

PART III

Proposal Package

CC-GLBA035-27

Department of the Interior

National Park Service

Glacier Bay National Park and Preserve

Proposal to Operate Kayak Rental Services

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.** 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, or the Offeror was formed recently and has no financial or operating history, the proposal must demonstrate that the individual(s) or entity(ies) (hereinafter Offeror-Guarantor(s)) 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
(Provide only one Offeror's Transmittal Letter)

Regional Director
Alaska – Interior Region 11
240 W. 5th Ave.
Anchorage, Alaska 99501

Dear Director:

The name of the Offeror is _____. If the Offeror has not yet been formed, or the Offeror was formed recently and has no financial or operating history, 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 Glacier Bay National Park and Preserve in accordance with the terms and conditions specified in the Draft Concession Contract CC-GLBA035-26, (Draft Contract) provided in the Prospectus issued by the public notice as listed on the [SAM.gov website](https://www.sam.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).

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 understands that the National Park Service will rely upon the material representations set forth in the Offeror's Proposal and acknowledges that the Offeror has a duty to inform the National Park Service of any material information in the Offeror's Proposal that changes or that the Offeror learns to be incorrect. 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 and as these terms are defined in 2 C.F.R. parts 180 and 1400 and sections 744 and 745 of Division E of the Consolidated and Further Continuing Appropriations Act, 2015 (Pub. L. 113-235), the following (initial all that apply):

- 1) Neither the Offeror nor any of its principals are presently excluded or disqualified. _____
- 2) Within the three years preceding submission of the Proposal, neither the Offeror nor any of its principals have been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) or private agreement or transaction; violation of federal or state antitrust statutes; commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, violating federal criminal tax laws, receiving stolen property, making false claims, or obstruction of justice; or commission of any other offense indicating a lack of business integrity or business honesty that seriously and directly affects their present responsibility.

- 3) Neither the Offeror nor any of its principals are presently indicted for or otherwise criminally or civilly charged by a federal, state or local governmental entity with the commission of any of the aforementioned offenses. _____

- 4) Neither the Offeror nor any of its principals have 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) 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. _____
- 6) 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 or the Offeror was formed recently and has no financial or operating history.]* 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 an 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 Alaska, 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	File Name	File Size

Name of Offeror (or Offeror-Guarantor(s)): _____

If the Offeror is not yet in existence as of the time of submission or the Offeror was formed recently and has no financial or operating history, 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, add signature boxes for each Offeror-Guarantor to sign the Offeror’s Transmittal Letter.

BY _____ DATE _____
(Type or Print Name)

Original Signature _____

Title _____

Address _____

Email _____

Phone _____

(End of Offeror's Transmittal Letter)

NOTICES

PRIVACY ACT STATEMENT

Authority: The authority to collect information on the attached form is derived from 54 U.S.C. ch. 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.

Certificate of Business Entity Offeror

(Or of Offeror-Guarantor)

(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 _____

NOTICES

PRIVACY ACT STATEMENT

Authority: The authority to collect information on the attached form is derived from 54 U.S.C. ch. 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.

ANILCA SECTION 1307 PREFERRED OPERATOR APPLICATION

If the applicant seeks to submit an offer as a business entity with a claim to a preference under ANILCA, it must be legally formed by the deadline for offer submission so that it may include its organizational documents with its offer, regardless of language to the contrary elsewhere in the proposal package.

Please refer to the ANILCA Section 1307 regulations, referenced in the Proposal Instructions and included in the Appendix to this Prospectus, to answer the following questions:

LOCAL RESIDENTS

Is the entity making this proposal seeking to be qualified as a local resident, as defined in 36 C.F.R 13.305, for the services proposed under this prospectus? Note: Local area means an area in Alaska within 100 statute miles of the location within the park area where any of the applicable visitor services are authorized to be provided (i.e., within 100 statute miles of Bartlett Cove within Glacier Bay National Park).

☐

Yes

☐

No

To qualify as a local resident, each of the following elements must be met **and you must provide documentation**, as described in the regulations, to establish each element. Failure to submit adequate documentation to prove each element by the Prospectus deadline will result in denial of your application for local resident status.

INDIVIDUALS (Sole Proprietorship):

Has the offeror lived within the local area for 12 consecutive months before the date this prospectus was issued (see issue date on inside cover)?

