PART III

Proposal Package

CC-YELL1XX-27

Department of the Interior

National Park Service

Yellowstone National Park

Proposal to Operate Guided Interpretive Saddle and Pack Stock Tours within Yellowstone National Park

Proposal Submission Terms & Conditions

1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the 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.

3) This Prospectus consists of solicitations for the award of up to 37 Concession Contracts. You must submit a separate completed Offeror's Transmittal Letter and Proposal for each of the Concession Contract(s) for which you wish to apply.

   - If an Offeror submits proposals for more than one Contract, you must state in the Offeror's Transmittal Letter the specific contracts for which you are applying, the maximum number of contracts you have the capacity to conduct, and then list the specific contracts in an order of preference that clearly prioritizes which Concession Contracts you most desire for award.
   - Offerors submitting proposals for multiple contracts must provide a brief summary along with the Offeror's Transmittal Letter that objectively summarizes:
     - the differences, if any, between its proposals and
     - demonstrates that you have the financial capability to carry out contractual requirements for the maximum number of contracts you have the capacity to conduct as identified in the Offeror's Transmittal Letter.
   - If you submit proposals for more than one Contract, the Service will review each of your proposals on both an individual and an overall basis.
   - To maintain a right of preference for a specific contract, an Existing Concessioner must submit a responsive proposal for the contract number that it held for the two years prior to the release date of this solicitation. For example, if you held CC-YELL102-16, apply for CC-YELL102-27 to maintain a right of preference, etc.

CC-YELL1XX-16	Existing Concessioner	Preferred Offeror
CC-YELL102-16	Adventures Outfitting, LLC	Yes
CC-YELL103-16	Triangle X Ranch	Yes
CC-YELL105-16	Absaroka-Beartooth Outfitters, Inc.	Yes*
CC-YELL106-16	Wildland Llamas, LLC	Yes
CC-YELL107-16	Boulder Basin Outfitters, Inc.	Yes
CC-YELL108-16	Sunrise Pack Station, L.L.C.	Yes

CC-YELL1XX-16	Existing Concessioner	Preferred Offeror
CC-YELL110-16	Mountain Sky Guest Ranch, LLC	Yes
CC-YELL115-16	YellowstoneHorseandMule LLC	Yes
CC-YELL117-16	Black Mountain Outfitters, Inc.	Yes
CC-YELL118-16	Yellowstone Mountain Guides, Inc.	Yes
CC-YELL120-16	Slough Creek Outfitters, Inc.	Yes
CC-YELL121-16	Kenneth Sinay Company	Yes
CC-YELL122-16	Ronald D. Good (dba Sheep Mesa Outfitters)	Yes
CC-YELL123-16	Duenas Ranch and Outfit, LLC (dba Pioneer Outfitters and Montana Llama Guides)	Yes*
CC-YELL124-16	Jake's Horses, Inc.	Yes
CC-YELL125-16	Cache Creek Outfitters, Inc.	Yes
CC-YELL126-16	Sunrise Pack Station, L.L.C.	Yes
CC-YELL127-16	Thomas M. Heintz (dba Medicine Lake Outfitters)	Yes
CC-YELL130-16	Skyline Guest Ranch and Guide Service, Inc.	Yes
CC-YELL131-16	Hell's A'Roarin' Outfitters, Inc.	Yes
CC-YELL132-16	Nine Quarter Circle Ranch, Inc.	Yes
CC-YELL137-16	R. K. Miller's Wilderness Pack Trips Inc. (dba Wilderness Pack Trips)	Yes
CC-YELL138-16	AC Enterprises, LLC (dba Yellowstone Roughriders LLC)	Yes
CC-YELL140-16	Black Otter, Inc. (dba Black Otter Guide Service)	Yes
CC-YELL141-16	Yellowstone Mountain Guides, Inc.	Yes
CC-YELL146-16	Yellowstone Mountain Guides, Inc.	Yes
CC-YELL147-16	Yellowstone Mountain Guides, Inc.	Yes
CC-YELL148-16	Dry Ridge Outfitters, LLC	Yes
CC-YELL156-16	Heart 6 Ranch LLC	Yes
CC-YELL157-16	Horsetrack Outfitters LLC	Yes
CC-YELL158-16	Wilderness Trails, Inc.	Yes
CC-YELL162-16	Rand Creek Outfitters, LLC	Yes
CC-YELL164-16	TNT Ranch LLC (dba Covered Wagon Ranch)	Yes
CC-YELL165-16	The Lone Mountain Ranch Incorporated	Yes
CC-YELL166-16	E.R. Ranch Corporation (dba Elkhorn Ranch)	Yes
CC-YELL168-16	The Wildland Trekking Company, LLC	Yes
CC-YELL170-16	Rockin' HK Outfitters Inc.	Yes

*CC-YELL105-16 and CC-YELL123-16 were re-assigned in April 2025. The new concessioners will need to operate satisfactorily in 2025 and 2026 to be Preferred Offerors for CC-YELL105-27 and CC-YELL123-27.

