

# **PROPOSAL PACKAGE**

for

**Proposal to Operate**

**Food & Beverage and Limited Retail**

**within**

**BANDELIER NATIONAL MONUMENT**

DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE  
INTERMOUNTAIN REGION

**Contract Number: CC-BAND001-17**

### 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 Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package.** The National Park Service (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 concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.

## OFFEROR'S TRANSMITTAL LETTER

Regional Director  
National Park Service, Intermountain Region  
12795 W. Alameda Parkway, Suite 206  
Lakewood, Colorado 80228

Dear Director:

The name of the Offeror is \_\_\_\_\_. If the Offeror has not yet been formed, this letter is submitted on its behalf by \_\_\_\_\_ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of Offeror hereunder and make(s) such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within Bandelier National Monument in accordance with the terms and conditions specified in the Draft Concession Contract CC-BAND001-17, (Draft Contract) provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities ([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 and the Offeror's Proposal). If the Offeror is not yet in existence, the undersigned, acting as guarantor(s) of all certifications, agreements and obligations of Offeror hereunder, makes such certifications, agreements and obligations individually and on behalf of the Offeror.

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 under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract and the Prospectus. The Offeror certifies that it has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 2 C.F.R. Part 1400 the following:

- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.
- Within the three years preceding submission of the Proposal, none of the individuals or entities acting as Offeror or with an ownership interest in the Offeror has 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 acting as Offeror or with an ownership interest in the Offeror is 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 aforementioned offenses.
- The individuals or entities acting as Offeror or with an ownership interest in the Offeror 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 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 Draft Contract:

- 1) To the minimum requirements of the Draft Contract as identified in this Prospectus.
- 2) To complete the execution of the final Concession Contract within the time provided by the National Park Service when it presents the contract for execution.
- 3) To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.
- 4) To operate under the current National Park Service approved rates until such time as amended rates may be approved by the National Park Service.
- 5) **[Include only if the Offeror is not yet formed; delete this bullet if the Offeror is in existence.]** To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources required under the Draft Contract and/or described in our Proposal.
- 6) **[Include only if the Offeror is a business entity, delete this bullet if the Offeror is an individual]** To deliver to the Regional Director within 10 days following the announcement of the selection of the Offeror as the Concessioner, current copies of the following:
  - Certificate from its state of formation indicating that the entity is in "good standing"(if such form is issued in that state for Offeror's type of business entity);
  - Governing documents of Offeror (e.g. Articles of Incorporation and By-Laws for corporations; Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
  - If the business entity was not formed in the New Mexico, evidence that it is qualified to do business there.

NAME OF OFFEROR (or OFFEROR-GUARANTOR(s): \_\_\_\_\_

If the Offeror is not yet in existence as of the time of submission – list all entities if more than one and clearly indicate that the entity is an Offeror-Guarantor).

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

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

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(END OF OFFEROR'S TRANSMITTAL LETTER)

**CERTIFICATE OF BUSINESS ENTITY OFFEROR**  
(OR OF OFFEROR-GUARANTOR IF OFFEROR IS NOT YET FORMED)  
*(Offerors who are individuals should skip this certificate)*

I, \_\_\_\_\_, certify that I am the \_\_\_\_\_ of the \_\_\_\_\_ [specify one of the following: corporation, partnership, limited liability company, or joint venture] named as Offeror (or Offeror-Guarantor, if applicable) herein; that I signed this proposal for and on behalf of the Offeror (or Offeror-Guarantor, if applicable), with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY: \_\_\_\_\_

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

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

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

## SELECTION FACTORS

### Response Format

- Please number each page and section in your completed proposal. Add information to your proposal only to the extent that it is necessary and relevant to respond to the factor. Each page should have a heading identifying the selection factor and subfactor to which the information contained on the page responds. It is important that your response stays within the organizational framework in the Proposal Package and provides all relevant information directly in response to each selection factor. The Service may consider relevant information contained elsewhere in a proposal in assessing the proposal's response to each particular selection factor.
- You are encouraged to read the Proposal Instructions, Tab II of the Prospectus. Key elements to consider:
  - The Service considers text on two sides of one sheet of paper as two pages.
  - Offerors must use 10, 11, or 12 point font for all text within the proposal, including all tables, charts, graphs, and provided forms. The Service will accept images of sample material with smaller fonts. Page margins must be 1 inch.
- Where page limits are set out in the Proposal Package, the Service will not review or consider the information on any pages that exceed the page limitations stated, including attachments, appendices, or other additional materials the Offeror submits. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer.
- The evaluation panel will only take firm commitments into account when evaluating proposals.
  - Although your philosophy and values are important to operations, the Panel is unable to consider or quantify those in the evaluation score.
  - Similarly, responses that include terms such as "look into," "research," "may," "if feasible," and similar terms are not considered as firm commitments.
  - In addition, the Service considers responses that include a specific time for commitment implementation as a stronger response. For example, "XXX commits to provide recycle containers in each lodging room by December of 2017."
- If your proposal is selected as the best proposal, the Service may incorporate into the concession contract proposed initiatives or actions from your proposal, including, without limitation, investments, facilities, services, and other firm commitments.

