Concession Facilities, and any assigned government personal property, "as is" as required by the Draft Contract, Section 8(f).

The Offeror agrees to accept the draft Operating Plan included as Exhibit B of the Draft Contract.

The Offeror agrees to accept the draft Maintenance Plan included as Exhibit E of the Draft Contract.

The Offeror agrees to implement an equal opportunity program and comply with the terms of the Equal Opportunity and disabled access requirements of the Draft Contract.

The Offeror agrees to develop and implement an effective health and safety program (Risk Management Program), according to the requirements of the draft Operating Plan.

The Offeror agrees to meet the public liability and property insurance requirements of the Draft Contract Exhibit F and agrees to provide property, medical malpractice coverage and liability insurance of at least the types and levels of coverage described in the Draft Contract.

**PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE MINIMUM REQUIREMENTS FOR THIS PART. INFORMATION REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IS IN PART B.**

**PRINCIPAL SELECTION FACTOR 5: THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.**

The Offeror acknowledges the minimum Franchise Fee is two percent (2%). The Offeror agrees to pay any franchise fee that is offered in its proposal under Principal Selection Factor 5 that may be accepted by the Service.

## **PART B**

### **PRINCIPAL SELECTION FACTOR 1: THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA.**

**Service Objectives:** The Service's objective under this Prospectus is for improvement of the Area's natural environment in general (waste reduction, fuel efficiency, recycling, etc.).

*For this Principal Selection Factor, please respond only with the information requested in the subfactors.*

#### **Subfactor 1a. General Medical Wastes Management**

Medical wastes include culture and stocks of infectious agents, human pathological wastes (e.g., tissues, body parts) human blood and blood products, used sharps (e.g., hypodermic needles and syringes used in human patient care), certain isolation wastes (e.g., waste from patients with highly communicable diseases), and unused sharps (e.g., suture needles, scalpel blades, hypodermic needles).

1. Describe how you will conduct your operations to manage and ensure proper handling, tracking, and disposal of medical wastes and how your program will segregate, package, label, mark, and store medical wastes before they are shipped to another site for treatment, destruction, or disposal

#### **Subfactor 1b. Environmental Management Program Manager**

1. Describe the oversight that will be provided by your designated environmental manager and medical waste management coordinator. Demonstrate how such oversight is reviewed and the criteria on which your evaluations will be made.

**PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.**

*For this Principal Selection Factor, please respond only with the information requested in the subfactors.*

**Service Objectives**

The Service's primary objective regarding the visitor services to be provided under the Draft Contract is for the Concessioner to deliver high quality visitor services. Though many factors influence this objective, the Service will focus on the following areas:

- General medical treatment, including trauma treatment (emergency medical care, treatment for wound and illness, first-aid treatment, and CPR)
- Visitor services provided in as safe a manner as possible.
- Ensure that visitor service rates are reasonable.

**Subfactor 2a. Clinic Operations and Staffing**

The Concessioner is required to provide general medical treatment, including trauma treatment (emergency medical care, treatment for wounds and illness, first-aid treatment, and CPR) year round at Mammoth and from mid-May to mid-October at the Lake and Old Faithful facilities. Explain how you plan to staff each of these facilities (number and types of skilled positions).

**Subfactor 2b. Medical Treatment**

The Concessioner is required to provide medical treatment for a variety of people from a variety of demographics. Tour bus travel is a primary source of travel for foreign groups touring throughout the western United States. These tour groups could be coming from a previous tour or could have just arrived in the United States and their first destination stop is Yellowstone National Park. In this case scenario, a tour bus of 40 elderly people have arrived in the Area. Upon entering the Area, a few people complained of dehydration and sought medical assistance from a park ranger. Two days later several were sick with gastrointestinal symptoms and have sought medical care at the clinic. The ranger who assisted them also has developed similar symptoms. Initial diagnosis is that they have contracted a food borne illness.

