

PROPOSAL PACKAGE

CC-MUWO002-17

Department of the Interior

National Park Service
Muir Woods National Monument

**Proposal to Operate a Visitation Reservation System and On-Site
Parking Management at
Muir Woods National Monument**

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
Pacific West Region
333 Bush Street, Suite 500
San Francisco, CA 94104-2828

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 the Muir Woods National Monument in accordance with the terms and conditions specified in the Draft Concession Contract CC-MUWO002-17, (Draft Contract) provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities (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 National Park Service approved rates.
- 5) [Include only if the Offeror is not yet 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, rather than 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 State of California, 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] corporation/partnership/limited liability company/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 subfactors if applicable) 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.
- The evaluation panel will only take firm commitments into account when evaluating proposals. 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."
- 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 Service considers text on two sides of one sheet of paper as two pages.
- Offerors must use normal sized font, such as 10, 11 or 12 point, and 1 inch margins on all sides, in the body of the proposal. Offerors must use letter-size paper unless a subfactor asks for schematics or drawings, where Offerors may use legal or ledger-size paper. This standard also applies to all tables, charts, graphs, and provided forms. The Service will accept images of sample material using less than normal sized font.

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)

Service Objectives: *The purpose of the personal occupancy vehicle (POV) parking and shuttle reservation and parking management system is to reduce peak visitation levels at the Park by managing motorized vehicle access. The management of visitor arrival is needed in order to address the complex, longstanding problems with overcrowding and traffic congestion that visitors experience during peak periods. These conditions, caused by growing visitor demand, have resulted in a degraded visitor arrival and departure experience, with overcrowding and traffic congestion occurring during peak periods. These periods of high visitation have expanded in recent years and now occur throughout much of the year. Conditions visitors experience during these times include public safety risks, difficulty finding a parking space, long walks along Lower Muir Woods Road to reach the monument, and a general sense of overcrowding and frustration. These conditions detract from one of the principal Park goals for the Monument —providing an inspiring and contemplative experience.*

The Service is interested in understanding the experience of and methods recommended by the Offeror to reach and educate a diverse range of local, national and international visitors regarding the need to make advance reservations to visit the Park. The Service desires the Offeror to assist visitors in understanding how this system will play a vital role in ensuring preservation of resources of the Park.

Subfactor 1(a). Annual Outreach Plan to Inform Visitors about the Reservation System and the Preservation of Resources of the Park

The Operating Plan requires the Offeror to develop an Annual Outreach Plan that provides information to visitors regarding the purpose and requirements of the POV parking and shuttle reservation system and on-site parking management system.

Using no more than **6 pages**, including all text, pictures, graphics, etc.

- 1) Provide an outline of the contents of the Offeror's Outreach Plan.
- 2) Provide a project timeline for implementation of initial Annual Outreach Plan.
- 3) Provide specific details on the target markets for the Outreach Plan.
- 4) Provide specific details on the channels Offeror will use to reach the target markets.
- 5) Provide the key messages that the Offeror will be using.
- 6) Identify what languages the Offeror will have available in its reservation system and the strategies for offering the multilingual services.
- 7) Describe up to two examples of your experience in developing and administering an Outreach Plan that reached and educated a diverse range of local, national and international audiences.

Subfactor 1(b). Employee Training

The Service wants visitors to understand why the reservation system is a critical element in supporting resource protection. In addition, the Service desires that visitors enjoy a high quality reservation and park arrival experience, as facilitated by high quality, well-trained concession staff at all public touch points in the process.

Using no more than **5 pages**, including all text, pictures, graphs, etc.

- 1) Describe how you will train your employees about the Service, the Park's natural and cultural resources, and stewardship of these resources. Also, describe how you will train your employees to provide such information to Park visitors, and support implementation of the Annual Outreach Plan, recognizing that some employees will have more contact with visitors than others.
- 2) Describe how you will evaluate the success of this training.
- 3) Describe how you will foster and encourage your employees to work collaboratively with other entities operating at Muir Woods, including National Park Service law enforcement, maintenance, interpretation, and business management staff, other park partners, and commercial use authorization holders, to ensure a high quality visitor experience.