**PRINCIPAL SELECTION FACTOR 1****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. (0-5 POINTS)****Subfactor 1(a). Resource Education and Public Awareness**

The Service's goal is to educate and inform visitors about the following:

- the variety of historical, cultural, and natural resources within Bandelier National Monument (Monument), and
- the need to protect and conserve these resources and ways visitors can help, such as staying on maintained trails.

**Using no more than four (4) pages, including all text, pictures, graphics, etc.,** describe how you will educate visitors about the ways they can help protect the Monument's resources. Provide:

- (1) The content of (2) two messages you will use to educate visitors about the ways they can help protect the Monument's resources; and
- (2) Describe the method by which you will communicate each message described above, such as signs, brochures, and/or web-based and social media. Explain why you think this communication will be effective in educating visitors about the ways they can help protect the Monument's resources.

**Notes to Offers:**

- Providing Guided Tours and Educational Workshops for a fee are not authorized commercial visitor services under the Draft Contract. A commitment to provide these commercial services under a Commercial Use Authorization will not result in a better score for this selection factor.
- Avoid overlap or duplication between your response to this selection factor and your response to Secondary Selection Factor 1.

**Subfactor 1(b). Protecting, Conserving, and Preserving Resources with Educated Employees**

Having employees educated in the Monument's purpose and its historic structures is a critical component of meeting visitor needs and fulfilling the Service's mission at Bandelier National Monument.

- The Monument's purpose is:
  - to protect, preserve, and interpret an outstanding portion of the Pajarito Plateau, including one of the largest concentrations of Ancestral Pueblo archeological sites in the American Southwest; and
  - to provide opportunities for people to connect with and enjoy a diversity of cultural and natural resources, striking scenery, wildlife habitats, remnants of a volcanic landscape, and wilderness.
- Within the Monument, the Concession operations will function primarily within an historic building and courtyards that are part of the Civilian Conservation Corps (CCC) National Historic Landmark District in Frijoles Canyon, the largest collection of intact CCC structures and furnishings in the National Park System.

**Using no more than two (2) pages, including all text, pictures, graphics, etc.,** describe how you will educate your employees about the Monument's purpose and the history and significance of the historical structures they are working in so they are able to meet visitor needs and help fulfill the Service's mission at the Monument. Be sure to address the training materials, resources, or methods and the frequency of training you will provide.

**PRINCIPAL SELECTION FACTOR 2****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. (0 - 5 POINTS)**

**Note to Offers:** The Service will not review cost estimates for personal property improvements and new equipment as part of this Subfactor. The Service, however, will review these costs as reported in response to Principal Selection Factor 4.

**Establishing a Food and Beverage Operation with Healthy and Sustainable Menu Offerings**

The Service is interested in providing indoor, as well as outdoor seating, upgrading the dining experience to a "Fast Casual" model, and providing a range of healthy food options for visitors to the Monument.

The Service will only evaluate upgrades that meet the Fast Casual standards that are included in the Operating Plan Appendix 3. The Operating Plan Appendix 2 provides details about the Service's Healthy Food Standards.

**Subfactor 2(a). Using not more than six (6) pages**, including all text, pictures, graphs, etc., provide details of your plan to configure the dining and kitchen areas and provide fast, efficient food service. Include:

- 1) Your proposed conceptual design for the kitchen/food preparation area, the service counter area, and the seating area (a hand drawn layout is acceptable).
- 2) An explanation as to why your conceptual design is an optimal design, including what about the design will make it more efficient to prepare and serve food and what will ensure minimal traffic congestion.
- 3) A proposed schedule to complete the configuration once the Service has approved the project, noting that the Draft Contract requires completion by May 13, 2017.

**Subfactor 2(b). Using not more than three (3) pages**, including all text, pictures, graphs, etc., describe your proposed food and beverage offerings, demonstrating a range of price points. (Note: Do not provide actual menus. The Service will not consider menus in the evaluation.) Be sure to describe your commitments to exceed the menu and product specification guidelines required in the Operating Plan with emphasis on the following:

- Made to order offerings, both warm and cold food items
- Grab-and-go offerings
- Fresh produce items
- Locally grown or sourced items (within 400 miles of the Monument)
- Picnic items

**PRINCIPAL SELECTION FACTOR 3**

**PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)**

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

If the Offeror is not yet in existence, the Offeror-Guarantor should describe its own experience and explain how such experience will carry over to the Offeror entity.

**Offeror's Organizational Structure**

Describe the entity with which the National Park Service will contract by providing the following information.