Offeror's Transmittal Letter
(Provide only one Offeror's Transmittal Letter)

Regional Director
Interior Regions 6, 7, & 8
National Park Service
1 Denver Federal Center
Bldg 50
Denver, CO 80225
Phone: (303) 969-2661

Dear Director:

This Proposal Package is for guided interpretive saddle and pack stock tours, Concession Contract number CC-YELL_____-27.

If you are applying to more than one contract, please fill out the following:

- The maximum number of contracts you have the capacity to conduct: _____________

- The list of specific contracts in an order of preference that clearly prioritizes which Concession Contracts you most desire for award. You may add lines if needed.

  CC-YELL______-27

  CC-YELL______-27

  CC-YELL______-27

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 Yellowstone National Park in accordance with the terms and conditions specified in the Draft Concession Contract CC-YELL1XX-27, (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).

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 the State of Wyoming or Montana, 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)

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

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.

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

OMB Control Number 1024-0029
Expiration Date: 10/31/2026

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 ____

____

____

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

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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.

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 objective is for the Concessioner to conduct its operations in a manner that furthers the protection, conservation, and preservation of Yellowstone National Park and its resources. The Service wants the Concessioner to take steps to mitigate impacts to trails and backcountry campsites which may occur as a result of stock use.

Mitigating and Preventing Impacts on Resources

Using not more than one (1) page, including all text, pictures, graphs, etc., describe specific actions, beyond those required by the Draft Contract, that you will implement to minimize impacts on natural resources, including, but not limited to:

- Mitigating soil erosion and compaction
- Mitigating impacts to vegetation from stock retention and grazing
- Preventing the spread of invasive species

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 objective is for the Concessioner to provide customers with a safe and enjoyable experience while participating on stock tours. The Concessioner must ensure its staff are sufficiently trained and capable of providing stock tours in the backcountry to visitors of varying skill levels and abilities. Likewise, staff must be prepared and equipped to respond to emergency situations which may occur while leading stock tours in the backcountry.

Subfactor 2(a): Provide a High-Quality Visitor Experience

Using no more than two (2) pages, including all text, pictures, graphs, etc., describe how you will ensure a high-quality visitor experience by addressing the following:

1) Describe how you will ensure that your staff has the expertise to provide guided stock tours to visitors of varying skill levels.

2) Describe how you will provide for the health of your stock, including how you will ensure staff have the expertise to select and care for stock during tours and how they will identify and address substandard condition of tack and other equipment associated with stock use.

Subfactor 2(b): Promote Safety

Using no more than one (1) page, including all text pictures, graphs, etc., describe the specific actions you will take to promote safety, including, but not limited to:

1) What safety equipment you will carry on stock tours (in excess of Draft Contract requirements)
2) How you will prepare your employees to respond to emergency situations which may be encountered on a stock tour.

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 **two (2) 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 required service of Guided Interpretive Saddle and Pack Stock Tours. 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 classification, on the Service's Concessions website (Concessioner Tools, Standards and Evaluations) to ensure they understand the applicable standards and classifications in providing examples. 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 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.

If the Offeror provides more than one example of operational experience, the Service will evaluate only the first example.

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. Description of services provided
5. Annual gross receipts for the most recent year/season of operation in which the Offeror was involved with the business
6. Operating season
7. Average number of trips and customers per trip for the past two years
8. 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 the example 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 **two (2) 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: Guided Interpretive Saddle and Pack Stock Tours.

    - If you did not receive any such Infractions for this 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.

3) List, by name, the Related Entities (as defined above) you considered in providing the foregoing information.

Using not more than **two (2) pages**, including text, pictures, and graphs, provide the following information:

4) Describe your overall strategy to minimize Infractions.

5) Describe how you resolve, or plan to resolve, Infractions when they do occur.

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):		

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

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

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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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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))

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

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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.