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)

Service Objectives: *Specific requirements for the reservation system are outlined in the Operating Plan. The Service is interested in understanding how the Offeror will meet and exceed these requirements. The Service is interested in ensuring that the reservation system for the shuttle and parking services is reflective of industry best practices. The Service's goal is to ensure that the reservation process is user friendly, secure, provides for universal access; is available across multi-platforms; and includes branding which reflects NPS values and missions. Providing the visitor services in multiple languages such as, but not limited to, Spanish and Chinese, is also a Service goal.*

Subfactor 2(a). Reservation System Design and Functionality

The Service desires to understand the functionality of the Offeror's web based reservation system platform as well as the call center operation required under the Draft Contract.

Using no more than **8 pages**; including all text, pictures, graphics, etc.

- 1) Provide a comprehensive example of the reservation site design from initial landing page to completing the reservation.
- 2) Describe your strategy for enforcing the non-transferability of the reservations (as required by section 11(D) of the Operating Plan).
- 3) Describe the functionality of the Offeror's systems that will allow for real time or advance information sharing for operational planning with the Service and Marin Transit.
- 4) To ensure a high quality visitor experience for both online and call center users, the Offeror must commit to various performance metrics for its reservation system. Identify the performance metrics the Offeror plans to use to monitor performance. Discuss why these metrics are proposed and how they will provide evidence of high quality visitor service.

Service Objectives: *Specific requirements for a Parking and Pedestrian Traffic Control Plan are outlined in the Operating Plan. The Service is interested in understanding how the Offeror will meet this requirement and ensure that the on-site (i.e. Park and Shuttle locations) visitor service reflects a high quality visitor experience. The Service is also interested in ensuring collaboration with Marin Transit for efficient and effective on boarding for the shuttle service.*

Subfactor 2(b). Visitor Experience

The Service desires to understand how the Offeror will design and manage the visitor experience integrating both parking and shuttle services.

Using no more than **6 pages**; including all text, pictures, graphics, etc.

- 1) Describe the visitor experience for making a reservation under each of these circumstances:
 - a. Advance and Same Day Reservations On Line
 - b. Reservations and customer service at the Call Center
 - c. Reservation system experience for non-English speaking users

-
- 2) Describe how the Concessioner will use its technology and organizational structure to manage the visitor arrival experience at the Park to ensure visitors are welcomed and receive a high level of customer service. Specifically address:
- a. Preliminary diagram of staff and parking flow management at Muir Woods.
 - b. Verification of reservations for cars arriving on site.
 - c. Verification of reservations for shuttle passengers.
 - d. Strategies for dealing with visitors who do not have a verifiable reservation, or who wish to purchase a reservation while at the Park.

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, specifying whether it is currently in existence or is to be formed. Clearly define the Offeror's relationship to all superior and subordinate entities. Identify the entity, if other than the Offeror, that has the authority to allocate funds, hire and fire management employees of the Offeror. Identify any individual or business entity that holds or will hold a controlling interest in the Offeror. If the Offeror is an unincorporated sole proprietorship, identify and provide information about the individual who owns and operates the business. If the Offeror is a limited liability company, a partnership, or a joint venture, identify and provide information about each managing member or manager, general partner or venturer, respectively.

Submit your organizational documents (e.g., partnership agreement, articles of incorporation, operating agreement).

Using the appropriate Business Organization Information form (as applicable) at the end of this section, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

- 1) Full legal name of the Offeror *and any trade name* under which it proposes to do business.
- 2) The legal form of the Offeror, if other than an individual.
- 3) 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.
- 4) 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. Describe in detail how these relationships will work formally and in practice. Use additional pages if the information does not fit within the forms provided.
- 5) If applicable, the length of Offeror's existence as a business entity.

Subfactor 3(a). Experience with Reservation Systems

Using no more than **6 pages**, including all text, pictures, graphics, etc.