☐

Yes

☐

No

Has the offeror maintained its primary permanent residence and business within the local area?

☐

Yes

☐

No

Whenever absent from this primary, permanent residence, does the offeror intend to return to it?

☐

Yes

☐

No

Please submit at least two forms of documentation that demonstrate the location of an individual's primary, permanent residence and business. Appropriate documentation may include, but is not limited to, the permanent address indicated on licenses issued by the State of Alaska, tax returns, voter registration, Permanent Fund Dividend applications and affirmances, utility bills, and title to or a lease agreement for the property where you reside. Post office boxes or other non-residential addresses are not acceptable proof of residence, even if listed on a State of Alaska license or other official document. NOTE: The documentation submitted must establish not only residence as of the date of the Prospectus, but residence for 12 consecutive months before the Prospectus was issued.

Rural residents without a verifiable street address should contact the National Park Service representative listed on the inside cover of this Prospectus to discuss acceptable forms of documentation.

CORPORATIONS, PARTNERSHIPS, JOINT VENTURES, AND LIMITED LIABILITY COMPANIES:

Is the controlling interest¹ held by an individual or individuals who qualify as local resident(s) (see above)?

☐

Yes

☐

No

If Yes, provide a list of the individuals with ownership interest in the entity, identifying the ownership interest of each individual (the total should add up to 100%). Also provide corporation by-laws or other similar documentation (e.g. Articles of Incorporation and By-Laws for corporations; Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures) that clearly identifies the interests, controlling or otherwise, of each individual in the entity.

For each individual for which local preference is being claimed, also answer the questions and provide the documentation required under the ***"Individuals"*** section above.

NON-PROFIT CORPORATIONS

Do a majority of the board members qualify individually as local residents (see above)?

☐

Yes

☐

No

Do a majority of the officers qualify individually as local residents (see above)?

☐

Yes

☐

No

Provide a list of all board members and a list of all officers. For each board member and officer for which local preference is being claimed, also answer the questions and provide the documentation required under the ***"Individuals"*** section above.

Provide the entity's Articles of Incorporation or similar organizational documentation.

¹ Controlling interest means, in the case of a corporation, an interest, beneficial or otherwise, of sufficient outstanding voting securities or capital of the business so as to permit the exercise of managerial authority over the actions and operations of the corporation or election of a majority of the board of directors of the corporation.

Controlling interest in the case of a partnership, limited partnership, joint venture, or individual entrepreneurship, means a beneficial ownership of or interest in the entity or its capital so as to permit the exercise of managerial authority over the actions and operations of the entity. In other circumstances, controlling interest means any arrangement under which a third party has the ability to exercise management authority over the actions or operations of the business.

MOST DIRECTLY AFFECTED NATIVE CORPORATIONS

Are you applying for “most directly affected Native Corporation” status, as defined in 36 C.F.R Part 13, Subpart E? *If yes, provide the documentation to support this determination, as described below.* ²

☐

Yes

☐

No

² Huna Totem Corporation has previously been determined to have “most directly affected” Native corporation status for Glacier Bay National Park and Preserve and does not need to resubmit supporting documentation.

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 within any applicable page limits elsewhere in a proposal in assessing the proposal's response to each particular selection factor.
- 2) The evaluation panel will give scoring preference to firm commitments when evaluating proposals. Responses that include terms such as "look into," "research," "may," "if feasible," and similar terms, or that describe existing operations and conditions rather than proposing future commitments, will not be considered 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 2027."
- 3) Where page limits are set out in the Proposal Package, the Service will not evaluate 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) 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.
- 5) Page margins must be 1 inch. Page numbers and identifications of trade secrets or confidential commercial or financial information that the Offeror believes to be exempt from disclosure under the Freedom of Information Act may appear within the margins and must be no smaller than 10-point font. The Proposal Instructions (Part II of this Prospectus) include further instructions and notices regarding the Freedom of Information Act and proposals and awarded concession contracts.

NOTICE TO OFFERORS

In completing the forms in the Excel workbook provided for part 3 of Principal Selection Factor 4, you need to include the monetary amounts for any investments required to realize the strategies outlined in response to the selection factors.