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PAPERWORK REDUCTION ACT STATEMENT

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Note to Offerors:

In Principal Selection Factor 4, the National Park Service requires you to provide financial 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.**

The following table summarizes the forms and documentation you must submit in responding to Principal Selection Factor 4. Please reference each Subfactor for details.

Subfactor	Forms and Documentation
4a	Business History Information Form
4a	Complete Business Credit Report with a Credit Score
4a	Financial Statements: Provide 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. OR Complete Table 1, 2, and 3 Sole Proprietors must complete Table 4.
4b	Complete **all** the following: Table 5a, Table 5b, Table 6, Table 7, Table 8*. If you do not complete a table, or state a value of $0 or none, explain why.*
4c	Provide credible, compelling documentation of your ability to obtain the required funds for start-up costs identified in Table 6.

Principal Selection Factor 4. The financial capability of the Offeror to carry out its proposal. **(0-5 points)**

Notes to Offeror:

In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s). ***The submission must include a letter from each Offeror-Guarantor*** *that unconditionally states and guarantees 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 found at the end of this Principal Selection Factor 4 section.

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

1) Complete the **Business History Information** form.

2) Provide a **complete business credit report in the name of the Offeror,** dated within six months of the date of the proposal.

   - The report must include scores and narratives, and you must submit the full report, not a screenshot of a specific score or specific section of the report.
   - The report must be from a major credit reporting company such as Equifax, Experian, TRW or Dun & Bradstreet. An unavailability of scores from one major credit reporting company does not eliminate your responsibility to provide a complete business credit report with score.
   - **If the credit report includes negative information, provide a narrative explanation**.

   a. <u>Notes to Offeror and/or Offeror-Guarantor on Credit Reports:</u>

   - **Legally recognized business entities** (corporations, LLCs, etc.), including newly formed entities, must submit a Business Credit Report. If you cannot obtain a Business Credit Report, provide an explanation as to why and submit a Personal Credit Report for each owner or Offeror-Guarantor of the Offeror.
   - **Sole proprietors** must submit a Personal Credit Report for the owner/operator.
   - **Partnerships or joint ventures** must provide a complete credit report for all general partners in a partnership (or deemed partnership, such as husband and wife), and all venturers in a joint venture.
   - In the event the **Offeror is not yet in existence**, submit current 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.

3) Complete the appropriate **Financial Statements,** which include both an Income Statement and a Balance Sheet[1], for your entity, as described below:

   - Provide, at a minimum, an audited or reviewed

[1] 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.

- (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 Table 1: Most Recent Fiscal Year Balance Sheet, Table 2: the Most Recent Month Balance Sheet, and Table 3: the Historical Income Statement. The Tables can be found at the end of this Principal Selection Factor 4 section.
- **If the Offeror's total debts exceed current assets, provide a narrative explaining how these debts will be paid.** 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.

a. Notes to Offeror and/or Offeror-Guarantor on Financial Statements:

- **Business Entities:** The Service requires all existing business entities to submit Business Financial Statements.
- **Sole Proprietors:** The Service requires Sole Proprietors to submit Personal Financial Statements. If Personal Financial Statements are not available, complete **Table 4**: Personal Financial Statements. The Table can be found at the end of this Principal Selection Factor 4 section.
- **Offeror Not Yet in Existence or Newly Formed:** In the event the Offeror is not yet in existence or is newly formed and has no business history, submit financial statements for each Offeror-Guarantor or entity which will provide funding (start-up costs, investments, etc.) to the Offeror during the term of the Contract.
  - Submit Business Financial Statements if the Offeror-Guarantor is a business entity.
  - Submit Personal Financial Statements if the Offeror-Guarantor(s) is an individual.

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

Subfactor	Forms and Documentation
4a	Business History Information Form
4a	Complete Business Credit Report with a Credit Score
4a	Financial Statements: Provide 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. OR Complete Table 1, 2, and 3 Sole Proprietors must complete Table 4.

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

Note to Offeror: If you have submitted proposals for more than one Contract, only describe the personal Property, Start-Up Costs, and Operating Projections for the specific contract for which this Proposal is being submitted.

1) Personal Property

   Using **Table 5a**, 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. <u>Unlike Subfactor 4a, do not include any personal property for your operations outside of the Park</u>.

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

   The Tables can be found at the end of this Principal Selection Factor 4 section.

   If you do not complete a table, or state a value of $0 or none, explain why.

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**. <u>**Only provide estimates for those items you need to acquire in order to begin operating.**</u> <u>**Do not include costs for items you already own.**</u> 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.

   The Table can be found at the end of this Principal Selection Factor 4 section.