- 1) Describe up to two examples of your experience in the operation and management of a reservation system for parking and/or shuttle or other visitor services similar to those in the Draft Contract. If you provide more than two examples, the Service will evaluate only the first two. For each example provide the following:
 - a. Name and location of service, and contract arrangement, if applicable.
 - b. Brief description of reservation system services offered (e.g. Web-based, call center, etc.).
 - c. Size of operation: number of reservations made annually and number of call center calls received.
 - d. Operational Metrics including the gross revenue of reservation system for the most recent year operated.
 - e. Number of employees: full-time employees and part-time employees involved with the reservation system.
 - f. Identify what (if any) other organizations or entities you collaborated with in delivering services at this location.
 - g. Rationale for including this as an example of comparable experience.

Subfactor 3(b). Experience with Parking and/or Visitor Access Management

Using no more than **6 pages**, including all text, pictures, graphics, etc.

- 1) Describe up to two examples of your experience in the operation and management of parking and/or visitor access management services in settings similar to those required in the Draft Contract. If you provide more than two examples, the Service will evaluate only the first two. For each example provide the following:
 - a. Name and location of service, and contract arrangement, if applicable.
 - b. Brief description of parking management and/or visitor management services offered.
 - c. Size of operation: number of parking spaces, type of parking spaces and or scope of visitor management responsibility.
 - d. Operational Metrics including parking facility annual occupancy and/or annual visitation and gross revenue for the last year.
 - e. Number of employees: full-time employees and part-time employees providing on the ground services.
 - f. Identify what (if any) other organizations or entities you collaborated with in delivering services at this location.
 - g. Rationale for including this as an example of comparable experience.

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.

Name of Entity and Trade-name, if any	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Formation	
Date of Formation	

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	ADDRESS	TITLE AND/OR AFFILIATION

Attach the following:

- Description of relationship of any parent entities to the Offeror with respect to funding and management.

FORM 2

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

Name of Individual and Tradename, if Any**	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person (if other than the Offeror)	
Tax ID #	
Years in Business (of same type as required service(s))	
Current Value of Business	
Role in Providing Concession Service(s)	

*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.

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

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 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.

This Selection Factor is one question worth up to five points and will be scored based upon the entirety of the response.

All forms are provided electronically as part of the Prospectus. The Offeror must complete all forms provided and submit both a hard copy and an Excel spreadsheet file.

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) The completed Business History Information form provided at the end of this section for the Offeror AND any parent company that will provide financial or management assistance. If the Offeror is not yet formed, provide a business history form for each Offeror-Guarantor.
- 2) A complete credit report in the name of the Offeror and a complete credit report for any parent company that will provide financial or management assistance that includes scores and is dated within six months prior to the date of the proposal. The report must be from a major credit reporting company such as Equifax, Experian, TRW, or Dun & Bradstreet. If the Offeror is not yet formed, include a credit report for each Offeror-Guarantor.

Demonstrate the Offeror's business experience and financial capacity by providing the following:

Submit the Offeror's audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements must be provided for any individual Offerors, general partners in a partnership, and all venturers in a joint venture. If the Offeror is not yet formed, submit audited financial statements for each Offeror-Guarantor.

If audited financial statements are not available, explain in detail why they are not available.

If audited financial statements are not available, explain why the statements were reviewed rather than audited.

If neither audited nor reviewed statements are available, explain in detail why they are not available and submit:

Business financial statements. The Offeror (or Offeror-Guarantor(s), as applicable) must submit its financial experience including financial statements that are certified as to accuracy and completeness by an authorized officer of the entity.

If none of the above are available, explain in detail why they are not available and submit:

Personal financial statements. The Offeror (or Offeror-Guarantor(s), as applicable) must submit personal financial statements certified as to accuracy and completeness by the submitting individual for each of the Offeror's principals (as described under Offeror's Organizational Structure in Principal Selection Factor 3).

Demonstrate that your proposal is financially viable and that you understand the financial obligations 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 Expense and the Initial Investments and Start-Up Expense Assumptions forms included in the Excel spreadsheets provided as an Appendix to the 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 understand how the estimates were determined.