1. Describe how you will prepare for and carry out medical treatment for a food borne illness transported to the Area by a tour group. This would include approximately 15 to 30 individuals with varying degrees of illness.  
In your response please specify:
  - What staffing procedures would be utilized to respond to this incident
  - Supplies and materials you would utilize, and sanitation techniques you would implement to control the incident.
2. What actions would you use to investigate the root cause and how would you follow up with the group after they have departed the Area?

**Subfactor 2c. Emergency Medical Services**

An Emergency Medical Services Program is critical to the Area medical program. Most injuries in the Area are caused by trauma, such as motor vehicle accidents, thermal burns or animal caused injuries. There are seven developed areas in the Area, and medical response can typically be up to four hours before a patient is transported to a medical facility outside the Area. Park rangers are often the initial response to an incident. The Service does the land based medical transports to area hospitals.

1. Describe the protocols you would establish within the clinics to assist with trauma cases in the Area including:
  - What support would you offer to the park ranger (via park radio or cell phone) on the scene?
  - Upon arrival at the clinic, identify the process for patient evaluation and treatment. How would you (a) complete an initial patient assessment, (b) how would you recommend the appropriate level of care, (c) how would you determine the destination for transport and (d) how would you ensure the proper resources are available for consultation/evaluation/examination?

In preparing your response include how you would provide guidance and support to a ranger in the field responding to a trauma injury (both trauma and post trauma support).

**Subfactor 2d. Reasonable Rates**

**Note to Offeror:** The rates you propose must also be reflected in your financial projections submitted in response to Principal Selection Factor 4. Please note that any proposed rate schedule is not binding on the Service.

The current rate schedule for general medical treatment, including trauma treatment is included in Appendix D. The comparability method of rate approval will be used.

1. What sources will you use to establish and submit for approval rates for general medical treatment, including trauma treatment.
2. Describe how patients will be billed for and how they may pay for services including Medicare and insurance billing.

**PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT.**

*Note to Offeror:* To assist in the evaluation of proposals under this and other selection factors, please provide the following information regarding your organizational structure. This information will not be scored for selection purposes but may be used for assessing responses to the various selection factors.

*Offeror's Organizational Structure.* Describe the entity with which the National Park Service will contract. Clearly define the Offeror's relationship to all superior and/or subordinate entities. Identify the entity, if one exists, that has the authority to allocate funds, hire, and fire management employees of the business entity that will hold the contract with the National Park Service. If this entity is a public corporation with a Board of Directors, provide information about the makeup and selection of the Board. Identify a majority shareholder or shareholder with controlling interest, if either exists. If the entity is a limited liability company or partnership, identify and provide information about each member or partner.

Using the Business Organization Form located at the end of this section, identify the Offeror and each business organization, operator, and any parties involved in the management of the proposed concession operation. Use the form appropriate for your organization (Partnership, Sole Proprietorship, Corporation, or Limited Liability Company) and include all information necessary to make the relationships among parties clear. When completed, the Business Organization and Credit Information form should convey the following information:

1. Identify the Offeror formally.
2. Explain the legal form and formal structure of the Offeror.
3. Identify and describe the owners of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interest.
4. Identify all related, subordinate, or superior business organizations and any other organizations, contractors, or subcontractors that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice.
5. Identify how long the Offeror has existed as a legal entity.
6. Submit your organizational documents (e.g. Partnership Agreement, Articles of Incorporation, and a certificate from the state of incorporation that the corporation is in good standing).

**Subfactor 3a.** Demonstrate that your organization is structured and staffed to effectively carry out the responsibilities of the Draft Contract by providing the following information:

Clearly outline the organizational structure you intend to use to manage and execute the services contemplated under the new Draft Contract during peak and off peak seasons. To the extent that

support services such as purchasing or human resources will be provided by a corporate parent, clearly identify how this support will benefit the operation. Provide the principle lines of authority between departments and managers.