Principal Selection Factor 1. The responsiveness of the proposal to the objectives, as described in the prospectus, of protecting, conserving, and preserving resources of the Park. **(0-5 points)**

Service Objectives: The Service seeks Concessioners who will minimize the effect of their operations on the Park's resources through operational processes and procedures.

Note to Offeror: This selection factor is concerned with environmental objectives that relate specifically to the protection of park resources.

Principle Selection Factor 1: Using no more than **four (4) pages**, including all text, pictures, graphs, etc., describe how your operations will demonstrate and communicate respect for wildlife and the natural environment. At a minimum describe:

1. How you will educate and instruct renters to prevent the disturbance of sensitive wildlife, such as solitary and colonial nesting seabirds and hauled out marine mammals.
2. How will you educate and instruct renters to ensure wildlife, especially bears, do not have access to human food, trash, and other attractants?
3. The orientation and information you will provide to clients regarding Glacier Bay National Park and Preserve and how to protect wildlife and the natural and cultural resources of the Area.
4. How your operations will support appropriate human waste management in the Park. Include all programs or strategies you will adopt and implement to ensure that clients have current, accurate information and access to the resources, tools, and supplies necessary to manage human waste properly.

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 seeks Concessioners committed to delivering high-quality, safe, memorable visitor experiences at a reasonable rates; experiences which increase visitor appreciation of Glacier Bay National Park & Preserve.

Subfactor 2(a): Safety and Risk Management (0-2 points)

Using no more than **three (3) pages**, including all text, pictures, graphs, etc., describe the comprehensive safety and risk-management program you will implement. At a minimum:

1. Describe your communication protocols when renters are in the Park and the safety equipment provided with each rental.
2. Describe the duration of kayak rentals you plan to offer (half-day, single day, multi-day, etc.) and client requirements related to experience and minimum/maximum group sizes.
3. Describe how you will train and empower staff to prepare renters who may have limited or no prior kayaking experience or experience in the park, to safely recreate on Park waters in conditions that can change quickly.
4. Describe the safety orientation clients will receive prior to embarking, including how you will ensure the message is delivered accurately and consistently.

Subfactor 2(b): Equipment Program (0-1 points)

Using no more than **two (2) pages**, including all text, pictures, graphs, etc., describe in detail how you will ensure your equipment is safe, appropriate for the client and conditions, and in serviceable condition. At a minimum:

1. Describe the various equipment and gear options you will have and/or the adaptations you will provide, if any, to serve a variety of visitor needs and skill levels. Include a detailed description of your kayaks and paddling equipment, and the clothing and other paddling accessories available for clients.
2. Describe your policies related to client outfitting, thermal protection, equipment maintenance, inspection procedures, replacement schedules, and any applicable equipment-upgrade program.

Subfactor 2(c): Quality Visitor Experience (0-2 points)

Using no more than **three (3) pages**, including all text, pictures, graphs, etc., describe how you will ensure a high-quality visitor experience. At a minimum:

1. Describe how you will ensure your employees are courteous and professional in both behavior and appearance.
2. Describe how you will ensure timely responses to inquiries and complaints.
3. Describe how you will ensure your website and advertising materials are accurate and up-to-date.
4. Describe additional commitments you will implement to promote visitor satisfaction such as shuttle services, external transportation or activity bookings, lodging reservations, etc.

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 Offeror. This organizational structure information will not be scored for selection purposes but may be used for assessing responses to various selection factors. Additionally, the Service will use this information and the names of the Offeror, any Offeror-Guarantor(s), and the person(s) who sign the Certificate of Business Entity Offeror and Offeror's Transmittal Letter to check the System for Award Management (SAM.gov) for individuals or entities that may be excluded or disqualified from award of the Draft Contract. Offerors are encouraged to check SAM.gov for this information themselves. Failure to provide this information may result in the Service determining your proposal to be non-responsive.

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 affiliated entities that will affect how the Offeror will perform under the Draft Contract.

Submit the Offeror's governing documents (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). If the Offeror is not yet in existence, submit these documents for the Offeror-Guarantor(s).