Using the Excel spreadsheets provided as an Appendix to the prospectus, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs within the Excel workbook. 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. Complete the Operating Assumptions tab to explain your financial projections. Also complete the Recapture of Investment and the Recapture of Investment Assumptions forms. Recapture amounts should also be included in the cash flow proforma, not the proforma income statement.

Below are some general notes regarding the provided forms found in the Appendices attached to the Prospectus.

- 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.
 - 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 reflect the number of years in 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 pro forma statements, use 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 provide a full understanding of how the estimates were determined.
 - Complete **all of the forms provided** and submit both a hard copy and an electronic Excel workbook file.
-

Demonstrate your ability to obtain the required funds for start-up costs under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines.

The more definite the terms stated in the documentation, the more credible the Service is likely to find the Offeror's ability to obtain the required funds.

- 1) If funds are to be obtained from cash on hand or operating cash flows from the Offeror's current business, document each source and the availability of these funds by providing your previous and current audited financial statements for the two most recent fiscal years, with all notes to the financial statements (see 4(b) above if audited financial statements are not available). Depending on the Offeror's form of entity, provide audited financial statements for any individual Offerors, general partners in a partnership, and all venturers in a joint venture.
If the Offeror is not formed and the Offeror-Guarantor is funding the required start-up costs, provide for each Offer-Guarantor the documentation for the appropriate type of Offer-Guarantor (individual, business entity) as described below.
- 2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide supporting documents including but not limited to documents that describe the approximate amount of the loan, the term of the loan and any proposed encumbrances on the Draft Contract. Include a letter (addressed to the National Park Service from the lender on the lending institution's letterhead) stating the amount of funds available to the Offeror at the date of the letter. In addition, the letter must outline the Financial Institution's historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.
- 3) If funds are to be obtained from an individual, or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to such individual:
 - Signed funding commitment from the individual (stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract)
 - Current personal financial statement certified as to accuracy and completeness by the individual submitting it
 - Current bank/financial institution documents that verify the account(s) and account balance(s) for the primary fund source
 - Documentation of any assets to be sold
 - Any other assurances or documents that demonstrate that the funds are available
- 4) If funds are to be obtained from working capital liabilities (such as advance deposits), 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 (e.g., a business entity whose primary fund source is not an individual), provide the following as appropriate:
- Signed funding commitment from the fund source stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract
 - Current audited financial statements for the most recent year (see 4(b) above if audited financial statements are not available)
 - If the current audited financial statements do not show evidence that the source has the necessary funds to make the funding commitment, provide additional documentation.

NOTE: *If the Offeror is obtaining even a part of the necessary funds from another entity, the Service must be able to determine from the documents submitted that the Offeror is highly likely to obtain either a stated amount or an unlimited amount of funding from an entity with sufficient financial capability to provide the funds.*

**BUSINESS HISTORY INFORMATION FORM
(PRINCIPAL SELECTION FACTOR 4)**

Business history information should be provided for the Offeror AND any parent company 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

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 thirty percent (30%) of 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 FACTORS

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)

Service Objectives: *The Service is interested in visitors to Muir Woods National Monument gaining an appreciation for greater environmental stewardship based upon their visitor experience at the Park.*

Subfactor (1). Plan for Demonstrating Environmental Stewardship in Concession Operations

The Service desires to understand how the Offeror will demonstrate its Environmental Stewardship to visitors using the services under the Draft Contract.

Using not more than **3 pages** including all text, pictures, graphs, etc.

- 1) Identify how the Offeror will work towards reducing emissions from POV vehicles arriving to park at the Monument. Specifically, the Service is interested in strategies the Offeror will agree to that will reduce wait times and idling of POV visitor vehicles while parking, as well ways the Offeror will reduce emissions in its own operations.
- 2) Identify how the Offeror will contribute to waste diversion in its land assignment. Specifically the Service is interested in strategies the Offeror will agree to for separation of trash and recyclables.
- 3) Identify how the Offeror will measure, monitor and report the effectiveness of these initiatives, as well as demonstrate the rationale for these initiatives to visitors.