Describe the qualifications of the person you would employ for each of the following positions. Include relevant experience, minimum qualifications, certifications (if applicable), and education in a consistent format.

- Corporate officer(s)/executives with responsibility for directly supervising the general manager or any other member of the management team for this contract.
- General Management Team (including Environmental Manager)
- Departmental and/or area managers

In addition, provide workforce estimates in Full Time Equivalents (FTE) for each operating department identified in your income statement under Principal Selection Factor 4.

**Subfactor 3b:** The Service is aware any large business will receive the occasional audit deficiency, notice of violation, penalty, fine, marginal public health inspection or similar regulatory notices. We are interested in understanding how your business manages these infractions.

For the Offeror, parent company or any of its principals and any subsidiaries or related entities under the primary organizational entity (e.g., a parent corporation and all subsidiaries), whether as a principal or employee of Offeror or otherwise, identify any infraction issued by a federal or state regulatory agency in the last five years. For each infraction, provide the following:

1. The basis for the infraction
2. The entity that issued the infraction
3. When the infraction was issued
4. How you addressed the infraction
5. How you ensured that the problem is minimized or does not recur

If you report no such infraction, please explain the scope of entities and infractions you considered in providing your response. Also explain how you would respond and the process that you would follow to resolve such infractions and minimize future occurrences.

**BUSINESS ORGANIZATION  
PARTNERSHIP OR SOLE PROPRIETOR  
(PRINCIPAL SELECTION FACTOR 3)**

<b>Name of Entity</b>	
<b>Address</b>	
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>Email Address</b>	
<b>Contact Person</b>	
<b>Title</b>	
<b>Tax ID #</b>	
<b>Form of Business:</b> <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Other (please describe) _____	
<b>Years in Business</b>	

OWNERSHIP			
Names And Addresses Of Each Partner Or Sole Proprietor	Percentage of Ownership	Current Value of Business	Role in Providing Concession Services

<p><b>BUSINESS ORGANIZATION</b>  <b>CORPORATION OR LIMITED LIABILITY COMPANY</b>  <b>(PRINCIPAL SELECTION FACTOR 3)</b></p>
---

*Complete separate form for the submitting corporation and the parent corporation (include all partners in a joint venture).*

<b>Name of Entity</b>	
<b>Address</b>	
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>Email Address</b>	
<b>Contact Person</b>	
<b>Title</b>	
<b>Tax ID#</b>	
<b>State of Incorporation</b>	
<b>Date of Incorporation</b>	

OWNERSHIP	NUMBER AND TYPE OF SHARES OR PERCENTAGE OF OWNERSHIP	CURRENT VALUE OF INVESTMENT
<b>Names and Addresses of those with controlling interest or key principals</b>		
Total of All		
Total Shares Outstanding		

CORPORATE OFFICERS AND BOARD OF DIRECTOR OR MANAGING MEMBERS	ADDRESS	TITLE AND/OR AFFILIATION

**PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL (Scoring: 0-5 Points)***Note to Offeror:*

- *In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror, including all partners in a joint venture, and the proposed Concessioner. Also describe the Offeror's financial relationship to the proposed Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financial and managerially capable of carrying out the terms of the Contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.*
- *Information submitted under any individual subfactor may be used by the Service to evaluate other subfactors.*

**Subfactor 4a:** Demonstrate that you have a credible, proven track record of meeting your financial obligations by providing the following:

- 1) The completed Business History Information form provided at the end of this factor.
- 2) Provide financial statements for the two most recent fiscal years, with all notes to the financial statements. Provide the financial statements for the Offeror AND all parent companies. Provide personal financial statements for an owner of a sole proprietorship, general partners within a partnership and members of a limited liability company.
  - a) Provide audited financial statements with all notes to the financial statements.