Submit completed Business Organization Information forms (NPS Form 10-357A or NPS Form 10-357B, as applicable to the individual or entity, available at the end of this Principal Selection Factor 3) for the Offeror; Offeror-Guarantor(s), if any; and any individual or entity with a controlling interest in the Offeror (i.e., an interest that permits the exercise of managerial authority over how the Offeror will perform under the Draft Contract or decisions regarding the rights and liabilities of the Offeror).

Subfactor 3(a). Operational Experience

Using no more than **three (3) pages**, including all text, pictures, graphs, etc.:

Describe the Offeror's experience operating and managing services similar to those required by the Draft Contract by providing **one example similar to** the following service: kayak rentals.

The Business Opportunity (Part I of this Prospectus) includes a summary of the required service. Offerors should review the applicable service standards, including the description of the service classifications, on the [Service's Concessions website \(Concessioner Tools, Standards and Evaluations\)](#) to ensure they understand the applicable standards and classifications in providing examples.

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 an affiliated entity, such as its parent company or a subsidiary of its parent company, explain how such experience will carry over to the Offeror directly and how that entity's experience will benefit the Offeror's operations. For each example discussed, submit the following information segmented by operating department.

Submit the following information for each example:

1. Name and location of operation
2. Nature of the Offeror's involvement and 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. Annual gross receipts, by department/service type if applicable, for the most recent year/season of operation in which the Offeror was involved with the business
5. Operating season and hours
6. Number of employees segregated by year-round full-time, year-round part-time, seasonal full-time, and seasonal part-time
7. Any operating conditions or challenges similar to the operating conditions or challenges of the services required by the Draft Contract. The Business Opportunity (Part I of this Prospectus) includes a summary of these operating conditions or challenges

Subfactor 3(b). Violations or Infractions

The Service is aware that any business may receive the occasional notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency, such as from the U.S. Public Health Service, OSHA, DOL, EPA, state or local department of health, etc. (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.

Related Entities. In responding to this subfactor, consider the Offeror, all of its owners, directors, and officers (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, and affiliated entities under the same primary organizational entity (e.g., all subsidiaries of the Offeror's parent entity), as well as all of the examples you provided for Subfactor 3(a).

Please note, the Service may consider its own information, including information from Annual Overall Rating reports, and other official, publicly available information, such as local department of health inspections, when reviewing your response.

Using not more than **five (5) pages**, including text, pictures, and graphs, provide the following information:

- 1) List and describe all Infractions that have occurred in your and your Related Entities' operations in the past five years related to services that are the same or similar to the required services under the Draft

Contract: Kayak Rental Services. If you did not receive any such Infractions for a particular service, you must affirmatively state you considered that service and no Infractions occurred. If your response to Principal Selection Factor 3(a) included operations no longer controlled by the Offeror, Offeror-Guarantor, or a Related Entity, you must also describe all Infractions that have occurred in the past five years in those operations when the Offeror, Offeror-Guarantor, or a Related Entity controlled the operation.

- 2) Explain how you or your Related Entity responded to each Infraction, including actions you or your Related Entity took to prevent a recurrence of the Infraction.

Using not more than **three (3) pages**, including text, pictures, and graphs, provide the following information:

- 1) List, by name, the Related Entities (as defined above) you considered in providing the foregoing information.
- 2) Describe your overall strategy to minimize Infractions and how you resolve, or plan to resolve, Infractions when they do occur.

Subfactor 3(c). Employee Recruitment, Training and Retention Experience

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

Describe the experience of the Offeror, the Offeror-Guarantor(s) if the Offeror is not yet in existence, or an affiliated entity if the Offeror relies on the experience of said affiliated entity, in preparing staff with necessary the information and training needed to live and work in (a remote location, extreme weather location, high cost of living area, or other park specifics) and how the Offeror will apply this experience to the Draft Contract.

Describe the experience of the Offeror, the Offeror-Guarantor(s) if the Offeror is not yet in existence, or an affiliated entity if the Offeror relies on the experience of said affiliated entity, in attracting and retaining high quality, diverse, and motivated employees, including management staff, and how the Offeror will apply this experience to the Draft Contract.

Describe the experience of the Offeror, the Offeror-Guarantor(s) if the Offeror is not yet in existence, or an affiliated entity if the Offeror relies on the experience of said affiliated entity, in providing excellent customer service and how the Offeror will apply this experience to the Draft Contract.