- (1) State plainly whether the entity with which the NPS will contract is currently in existence.**
- (2) Clearly state whether the entity with which the NPS will contract has or will have superior and subordinate entities.**
  - 2a) If applicable, explain the relationship to all superior and subordinate entities, including a description of the relationship of any parent entities to the Offeror with respect to funding and management. Identify any individual or business entity that holds or will hold a controlling interest in the Offeror.
  - 2b) If other than the Offeror, identify the entity that has the authority to allocate funds, hire and fire management employees of the Offeror.
- (3) Submit your organizational documents** (e.g., partnership agreement, articles of incorporation, operating agreement) if the Offeror is a limited liability company, partnership, corporation, or joint venture. If the Offeror is an individual or unincorporated sole proprietorship, this will not apply to you; write N/A.
- (4) Complete the appropriate Business Organization Information form (as applicable)** to identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. If the Offeror is an unincorporated sole proprietorship, identify and provide information about the individual who owns and operates the business.

When completed, the Business Organization Information form should convey the following information:

- Full legal name of the Offeror *and any trade name* under which it proposes to do business.
- The legal form of the Offeror, if other than an individual.
- The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interests.
- The name, address and, if applicable, form of business entity of all related, subordinate, or superior business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Use additional pages if the information does not fit within the forms provided.
- If applicable, the length of Offeror's existence as a business entity.

**FORM 1**

**BUSINESS ORGANIZATION INFORMATION**  
**CORPORATION, LIMITED LIABILITY COMPANY, PARTNERSHIP**  
**OR JOINT VENTURE**  
**(PRINCIPAL SELECTION FACTOR 3)**

*Complete a separate form for the submitting business entity and any parent entity.*

<b>Name of Entity and Trade-name, if any</b>	
<b>Physical Address (for overnight delivery)</b>	
<b>Mailing Address (P.O. Box, if applicable)</b>	
<b>Telephone Number</b>	
<b>Business website</b>	
<b>Tax ID#</b>	
<b>State of Formation</b>	
<b>Date of Formation</b>	
<b>Primary Contact Person</b>	
<b>Contact's Title</b>	
<b>Contact's Email Address</b>	
<b>Contact's Phone number</b>	

OWNERSHIP	PERCENTAGE OF OWNERSHIP INTERESTS	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest and/or key principals of the business		
Total Interests Outstanding and Type(s):		

OFFICERS AND DIRECTORS OR GENERAL PARTNERS OR MANAGING MEMBERS OR VENTURERS (ADD ROWS AS NEEDED)	ADDRESS	TITLE AND/OR AFFILIATION

**FORM 2**

**BUSINESS INFORMATION  
INDIVIDUAL\* OR SOLE PROPRIETORSHIP  
(PRINCIPAL SELECTION FACTOR 3)**

<b>Name of Individual and Tradename, if any**</b>	
<b>Physical Address (for overnight delivery)</b>	
<b>Mailing Address (P.O. Box, if applicable)</b>	
<b>Telephone Number</b>	
<b>Email Address</b>	
<b>Business website</b>	
<b>Tax ID #</b>	
<b>Jurisdiction where company's trade name is registered, if any**</b>	
<b>Current Value of Business</b>	
<b>Years in Business (of same type as required services)</b>	
<b>Owner's Role in Providing Concession Service(s)</b>	
<b>Primary Contact Person (if other than the Offeror)</b>	
<b>Contact's Email Address</b>	
<b>Contact's Phone Number</b>	

\*Due to difficulties determining authority to act and ownership, the Service will not accept a proposal from spouses jointly as a purported business entity. Either one individual must serve as the Offeror or the spouses must form a corporation, partnership, or limited liability company to serve as Offeror.

\*\*If the sole proprietorship acts under a name other than that of its owner (i.e., does business as "company name"), also add the jurisdiction where the company's trade name is registered, if any.

**Subfactor 3(a) – Operational Capabilities**

Using not more than two (2) pages, including all text, pictures, graphs, etc., provide an example of your experience in the operation and management of food and beverage services.

**Note to Offerors:**

- Your company’s “Role in the operation” refers to whether your company was the parent company, a subcontractor, the onsite operator, or had some other role. If an entity other than the Offeror, such as a sister or parent entity, had a role in the example operation, explain that entities role and describe whether the role will continue; and if so, how it will benefit or assist the Offeror.
- In response to “Description of services provided”, please specify whether the example provided was retail/food and beverage only, retail and dining, retail/food and beverage at a lodging establishment, museum store, etc. Please identify the type of food service: convenience, limited service, or full service.

For the operation you describe, please provide the following information in a tabular format. (We provided an example table).

**Food and Beverage Example**

a)	Name of operation	
b)	Location of operation	
c)	Time frame of experience (Month/Year)	
d)	Role in the operation (see definition above)	
e)	Description of services provided (see definition above)	
f)	Operating season and hours	
g)	Average annual number of transactions during most recent completed year/season	
h)	Square feet of restaurant space	
i)	Number of seats at the facility	
k)	Annual number of guests by meal period during most recent completed year/season	
i)	Annual gross receipts	
J)	Number of employees during high and low seasons	
k)	Any special environmental conditions that create operational challenges	

**Subfactor 3(b). Violations or Infractions**

The Service is aware that any business may receive the occasional notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (hereinafter collectively referred to as "Infractions"). The Service is interested in understanding how your business manages these Infractions and your overall strategy to minimize Infractions.

