PROPOSAL PACKAGE

CC-CRLA003-25

Department of the Interior

National Park Service
Crater Lake National Park

Proposal to Operate Guided Land Tours

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 digital signatures.** 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 it does not accept without condition the terms and conditions of this Prospectus, your proposal may be considered non-responsive, even if 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
Interior Regions 8, 9, 10, and 12
555 Battery Street, Suite 122
San Francisco, California 94111

Dear Regional 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 the 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 Crater Lake National Park in accordance with the terms and conditions specified in the Draft Concession Contract No. CC-CRLA003-25, (Draft Contract) provided in the Prospectus issued by the public notice as listed on the SAM.gov website 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 it has provided all mandatory information specified in the Prospectus.

The Offeror certifies in accordance with applicable law the following (initial all that apply):

(1) 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. _________

(2) 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. _________

(3) 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. _________

(4) 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. _________

(5) 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. ________

(6) If a corporation, the Offeror does not have any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability. ________

(7) If a corporation, the Offeror has not been convicted of a felony criminal violation under any Federal law within the preceding 24 months. _________

If the Offeror is unable to certify one or more of the items above, it may sign this transmittal letter and, together with this transmittal letter, must submit detailed information explaining why it is unable to certify the item(s). The information the Offeror must submit includes a description of every incident that prevents the Offeror from certifying the item(s); the current status of each incident; and, if resolved, how each incident was resolved. The Offeror must explain how these incidents may affect the Offeror's ability to fulfill the terms of the Draft Contract.

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

(1) To perform, in a timely and competent manner, 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 Concession Contract to the Offeror 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 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 Bylaws for corporations; Certificate of Formation and 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 Oregon, evidence that it is qualified to do business there.

The Offeror certifies it has uploaded the following documents on the Service's designated Microsoft Teams site using the email address __________________:

Document Title	Filename	File Size

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. If there is more than one Offeror-Guarantor, each Offeror-Guarantor must sign the Offeror's Transmittal Letter.

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

(1) 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 selection 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.

(2) 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 recycling containers in each lodging room by December of 2017."

(3) 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.

(4) The Service considers text on two sides of one sheet of paper as two pages.

(5) Offerors must use letter-size paper unless a subfactor asks for schematics or drawings, in which case Offerors may use legal or ledger-size paper for the schematics or drawings. Offerors must use 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.

(6) Page margins must be 1 inch. Page numbers and identifications of confidential information may appear within the margins.

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 Service's objectives under this factor are focused on the type of tour vehicles used and how the Concessioner will conduct its operations in a manner that protects, conserves, and preserves the natural resources of Crater Lake National Park.*

Natural Resources

Using not more than one (1) page, including all text, pictures, graphs, etc., describe how you will conduct your operations in a manner that will minimize its impacts on the natural environment of the Area.

(1) Describe the features of tour vehicles that make them more efficient and less polluting than similar models.

(2) Describe how you will minimize vehicle operating noise to reduce impacts to the Park soundscape.

(3) Describe how you will ensure vehicles and equipment are maintained and replaced in a timely manner to preserve efficiency, prevent spills, and avert breakdowns.

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: *The Service's objectives for this factor are for the Concessioner to provide a quality and educational guest experience.*

Subfactor 2(a). Quality Guest Experience

The Service is committed to providing visitors a unique, informative, and relaxing experience. **Using no more than one (1) page**, including all text, pictures, graphs, etc., describe the following.

(1) The quality of the viewing and auditory experience the vehicles will provide for visitors. Specific to the auditory experience, the Offeror should focus on the capabilities of the public-address or other communication features of the vehicles.

(2) How your operation will ensure an inclusive experience for guests by providing Americans with Disabilities Act (ADA) compliant features. Consider both physical and programmatic accessibility.

Subfactor 2(b). Interpretive Programming

Using no more than one (1) page, including all text, pictures, graphs, etc., describe your plans to develop and deliver programs to guests that help them understand the significance of Park resources and foster a sense of stewardship. Do not describe the specifications of the systems, as those should be described as part of your response to Subfactor 2(a) above.

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 the Service 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(s) 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 explain and define the Offeror's relationship to any related entities that will affect how the Offeror will perform under the Contract. Identify the entity, if other than the Offeror, that has the authority to allocate funds, and 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 Principal Selection Factor 3, 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) The 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, the precise extent of their ownership interests.

(4) The name, address and, if applicable, form of business entity of all related 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.

If the Offeror is not yet formed, or the Offeror was formed recently and has no financial or operating history, submit a Business Organization Information form for each Offeror-Guarantor.