Describe the experience of the Offeror, the Offeror-Guarantor(s) if the Offeror is not yet in existence, or an affiliated entity if the Offeror relies on the experience of said affiliated entity, in implementing a safety training and incentive program enabling employees to provide a safe workplace environment and how the Offeror will apply this experience to the Draft Contract.



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 a separate form for the Offeror; each Offeror-Guarantor, if any; and any individual or entity with a controlling interest in the Offeror.

Name of Entity and Trade Name, if any	
Address	
Telephone 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 Owners		

Total Interests Outstanding and Type(s):		
--	--	--

Principals (as defined at 2 C.F.R. § 180.995)	Address	Title and/or Affiliation

NOTICES

PRIVACY ACT STATEMENT

Authority: The authority to collect information on the attached form is derived from 54 U.S.C. ch. 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.



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 a separate form for the Offeror; each Offeror-Guarantor, if any; and any individual or entity with a controlling interest in the Offeror.

Name of Individual and Trade Name, if Any**	
Address	
Telephone 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	
Individual or Sole Proprietor's 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.

NOTICES

PRIVACY ACT STATEMENT

Authority: The authority to collect information on the attached form is derived from 54 U.S.C. ch. 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.

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.

The Offeror must complete all provided forms either in the Word format here or the Excel files, but not both.

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

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



**BUSINESS HISTORY INFORMATION FORM
PROPOSAL PACKAGE
CC-GLBA035-27
(Principal Selection Factor 4)**



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 following individual or entity: _____

- (1) Has the individual or entity 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 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 individual or entity. 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 individual or entity'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 individual or entity 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

NOTICES

PRIVACY ACT STATEMENT

Authority: The authority to collect information on the attached form is derived from 54 U.S.C. ch. 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.

NPS Form 10-359B (Rev. 12/2019)
National Park Service

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



**DOI OFFEROR FINANCIAL STATEMENTS AND PROJECTIONS
SMALL CONTRACTS**

**PROPOSAL PACKAGE
CC-GLBA035-27**



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.

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

NPS Form 10-359B (Rev. 12/2019)
National Park Service

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:_____

Business Financial Statement- Most Recent Fiscal Year Balance Sheet
(Principal Selection Factor 4 - Subfactor 4(a))

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 & 16 below:

NPS Form 10-359B (Rev. 12/2019)
National Park Service

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

Table 3: Business Financial Statement- Historical Income Statement

Historical Income Statement (Principal Selection Factor 4 - Subfactor 4(a))			
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.			
		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)	\$	\$
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

Personal Financial Statement (Principal Selection Factor 4 - Subfactor 4(a))		
Name:		
As of Date:		
% Ownership:		
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 & 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.

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

1) Personal Property

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

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

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

Personal Property to be used in the Draft Contract (Principal Selection Factor 4 - Subfactor 4(b))		
Personal Property	Quantity	Value of 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 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 **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 (Principal Selection Factor 4 - Subfactor 4(b))	
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:	

3) Operating Projections

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

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

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

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

Table 7: Additional Personal Property Investments

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

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

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

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

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

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

- Line 1: You must base the revenue projections on the current NPS approved rate schedule (see Draft Operating Plan for Rate Administration). 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 F of the Draft Contract
- Line 13: Earnings before Interest, Taxes, Depreciation and Amortization

NPS Form 10-359B (Rev. 12/2019)
National Park Service

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

Table 8: Prospective Income Statement

Prospective Income Statement (Principal Selection Factor 4 - Subfactor 4(b)) 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 Subfactor 4(a).			
		Year 1	Assumptions
1	Revenues*		
1a	Revenue Source 1 -Kayak Rentals	\$	
1b	Revenue Source 2 -Rental of equipment and clothing associated with kayak rental activities	\$	
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)	\$	
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)	\$	

NPS Form 10-359B (Rev. 12/2019)
National Park Service

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

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. 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 10 hours 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 Oak Ridge Drive, Fort Collins, CO 80525. Please do not send your completed form to this address.

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

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

- 1) Owner or investor financing-** If you will obtain funds for start-up costs from cash balances or the sale of liquid assets (e.g. stocks) from an account in the name of:
 - **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 3%** of gross receipts or \$1,000 annually, whichever is greater.

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