**Using not more than five (5) pages, including text, pictures, and graphs, demonstrate your understanding of the Service's concern.**

- (1) Describe all infractions that have occurred in your operations in the past five years that the Service should know about prior to selecting you as the Concessioner under the Draft Contract. Keep in mind the services required under the Draft Contract only. (If you feel you have no infractions that the Service should know about, please make a clear statement explaining that.)
- (2) Explain how you responded to the infraction, including actions you took to prevent a recurrence of the infraction. (If you feel you have no infractions that the Service should know about, write, "Not Applicable.")
- (3) List the Related Entities (as defined below) you considered in providing the foregoing information. (Provide a response to this whether you listed infractions or not.)
- (4) Describe:
  - a) Your overall strategy to minimize infractions and
  - b) How you resolve, or plan to resolve, infractions when they do occur.

*Related Entities.* In responding to this subfactor, consider the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited liability companies, their managing members and managers, if any; and for joint ventures, each venturer) and all parent entities, subsidiaries or related entities under the primary organizational entity (such as, a parent corporation and all subsidiaries), that provide the same or similar services as required or authorized by the Draft Contract.

**PRINCIPAL SELECTION FACTOR 4****PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)****Note to Offeror and/or Offeror-Guarantor:**

*In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s). The submission must include a letter from each Offeror-Guarantor that unconditionally states and guarantees that the Offeror-Guarantor will provide the Offeror with all funding, management and other resources that the Draft Contract requires and the proposal offers.*

*Failure to provide the required documentation may lead to the National Park Service determining your offer is non-responsive and ineligible for award of the Draft Contract.*

*The Offeror must complete all provided forms and submit both a hard copy and an excel spreadsheet file. All forms are provided electronically on the enclosed compact disk or may be downloaded from the Prospectus Files for this solicitation on the NPS Commercial Services website ([www.concessions.nps.gov/prospectuses.htm](http://www.concessions.nps.gov/prospectuses.htm)).*

**Subfactor 4(a). Demonstrate that you have a credible, proven track record of meeting your financial obligations. The Offeror (or each Offeror-Guarantor) must provide comprehensive materials to demonstrate that it has a history of meeting its financial obligations by providing the following:**

- 1) Complete the **Business History Information** form provided on the next page.

**Business History Information Form  
(Principal Selection Factor 4 - Subfactor 4(a))**

Business history information should be provided for the Offeror AND any entity that will provide financial or management assistance. If the Offeror is not yet formed, provide a business history form for each Offeror-Guarantor.

The information provided below is for the entity: \_\_\_\_\_

- (1) Has Offeror ever defaulted from or been terminated from a management or concession contract, or been forbidden from contracting by a public agency or private company?

YES                       NO

If YES, provide full details of the circumstances.

- (2) List any Bankruptcies, Receiverships, Foreclosures, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past five years. Include an explanation of the circumstances, including nature of the event, date, type of debt (e.g., secured or unsecured loan), type of security (if applicable), approximate amount of debt, name of lender, resolution, bankruptcy plan, and/or other documentation as appropriate. If none, check the box below. Otherwise, provide full details below.

NONE

- (3) Describe any pending litigation or administrative proceeding (other than those covered adequately by insurance) which, if adversely resolved, could materially impact the financial position of the Offeror. If none, check the box below. Otherwise, provide full details below.

NONE

- (4) Describe any lawsuit, administrative proceeding or bankruptcy case within the past five years that concerned the Offeror's alleged inability or unwillingness to meet its financial obligations. If none, check the box below. Otherwise, provide full details below.

NONE

- (5) Describe any liens recorded against the Offeror within the past five years (whether from taxing authorities or judgments) and, if resolved, provide a copy of any lien release. If none, check the box below. Otherwise, provide full details below.

NONE

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**2) Complete the appropriate **Financial Statements** as described below:**

The Service needs this information to verify there are enough funds available to be able to pay the required expenses to operate the Draft Contract and satisfy any other existing debt. If the Offeror's total debts exceed current assets, provide a narrative explaining how these debts will be paid.

Financial Statements include both an Income Statement and a Balance Sheet. An Income Statement lists all of your income and expenses as of the last day of your most recent fiscal year. A Balance Sheet lists everything that you own and everything that you owe as of a certain date.

By signing the Offeror's Transmittal Letter, you certify that the information you provide is complete, true, and correct.

If an Offeror is not yet formed, each Offeror-Guarantor should submit the appropriate Financial Statements as set forth below.