Subfactor 3(a). Operational Experience

Using no more than one (1) page, including all text, pictures, graphs, etc.:

Provide one example describing the experience of the Offeror in the operation and management of guided land tours similar in scope and scale to those required by the Draft Contract. If the Offeror operates multiple outlets as part of a larger operational area (e.g., a large contract, resort holding, etc.), they must select one distinct outlet to use as an example, not all outlets within that operational area. The Service prefers examples that demonstrate experience within the last five years.

If the Offeror is not yet in existence, the Offeror was formed recently and has no financial or operating history, or the Offeror relies on the experience of a related entity, such as an Offeror-Guarantor, explain how such experience will carry over to the Offeror entity directly and how that entity's experience will benefit the Offeror's operations. If an Offeror provides more than one example of operational experience, the Service will evaluate only the first example.

(1) Name and location of operation

(2) Nature and tenure of the Offeror's involvement, status of business (e.g., owned and operated by Offeror, sold, open but no longer operated by Offeror, closed, etc.)

(3) Time frame of experience, with dates

(4) Description of services provided

(5) Annual gross receipts, by department if applicable, for the most recent year/season of operation in which the Offeror was involved with the business

(6) Guided tours: vehicle capacity; number of vehicles; number of passengers by tour; number of daily departures

(7) Operating season and hours

(8) Number of employees: full-time employees, part-time employees, and seasonal employees, segregated by peak and off-peak seasons

(9) Any special operating conditions or challenges (e.g., remote location, extreme environment or weather conditions, employee retention)

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.

(2) Explain how you responded to each Infraction, including actions you took to prevent a recurrence of the Infraction.

(3) List the Related Entities (as defined below) you considered in providing the foregoing information.

(4) Describe your overall strategy to minimize Infractions and 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.

*Offeror will mean the Offeror; its affiliate, parent, subsidiary, and predecessor companies; other related business entities; and the Offeror's principals and employees (collectively, the "Business Entities").

BUSINESS ORGANIZATION INFORMATION
Corporation, Limited Liability Company, Partnership, or Joint Venture
(Principal Selection Factor 3)

Note: Either a Form 10-357A or Form 10-357B is completed for each proposal, depending on the nature of ownership of the company.

Complete separate form for the submitting business entity and any and all parent entities.

Name of Individual and Tradename, if any	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID #	
State of Formation	
Date of Formation	

Ownership	Percentage of Ownership Interest	Current Value of Investment
Names and Addresses of those with controlling interest and key principals of 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 Offeror-Guarantor to the Offeror with respect to funding and management.

NOTICES

PRIVACY ACT STATEMENT

Authority: The authority to collect information on the attached form is derived from 54 U.S.C. 1019, Concessions and Commercial Use Authorizations.

Purpose: The purposes of the system are to assist NPS employees in managing the National Park Service Commercial Services program allowing commercial uses within a unit of the National Park System to ensure that business activities are conducted in a manner that complies with Federal laws and regulations and to evaluate offerors who desire to conduct or are conducting business within units of the National Park System.

Routine Uses: In addition to those disclosures generally permitted under 5 U.S.C.552a(b) of the Privacy Act, records or information contained in this system may be disclosed outside the National Park Service as a routine use pursuant to 5 U.S.C. 552a(b)(3) to other Federal, State, territorial, local, tribal, or foreign agencies and other authorized organizations and individuals based on an authorized routine use when the disclosure is compatible with the purpose for which the records were compiled as described under the system of records notice INTERIOR/NPS-15, Concessions Management Files 48 FR 51696 (November 10, 1983); Modification published 73 FR 63992 (October 28, 2008) and 86 FR 50156 (September 7, 2021). This notice can be found at https://www.doi.gov/privacy/sorn.

Disclosure: Providing your information is voluntary, however, failure to provide the requested information may impede the evaluation of your proposal in response to available concession opportunities.

PAPERWORK REDUCTION ACT STATEMENT

We collect this information under the authority of Title IV of the National Parks Omnibus Management Act of 1998 (Pub. L. 105–391). We use this information to evaluate a concession proposal. Your response is required to obtain or retain a benefit. We may not collect or sponsor and you are not required to respond to a collection of information unless it displays a currently valid OMB control number. OMB has approved this collection of information and assigned Control No. 1024-0029.

ESTIMATED BURDEN STATEMENT

We estimate that it will take you 1 hour to complete this form, including time to review instructions, gather and maintain data, and complete and review the form. You may send comments on the burden estimate or any aspect of this form to the Information Collection Clearance Officer, National Park Service, 1201 Oakridge Drive, Fort Collins, CO 80525. Please do not send your completed form to this address.