**OR**

- b) If audited financial statements are not available or not representative of the financial history, present an explanation in sufficient detail to enable a reviewer to fully understand the reasons why audited statements are not available. In addition, provide compelling evidence, accompanied by a description, of your financial track record.
- 3) A CURRENT credit report (within the last six months) from a major credit reporting company such as Equifax, Experian, or Dunn & Bradstreet.

**Subfactor 4b:** Demonstrate that you understand the financial obligations and potential of the Draft Contract by providing the following:

- 1) Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Cost form that is included in the Excel spreadsheets provided in the Appendix to this Prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- 2) Using the Excel spreadsheets provided in the Appendix to this Prospectus, provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Draft Contract.

**Additional general notes regarding the provided forms in the attached appendix:**

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS. In situations where the information requested departs from GAAS, the Service requests that the information be provided in the format requested and NOT in conformance with GAAS.
- You may expand on the information requested on the form, but do not provide less, do not reduce the captions (line-items) called for, and do not change the order of items.
- Do not add or eliminate rows on the Excel spreadsheets provided in the Appendix. Columns should not be deleted; however, columns may be added to adjust the number of years to the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. For the purpose of the proforma statements utilize the calendar year as the fiscal year.
- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to fully understand how the estimates were determined.
- Complete all of the forms provided and submit both a hard copy and an Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score. Use the electronic version of the Operating Assumptions and Prospective Income Statement form provided. The financial basis of any projections that show significantly increased revenues and/or decreased expenses from the projections provided in the Prospectus should be fully explained.

**Subfactor 4c:** Demonstrate your ability to obtain the required funds by providing credible, compelling documentation. Fully explain the financial arrangements you propose, using the following guidelines:

- 1) If funds are to be obtained from operating cash flows, document each source and availability of these funds by referencing your previous and current audited financial statements.
- 2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide financing agreements, letters of commitment, or similar supporting documents. Also, include a letter (addressed to the National Park Service from the Lender), which provides compelling documentation as to the amount of funds available to the Offeror at the start of the Draft Contract. Include the lending institution contact name on the letter and authorize the lending institution to release any information to the National Park Service concerning relevant financing arrangements.
- 3) If funds are to be obtained from an individual, or a corporation whose primary fund source is an individual, provide the following as appropriate:
  - a. Current personal financial statement for the primary source of funds.
  - b. Documentation of any assets to be sold.
  - c. Written funding commitment from the individual or corporation.
  - d. Any other assurances or documentation that makes a compelling demonstration that the funds are available.
- 4) If funds are to be obtained from working capital liabilities (such as advanced deposits or accounts payable), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- 5) If funds are to be obtained from another source (i.e., a corporation whose primary fund source is not an individual), provide the following as appropriate:
  - a. Written funding commitment from the fund source.
  - b. Any other documentation that is necessary to create a compelling demonstration that the funds required to operate this business opportunity are available.

**BUSINESS HISTORY INFORMATION**  
**(PRINCIPAL SELECTION FACTOR 4 – SUBFACTOR 4A)**

Business History Information should be provided for the Offeror AND all parent companies.

1. List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure and/or Work-Out/Loan Modification Transactions during the *past 10 years*. (If none, please indicate)

Name of Property	City, State	Property Type	Approximate Loan Amount	Lender	Year of Event

Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.

2. Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the Offeror.

**PRINCIPAL SELECTION FACTOR 5. FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR**

Offering a higher minimum franchise fee than the minimum franchise fee stated in the prospectus is generally beneficial to the Service and accordingly may result in a higher score under this selection factor. However, consideration of revenue to the United States will be subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

**The minimum franchise fee acceptable to the Service is two percent (2%) of annual gross receipts.**

**Subfactor 5(a).** State the minimum franchise fee that you propose. (Such fee must at least equal the minimum franchise fee set forth above.) Express this fee as a percentage of annual gross receipts.

\_\_\_\_\_ percent of annual gross receipts

**SECONDARY SELECTION FACTORS**

THERE ARE NO SECONDARY SELECTION FACTORS IN THIS PROSPECTUS.