**The Service requires all existing business entities to submit Business Financial Statements.**

Provide, at a minimum, an audited or reviewed (i) Income Statement for the two most recent fiscal years and (ii) Balance Sheets (1) for the most recent fiscal year and (2) as of the end of the most recent month prior to the submission of your proposal. Business Financial Statements should reflect the entity's business as a whole, including all operations both inside and outside of the Area.

If the entity does not have audited or reviewed Financial Statements, complete the Most Recent Fiscal Year Balance Sheet (**Table 1**), the Most Recent Month Balance Sheet (**Table 2**), and the Historical Income Statement (**Table 3**) provided below.

**The Service requires Sole Proprietors to submit Personal Financial Statements.**

Complete the Personal Financial Statements (**Table 4**) below.

***Notes to Offeror and/or Offeror-Guarantor:***

In the event the Offeror is not yet in existence, submit financial statements for each Offeror-Guarantor. Submit Business Financial Statements if the Offeror-Guarantor is a business entity. Submit Personal Financial Statements if the Offeror-Guarantor(s) is an individual.



**Table 2: Business Financial Statement- Most Recent Month Balance Sheet  
For Month Ending: \_\_\_\_\_**

<b>Business Financial Statement- Most Recent Month Balance Sheet (Principal Selection Factor 4 - Subfactor 4(a))</b>		
1	Cash in Bank	\$
2	Accounts Receivable	\$
3	Inventory	\$
4	Other Current Assets (Describe)	\$
5	<b>Total Current Assets</b> (add lines 1-4)	\$
6	Personal Property (Equipment) Items	\$
7	Other Fixed Assets (Describe)	\$
8	(LESS Accumulated Depreciation)	\$
9	<b>Total Fixed Assets</b> (add lines 6-7, minus line 8)	\$
10	<b>Total Assets</b> (add lines 5 & 9)	\$
11	Accounts Payable	\$
12	Bank Loans Outstanding	\$
13	Loans due to Owners	\$
14	Other Current Liabilities (Describe)	\$
15	<b>Total Current Liabilities</b> (add lines 11-14)	
16	Long-Term Liabilities (Describe)	\$
17	<b>Total Liabilities</b> (add lines 15 and 16)	\$
18	<b>Total Net Worth</b> (line 10 minus line 17)	\$
<p><b>Describe the information in lines 4, 7, 14 &amp; 16 below:</b></p>		

**Table 3: Business Financial Statement- Historical Income Statement**

<b>Historical Income Statement (Principal Selection Factor 4 - Subfactor 4(a))</b>			
<b>Some lines may not be used, place "N/A" in these lines.</b> Include revenues and expenses related to the business as a whole, including any operations both inside and outside of the park.			
		Year 1	Year 2
<b>1</b>	<b>Revenues</b>		
1a	Revenue Source 1 _____	\$	\$
1b	Revenue Source 2 _____	\$	\$
1c	Revenue Source 3 _____	\$	\$
1d	Revenue Source 4 _____	\$	\$
<b>2</b>	<b>Total Revenues</b> (add lines 1a-1d)	\$	\$
<b>3</b>	<b>Cost of Sales</b>		
<b>4</b>	<b>Total Cost of Sales</b>	\$	\$
<b>5</b>	<b>Gross Profit</b> (line 2 minus line 4)	\$	\$
<b>6</b>	<b>Direct Expenses</b>		
6a	Salaries and Wages	\$	\$
6b	Payroll Taxes and Benefits	\$	\$
6c	Operating Supplies	\$	\$
6d	Car and Truck Expenses	\$	\$
6e	Other Direct Expense 1 _____	\$	\$
6f	Other Direct Expense 2 _____	\$	\$
<b>7</b>	<b>Total Direct Expenses</b> (add lines 6a-6f)	\$	\$
<b>8</b>	<b>Undistributed Expenses</b>		
8a	Administrative and General	\$	\$
8b	Marketing (Advertising)	\$	\$
8c	Utilities	\$	\$
8d	Repair and Maintenance	\$	\$
8e	Other Undistributed Expense 1 _____	\$	\$
8f	Other Undistributed Expense 2 _____	\$	\$
<b>9</b>	<b>Total Undistributed Expenses</b> (add lines 8a-8f)	\$	\$
<b>10</b>	<b>Fixed Expenses</b>		
10a	Insurance	\$	\$
10b	NPS Franchise Fee (if applicable)	\$	\$
10c	Other Fixed Expense 1 _____	\$	\$
10d	Other Fixed Expense 2 _____	\$	\$
<b>11</b>	<b>Total Fixed Expenses</b> (add lines 10a – 10d)	\$	\$
<b>12</b>	<b>Total direct, undistributed and fixed expenses</b> (add lines 7, 9 and 11)	\$	\$
<b>13</b>	<b>EBITDA*</b> (Line 5 minus line 12)	\$	\$
14	Depreciation and Amortization	\$	\$
15	Interest	\$	\$
<b>16</b>	<b>Net Income Before Income Taxes</b> (Line 13, minus lines 14 & 15)	\$	\$