RECORDS RETENTION. TEMPORARY. Destroy/Delete 3 years after closure. (NPS Records Schedule, Commercial Visitor Services, (Item 5D) (N1-79-08-4))

OMB Control No. 1024-0029
Expiration Date 10/31/2026

BUSINESS ORGANIZATION INFORMATION
Individual* or Sole Proprietorship
(Principal Selection Factor 3)

Note: Either a Form 10-357A or Form 10-357B is completed for each proposal, depending on the nature of ownership of the company.

Complete separate form for the submitting business entity and any and all parent entities.

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.

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Routine Uses: In addition to those disclosures generally permitted under 5 U.S.C.552a(b) of the Privacy Act, records or information contained in this system may be disclosed outside the National Park Service as a routine use pursuant to 5 U.S.C. 552a(b)(3) to other Federal, State, territorial, local, tribal, or foreign agencies and other authorized organizations and individuals based on an authorized routine use when the disclosure is compatible with the purpose for which the records were compiled as described under the system of records notice INTERIOR/NPS-15, Concessions Management Files 48 FR 51696 (November 10, 1983); Modification published 73 FR 63992 (October 28, 2008) and 86 FR 50156 (September 7, 2021). This notice can be found at https://www.doi.gov/privacy/sorn.

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NOTE TO OFFERORS

In Principal Selection Factor 4, the National Park Service requires you to provide information by submitting documents and completing provided forms.

If you fail to provide such information, the Service may consider your proposal non-responsive.

If the Service determines your proposal non-responsive:

- You will not be selected as the best Offeror.
- You will not be entitled to exercise any rights you may have as a Preferred Offeror.

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.*

This selection factor has no subfactors. The Service will score the selection factor based upon the entirety of the response.

The Offeror must complete all provided forms either in the Word format here or the Excel files (attached as an appendix), but not both.

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:

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

BUSINESS HISTORY INFORMATION

PROPOSAL PACKAGE
CC-CRLA003-25

Business history information should be provided for the Offeror or Offeror-Guarantor(s) AND any individual or entity other than an accredited financial institution that will provide financial or management assistance.

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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DOI OFFEROR FINANCIAL STATEMENTS AND PROJECTIONS
SMALL CONTRACTS

PROPOSAL PACKAGE
CC-CRLA003-25

Financial Statements

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.*

OMB Control No. 1024-0029
Expiration Date 10/31/2026

Table 1: Business Financial Statement - Most Recent Fiscal Year Balance Sheet

For Fiscal Year Ending:_______________________________

	Table 1: Financial Statements	**Most Recent Fiscal Year**
1	Cash in Bank	$
2	Accounts Receivable	$
3	Inventory	$
4	Other Current Assets (Describe)	$
5	**Total Current Assets** (add lines 1-4)	$
6	Personal Property (Equipment) Items	$
7	Other Fixed Assets (Describe)	$
8	(LESS Accumulated Depreciation)	$
9	**Total Fixed Assets** (add lines 6-7, minus line 8)	$
10	**Total Assets** (add lines 5 & 9)	$
11	Accounts Payable	$
12	Bank Loans Outstanding	$
13	Loans due to Owners	$
14	Other Current Liabilities (Describe)	$
15	**Total Current Liabilities** (add lines 11-14)	
16	Long-Term Liabilities (Describe)	$
17	**Total Liabilities** (add lines 15 and 16)	$
18	**Total Net Worth** (line 10 minus line 17)	$

Describe the information in lines 4, 7, 14, and 16 below.

Table 2: Business Financial Statement - Most Recent Month Balance Sheet

For Month Ending:______________________________

	Table 2: Financial Statements	Most Recent Mont
1	Cash in Bank	$
2	Accounts Receivable	$
3	Inventory	$
4	Other Current Assets (Describe)	$
5	**Total Current Assets** (add lines 1-4)	$
6	Personal Property (Equipment) Items	$
7	Other Fixed Assets (Describe)	$
8	(LESS Accumulated Depreciation)	$
9	**Total Fixed Assets** (add lines 6-7, minus line 8)	$
10	**Total Assets** (add lines 5 & 9)	$
11	Accounts Payable	$
12	Bank Loans Outstanding	$
13	Loans due to Owners	$
14	Other Current Liabilities (Describe)	$
15	**Total Current Liabilities** (add lines 11-14)	
16	Long-Term Liabilities (Describe)	$
17	**Total Liabilities** (add lines 15 and 16)	$
18	**Total Net Worth** (line 10 minus line 17)	$

Describe the information in lines 4, 7, 14, and 16 below.