\*Earnings before Interest, Taxes, Depreciation and Amortization

**Table 4: Personal Financial Statement**  
**Personal Financial Statement**  
**(Principal Selection Factor 4 - Subfactor 4(a))**

<b>Name:</b>		
<b>As of Date:</b>		
<b>% Ownership:</b>		
1	Cash in Bank	\$
2	IRA and Other Retirement Accounts	\$
3	Stocks & Bonds in Taxable Accounts	\$
4	Real Estate	\$
5	Accounts and Loans Receivable	\$
6	Life Insurance (Cash Surrender Value Only)	\$
7	Automobile (Present Value Only)	\$
8	Other Personal Assets (Describe)	\$
<b>9</b>	<b>Total Assets</b> <small>(add lines 1-8)</small>	\$
10	Accounts Payable	\$
11	Bank Loans Outstanding	\$
12	Mortgage Loans Outstanding	\$
13	Other Loans Outstanding (Describe)	\$
14	Unpaid Tax Liability	\$
15	Other Liabilities (Describe)	\$
<b>16</b>	<b>Total Liabilities</b> <small>(add lines 10-14)</small>	\$
<b>17</b>	<b>Total Net Worth</b> <small>(add lines 9 and 16)</small>	\$
18	Salary	\$
19	Investment Income	\$
20	Other Income (Describe)	\$
<b>21</b>	<b>Total Income</b> <small>(add lines 17-19)</small>	\$
22	Endorsements or Guarantees	\$
23	Other Contingent Liabilities (Describe)	\$
<b>24</b>	<b>Total Contingent Liabilities</b> <small>(add lines 22-23)</small>	\$
<p><b>Describe the information in lines 8, 13, 15, 20 &amp; 23 below:</b></p>          		

- 3) Provide a CURRENT (within the last six months) and complete **Business Credit Report with a Credit Score** in the name of the Offeror from a major credit reporting company such as Equifax, Experian, TRW or Dun & Bradstreet. If the credit report includes negative information, provide a narrative explanation.

**Notes to Offeror and/or Offeror-Guarantor:**

If you cannot obtain a Business Credit Report, submit Personal Credit Reports for each Offeror. For partnerships, submit a personal Credit Report for each general partner. Corporations must submit a Business Credit Report.

In the event the Offeror is not yet in existence, submit credit reports for each Offeror-Guarantor. Submit a Business Credit Report if the Offeror-Guarantor is a business entity. Submit a Personal Credit Report if the Offeror-Guarantor(s) is an individual.

**Subfactor 4(b). Demonstrate your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:**

**1) Personal Property**

Using **Table 5** below, list all currently owned personal property with monetary value equal to or exceeding \$750 that you will use for **your operations inside of the Park** and provide an estimate of its current value. Unlike Subfactor 4a, do not include any personal property for your operations outside of the Park.

Using **Table 5** below, list all of the personal property with monetary value equal to or exceeding \$750 that you will intend to acquire to use for this.

**Table 5: Personal Property to be used in the Draft Contract**

Personal Property to be used in the Draft Contract (Principal Selection Factor 4 - Subfactor 4(b))		
Personal Property	Quantity	Value of <b>Currently Owned</b> Personal Property
		\$
		\$
		\$
		\$
<b>Total Value of Currently Owned Personal Property</b>		<b>\$</b>
Personal Property	Quantity	Value of Personal Property that <b>will be Acquired</b> Prior to Operation
		\$
		\$
		\$
		\$
<b>Total Value of Personal Property Investment</b>		<b>\$</b>

**2) Start-Up Costs**

Estimate the start-up costs needed to begin operating the business (within the Park only) and use those estimates to complete the **Table 6** below. **Only provide estimates for those items you need to acquire in order to begin operating. Do not include costs for items you already own.** For working capital (cash), estimate the amount of cash you will need to have available after purchasing the other items (describe) in order to begin operating the business. For example, working capital would include salaries and rent you will pay before you generate income from the operations in the Park.

The total "Value of Personal Property Investment that will be Acquired Prior to Operation" that you listed in the previous table should be equal to the amount you list for Personal Property in this table.

**Table 6: Start-Up Costs**

<b>Estimate of Investment Required to Begin Operations in the Draft Contract (Principal Selection Factor 4 - Subfactor 4(b))</b>	
<b>Acquisition/Investment Category</b>	<b>Acquisition/Investment Amount</b>
Personal Property (Equipment)	\$
Merchandise (Inventory)	\$
Supplies	\$
Working Capital (Cash)	\$
Other (Describe)	\$
<b>Total Funds Needed</b>	<b>\$</b>
<b>Describe "Other" investment listed in the table:</b>	

**3) Operating Projections**

- a) Based on the condition of your personal property provided or purchased for the operation, attach a list of items using **Table 7** that you will need to replace during the term of the Draft Contract. Include the anticipated year for the expenditure, the quantity of item(s) to be replaced, the description of the item(s), the approximate total value of the replacement, and how you plan to pay for the personal property replacement. (For example, cash, bank loan etc.).