Table 3: Business Financial Statement - Historical Income Statement

Some lines may not be used, place "N/A" in these lines. Include revenues and expenses related to the business as a whole, including any operations both inside and outside of the park.

Table 3: Historical Income Statement		Year 1	Year 2
1	**Revenues**		
1a	Revenue Source 1 ____________________	$	$
1b	Revenue Source 2 ____________________	$	$
1c	Revenue Source 3 ____________________	$	$
1d	Revenue Source 4 ____________________	$	$
2	**Total Revenues** (add lines 1a-1d)	$	$
3	**Cost of Sales**		
4	**Total Cost of Sales**	$	$
5	**Gross Profit** (line 2 minus line 4)	$	$
6	**Direct Expenses**		
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 _________________	$	$
7	**Total Direct Expenses** (add lines 6a-6f)	$	$
8	**Undistributed Expenses**		
8a	Administrative and General	$	$
8b	Marketing (Advertising)	$	$
8c	Utilities	$	$
8d	Repair and Maintenance	$	$
8e	Other Undistributed Expense 1 ____________	$	$
8f	Other Undistributed Expense 2 ____________	$	$
9	**Total Undistributed Expenses** (add lines 8a-8f)	$	$

Table 3: Historical Income Statement		Year 1	Year 2
10	**Fixed Expenses**		
10a	Insurance	$	$
10b	NPS Franchise Fee (if applicable)	$	$
10c	Other Fixed Expense 1 ___________________	$	$
10d	Other Fixed Expense 2 ___________________	$	$
11	**Total Fixed Expenses** (add lines 10a – 10d)	$	$
12	**Total direct, undistributed, and fixed expenses** (add lines 7, 9 and 11)	$	$
13	**EBITDA*** (Line 5 minus line 12)	$	$
14	Depreciation and Amortization	$	$
15	Interest	$	$
16	**Net Income Before Income Taxes** (Line 13, minus lines 14 & 15)	$	$

*Earnings before Interest, Taxes, Depreciation and Amortization

Table 4: Personal Financial Statement

Name: ____

As of Date: ____ % Ownership: ____________________

	Table 4: Personal Financial Statement	
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)	$
9	**Total Assets** (add lines 1-8)	$
10	Accounts Payable	$
11	Bank Loans Outstanding	$
12	Mortgage Loans Outstanding	$
13	Other Loans Outstanding (Describe)	$
14	Unpaid Tax Liability	$
15	Other Liabilities (Describe)	$
16	**Total Liabilities** (add lines 10-14)	$
17	**Total Net Worth** (add lines 9 and 16)	$
18	Salary	$
19	Investment Income	$
20	Other Income (Describe)	$
21	**Total Income** (add lines 17-19)	$
22	Endorsements or Guarantees	$
23	Other Contingent Liabilities (Describe)	$
24	**Total Contingent Liabilities** (add lines 22-23)	$

Describe the information in lines 8, 13, 15, 20, and 23 below.

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.

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 $1,000** that you will use for your operations inside of the Park and provide an estimate of its current value. 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 $1,000** that you will intend to acquire to use for this.

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

Personal Property	**Quantity**	**Value of *Currently Owned* Personal Property**
		$
		$
		$
Total Value of ***Currently Owned*** Personal Property		**$**
Personal Property	**Quantity**	**Value of Personal Property that *will be Acquired* Prior to Operation**
		$
		$
		$
Total Value of Personal Property that ***will be Acquired***		**$**
Total Value of Personal Property Investment		**$**

(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

Estimate of Investment Required to Begin Operations in the Draft Contract

Acquisition/Investment Category	Acquisition/Investment Amount
Personal Property (Equipment)	$
Merchandise (Inventory)	$
Supplies	$
Working Capital (Cash)	$
Other (Describe)	$
Total Funds Needed	**$**

Describe "Other" investment listed in the table, below.

(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 $1,000, 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

During the term of the Draft Contract

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 1: You must base the revenue projections on the current NPS approved rate schedule (see Operating Plan, Section 4(B)). If applicable, show revenues by departments (separate revenue activities - e.g., guide services, gift sales, snack bar revenue, etc.).

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 D of the Draft Contract

Line 13: Earnings before Interest, Taxes, Depreciation and Amortization

Table 8: Prospective Income Statement

If a **line is marked with an asterisk**, 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 **inside the park** in your prospective income statement. **Do not** include other services you provide outside the park. This is **unlike** the Income Statement you provided in Table 3.