If your projected expenditures for personal property investments exceeds \$750, provide an explanation of how you will fund the investment.

If you will not need to replace personal property during the term of the Draft Contract, explain your reasoning.

Add or remove rows for years as needed in **Table 7**.

**Table 7: Additional Personal Property Investments**

<b>Additional Personal Property Investments during the term of the Draft Contract (Principal Selection Factor 4 - Subfactor 4(b))</b>				
Anticipated Year of Expenditure	Quantity	Capitalized Personal Property (Equipment) Items	Total Value	How will you fund the investment?
Year 1				
Year 1				
Year 2				
Year 2				
Year 3				
Year 3				
Year 4				
Year 4				
Year 5				
Year 5				
Year 6				
Year 6				
Year 7				
Year 7				
Year 8				
Year 8				
Year 9				
Year 9				
Year 10				
Year 10				

b) Demonstrate that your proposal is financially feasible and that you will have a reasonable opportunity to make a profit from your business while carrying out the terms and conditions of the Draft Contract by completing the following Prospective Income Statement, **Table 8**.

- Estimate the amount of income and expenses for the proposed operation for the first year of operation. We included blank lines on the prospective income statement for your estimates for expense categories we did not list. Describe those categories on the blank lines.
- Include only revenues and expenses related to the services required and authorized by the Draft Contract inside the Park. Do not include other services you may provide outside the Park.

Fully explain the assumptions on which you base your projections and provide sufficient details so we fully understand your assumptions. Provide revenue estimates by department, if applicable. If the projections show significantly increased revenues from the projections provided in the prospectus, provide a full explanation of the changes.

**Note to Offeror:** If you are not familiar with making these types of projections, you should consult an accountant or business advisor.

***Additional Instructions for completing the Prospective Income Statement on the next page:***

- Line 8a: Administrative and General includes the costs of managing the business and may include items such as: credit card commissions; legal and accounting fees; travel; meals and entertainment; postage and printing; professional training; telecommunications expenses; etc.
- Line 10a: Insurance: As required in Exhibit F of the Draft Contract
- Line 13: Earnings before Interest, Taxes, Depreciation and Amortization

**Table 8: Prospective Income Statement**

<b>Prospective Income Statement (Principal Selection Factor 4 - Subfactor 4(b))</b>			
If a <b>line is marked with an asterisk</b> , see additional notes on the previous page. Some lines may not be used, place "N/A" in these lines. Include only revenues and expenses related to the services required and authorized by the Draft Contract <b>inside the park</b> in your prospective income statement. <b>Do not</b> include other services you provide outside the park. This is <b>unlike</b> the Income Statement you provided in Subfactor 4(a).			
		Year 1	Assumptions
<b>1</b>	<b>Revenues</b>		
1a	Revenue Source 1 Food and Beverage	\$	
1b	Revenue Source 2 Limited Retail	\$	
1c	Revenue Source 3 _____	\$	
1d	Revenue Source 4 _____	\$	
<b>2</b>	<b>Total Revenues</b> (add lines 1a-1d)	\$	
<b>3</b>	<b>Cost of Sales</b>		
<b>4</b>	<b>Total Cost of Sales</b>	\$	
<b>5</b>	<b>Gross Profit</b> (Line 2 minus line 4)	\$	
<b>6</b>	<b>Direct Expenses</b>		
6a	Salaries and Wages	\$	
6b	Payroll Taxes and Benefits	\$	
6c	Operating Supplies	\$	
6d	Car and Truck Expenses	\$	
6e	Other Direct Expense 1 _____	\$	
6f	Other Direct Expense 2 _____	\$	
<b>7</b>	<b>Total Direct Expenses</b> (add lines 6a-6f)	\$	
<b>8</b>	<b>Undistributed Expenses</b>		
8a	Administrative and General*	\$	
8b	Marketing (Advertising)	\$	
8c	Utilities	\$	
8d	Repair and Maintenance	\$	
8e	Other Undistributed Expense 1 _____	\$	
8f	Other Undistributed Expense 2 _____	\$	
<b>9</b>	<b>Total Undistributed Expenses</b> (add lines 8a-8f)	\$	
<b>10</b>	<b>Fixed Expenses</b>		
10a	Insurance*	\$	
10b	NPS Franchise Fee	\$	
10c	Other Fixed Expense 1 _____	\$	
10d	Other Fixed Expense 2 _____	\$	
<b>11</b>	<b>Total Fixed Expenses</b> (add lines 10a-10d)	\$	
<b>12</b>	<b>Total direct, undistributed and fixed expenses</b> (add lines 7, 9 and 11)		
<b>13</b>	<b>EBITDA*</b> (Line 5 minus line 12)	\$	
14	Depreciation and Amortization	\$	
15	Interest	\$	
<b>16</b>	<b>Net Income Before Income Taxes</b> (Line 13, minus lines 14 & 15)	\$	

**Subfactor 4(c).** Demonstrate your ability to obtain or document that you already have the required funds for start-up costs (those set out in 4(b)2) above) under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, including bank statements, financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines:

**Note to Offerors and/or Offeror-Guarantor:** If you will use funds from more than one source, provide information for all of the funding sources you intend to use.