		Year 1	Assumptions
1	**Revenues***		
1a	Guided Land Tours	$	
1b	Revenue Source 2 (Authorized Service – Insert Description)	$	
1c	Revenue Source 3 (Authorized Service – Insert Description)	$	
2	**Total Revenues** (add lines 1a-1c)	$	
3	**Cost of Sales**		
4	**Total Cost of Sales**	$	
5	**Gross Profit** (Line 2 minus line 4)	$	
6	**Direct Expenses**		
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 ___________________	$	
7	**Total Direct Expenses** (add lines 6a-6f)	$	
8	**Undistributed Expenses**		
8a	Administrative and General*	$	
8b	Marketing (Advertising)	$	
8c	Utilities	$	
8d	Repair and Maintenance	$	
8e	Other Undistributed Expense 1 _____________	$	
8f	Other Undistributed Expense 2 _____________	$	
9	**Total Undistributed Expenses** (add lines 8a-8f)	$	

Table 8: Prospective Income Statement

If a **line is marked with an asterisk**, 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 **inside the park** in your prospective income statement. **Do not** include other services you provide outside the park. This is **unlike** the Income Statement you provided in Table 3.

		Year 1	Assumptions
10	**Fixed Expenses**		
10a	Insurance*	$	
10b	NPS Franchise Fee	$	
10c	Other Fixed Expense 1 ___________________	$	
10d	Other Fixed Expense 2 ___________________	$	
11	**Total Fixed Expenses** (add lines 10a-10d)	$	
12	**Total direct, undistributed and fixed expenses** (add lines 7, 9 and 11)		
13	**EBITDA*** (Line 5 minus line 12)	$	
14	Depreciation and Amortization	$	
15	Interest	$	
16	**Net Income Before Income Taxes** (Line 13, minus lines 14 & 15)	$	

NOTICES

PRIVACY ACT STATEMENT

Authority: The authority to collect information on the attached form is derived from 54 U.S.C. 1019, Concessions and Commercial Use Authorizations.

Purpose: The purposes of the system are to assist NPS employees in managing the National Park Service Commercial Services program allowing commercial uses within a unit of the National Park System to ensure that business activities are conducted in a manner that complies with Federal laws and regulations and to evaluate offerors who desire to conduct or are conducting business within units of the National Park System.

Routine Uses: In addition to those disclosures generally permitted under 5 U.S.C.552a(b) of the Privacy Act, records or information contained in this system may be disclosed outside the National Park Service as a routine use pursuant to 5 U.S.C. 552a(b)(3) to other Federal, State, territorial, local, tribal, or foreign agencies and other authorized organizations and individuals based on an authorized routine use when the disclosure is compatible with the purpose for which the records were compiled as described under the system of records notice INTERIOR/NPS-15, Concessions Management Files 48 FR 51696 (November 10, 1983); Modification published 73 FR 63992 (October 28, 2008) and 86 FR 50156 (September 7, 2021). This notice can be found at https://www.doi.gov/privacy/sorn.

Disclosure: Providing your information is voluntary, however, failure to provide the requested information may impede the evaluation of your proposal in response to available concession opportunities.

PAPERWORK REDUCTION ACT STATEMENT

We collect this information under the authority of Title IV of the National Parks Omnibus Management Act of 1998 (Pub. L. 105–391). We use this information to evaluate a concession proposal. Your response is required to obtain or retain a benefit. We may not collect or sponsor and you are not required to respond to a collection of information unless it displays a currently valid OMB control number. OMB has approved this collection of information and assigned Control No. 1024-0029.

ESTIMATED BURDEN STATEMENT

We estimate that it will take you 1 hour to complete this form, including time to review instructions, gather and maintain data, and complete and review the form. You may send comments on the burden estimate or any aspect of this form to the Information Collection Clearance Officer, National Park Service, 1201 Oakridge Drive, Fort Collins, CO 80525. Please do not send your completed form to this address.

RECORDS RETENTION. TEMPORARY. Destroy/Delete 3 years after closure. (NPS Records Schedule, Commercial Visitor Services, (Item 5D) (N1-79-08-4))

Demonstrate your ability to obtain the required funds for start-up costs (those set out 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 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:

- **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.
- **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.
- **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:

- **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

- **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. 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 **three percent (3.0%)** 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 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)

Note to Offeror: *The subfactor for this Secondary Selection Factor focuses on environmentally preferable products. Avoid overlap between your response here and your response to other selection factors. Do not repeat the minimum requirements as specified in Exhibit B (Operating Plan).*

Environmentally Preferable Products

Using not more than one (1) page, including all text, pictures, graphs, etc., explain how you will increase the use of environmentally preferable products (e.g., cleaning products, retail items (if any), etc.) in your operations. Your plan must include specific product types and an explanation of how these products are environmentally preferable.