- 1) **Owner or investor financing-** If you will obtain funds for start-up costs from cash balances or the sale of liquid assets (e.g. stocks) from an account in the name of:
  - o **The Offeror or the owner of a sole proprietorship,** provide the following:
    - Current bank or investment account statements that verify the account and account balance
    - Documentation of any assets to be sold
  - o **A parent company, an Offeror-Guarantor that is a business entity, or another related business entity,** provide the following:
    - An audited or reviewed Income Statement for the two most recent fiscal years
    - An audited or reviewed most recent fiscal year Balance Sheet
    - An audited or reviewed most recent fiscal month Balance Sheet
    - Current bank or investment account statements that verify the account and account balance
    - Documentation of any assets to be sold
    - Signed commitment letter from the company to use the balance in the account (or a specified amount) for the purpose of funding the start-up costs of the operation
  - o **An Offeror-Guarantor(s) that is an individual, or another individual or entity not listed above,** provide the following:
    - Current bank or investment account statements that verify the account and account balance
    - Documentation of any assets to be sold
    - Signed commitment from the party named on the account to use the balance in the account (or a specified amount) for the purpose of funding the start-up costs of the operation
- 2) **Debt financing-** If you will obtain funds for the start-up costs from a loan made to you by:
  - o **A lending institution (bank, savings and loan, etc.)** provide supporting documentation that describe the loan and, at a minimum, include the following in a letter from the lender, addressed to the National Park Service, and on the institution's letterhead.
    - Date of the letter
    - Amount of the loan
    - Interest rate of the loan
    - Term (length) of the loan
    - Expiration date of the commitment
    - Any encumbrances on the loan
  - o **A parent company, an Offeror-Guarantor that is a business entity, or another related business entity,** provide the following:
    - An audited or reviewed Income Statement for the two most recent fiscal years
    - An audited or reviewed most recent fiscal year Balance Sheet
    - An audited or reviewed most recent fiscal month Balance Sheet
    - Current bank or investment account statements that verify the account and account balance

- Documentation of any assets to be sold
- Signed financing agreements or letters of commitment. Letters must be from the company, addressed to the National Park Service, and on company letterhead. This letter must include at a minimum:
  - Date of the letter
  - Amount of the loan
  - Interest rate of the loan
  - Term (length) of the loan
  - Any encumbrances on the loan
- **An Offeror-Guarantor(s) that is an individual, or another individual or entity not listed above,** provide the following:
  - Current bank or investment account statements that verify the account and account balance
  - Documentation of any assets to be sold
  - Signed financing agreements or letters of commitment. Letters must be from the party named on the account and addressed to the National Park Service. This letter must include at a minimum:
    - Date of the letter
    - Amount of the loan
    - Interest rate of the loan
    - Term (length) of the loan
    - Any encumbrances on the loan

**Note to Offerors:** The Service uses this information to verify that funds actually exist and will be available when you need them.

**PRINCIPAL SELECTION FACTOR 5**

**PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)**

**The minimum franchise fee acceptable to the Service is 4 percent (4%) annual gross receipts.**

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor; however, consideration of revenue to the United States is 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.

State the amount of franchise fee you propose. Such fee must be at least equal to the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Do not propose a tiered franchise fee, e.g., 5.0% on the first \$10,000 of gross receipts, 6.0% on gross receipts between \$10,001 and \$25,000, 7.0% on gross receipts from \$25,001 and above.

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

**SECONDARY SELECTION FACTOR**

**SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION, AND PRESERVATION OF THE PARK AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 POINTS)**

**Seasonal Visitor Shuttle**

The Monument instituted the seasonal shuttle service to address a long-standing issue with limited parking in Frijoles Canyon, which could not be expanded due to resource concerns. In addition to facilitating expanded visitation, the seasonal shuttle service has benefited the park with a substantial reduction in fumes, noise, and congestion in the canyon and historic district. The Concessioner will have a limited number of assigned parking spaces in the canyon and will have to restrict deliveries from large vehicles to off-peak hours.

**Using not more than two (2) pages, including all text, pictures, graphs etc.,** please describe specific practices and policies you will implement

- (1) To promote the use and benefits of the seasonal shuttle system to visitors, and
- (2) To further reduce the fumes, noise, and congestion in the canyon and historic district resulting from your operations, including concessioner-owned vehicles, employee vehicles, and vendor deliveries.

**Note to Offerors:** Avoid overlap or duplication between your response to this selection factor and your response to Principal Selection Factor 1, Subfactor 1(a).