   If you do not complete Table 6, or state a value of $0 or none, explain why.

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**. The Table can be found at the end of this Principal Selection Factor 4 section.

   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 **Table 8:** Prospective Income Statement. The Table can be found at the end of this Principal Selection Factor 4 section.

      - 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 <u>required and authorized</u> 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.

Additional Instructions for completing Table 8: Prospective Income Statement:

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., float trips, fishing trips, 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

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

Subfactor	Forms and Documentation
4b	Complete all the following: Table 5a, Table 5b, Table 6, Table 7, Table 8. *If you do not complete a table, or state a value of $0 or none, explain why.*

Subfactor 4(c). Demonstrate your ability to obtain the funds necessary to operate under the Contract by providing the following:

Explain how you will fund the initial investment, including start-up costs and initial operating expenses (working capital, personal property, etc.).

You must respond to Subfactor 4(c) even if you stated and explained a lack of start-up costs or $0 start-up costs in PSF4(b). **You must provide compelling documentation of how you will obtain the funds necessary to operate under the Contract.**

If funding is provided from another level of your organization, such as a parent or related entity, clearly explain how funding transfers from each level and ultimately to the Offeror and obtain clear commitments, as evidenced through the documents requested below, at each level. If the Offeror is obtaining even a portion of the necessary funds from another individual or entity, including accredited financial institutions, the Service must be able to determine from the documents submitted that the Offeror is highly likely to obtain either the stated amount, or an amount in excess of the stated amount, from an individual or entity with sufficient financial capability to provide the funds. The documentation requested below is intended to help the Service clearly reach this determination.

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

a) **If you will use funds from cash on hand or operating cash flows from the Offeror's current business,** document and provide sources and proof of the availability of these funds. At a minimum, provide the information requested under each bullet point.

   - Provide current (no more than 30 days prior to the proposal due date) financial institution documents (including investment accounts) that verify the accounts and account balances to provide proof of the available funding. Financial institution account statements must include the name of the account holder and a date.
   - Provide a statement from the Offeror stating that funds are available and not committed to other sources.
   - Provide a list of assets to be sold and their anticipated value (if applicable).
   - If information provided in your financial statements or financial institution account statements contradict the appearance of available funds, provide additional narrative to explain how funding will be available from cash on hand or operating cash flows from the existing business by the effective date of the Draft Contract. Include an explanation of how you will meet your financial obligations under the Draft Contract should these assumptions fail to occur.

b) If an accredited financial institution will provide funding, provide supporting information including, but not limited to, documents that describe the approximate amount of the loan(s) and whether the loan(s) will result in an encumbrance requiring Service approval under 36 C.F.R. § 51.86.[2] Additionally, provide the following information:

   - Include a commitment letter (addressed to the National Park Service from the financial institution on the financial institution's letterhead and dated no more than 30 days prior to the proposal due date) stating the amount of funds that have been or will be made available to the Offeror. The letter must outline the financial institution's historical relationship with the Offeror. Specifically, the financial institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended to the Offeror along with

[2] If the loan or financial arrangement will result in an encumbrance requiring Service approval under 36 C.F.R. § 51.86, and the Offeror is selected for award of the Draft Contract, then the Offeror will be required to submit to the Service a separate package seeking approval of the encumbrance.

the Offeror's average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the financial institution as required and other conditions required for the financial institution to provide the Offeror the funds.

Note: The more definite the terms provided in the documentation of the potential loan or financial arrangement, the more likely the Service will be to find the Offeror's ability to obtain the required funds credible.

c) If an Offeror-Guarantor, individual, or entity other than an accredited financial institution will provide funding, provide the information requested under each bullet point for each individual or entity providing funding. If funds will be obtained from an Offeror-Guarantor, individual, or entity whose primary fund source is an individual, provide the information requested under each bullet point with respect to such individual. If funds will be obtained from another source (e.g., an entity whose primary fund source is not an individual), provide the information requested under each bullet point for each source:

- Provide current (no more than 30 days prior to the proposal due date) financial institution documents (including investment accounts) that verify the account(s) and account balance(s) to provide proof of the available funding. Financial institution account statements must include the name of the account holder and a date.
- Provide a statement from the account holder stating that funds are available and not committed to other sources.
- Include a commitment letter from the funding source stating the approximate amount of the financial assistance, the terms of the financial arrangement (if a loan, provide the information requested under 4.b), and whether the arrangement will result in an encumbrance requiring Service approval under 36 C.F.R. § 51.86.
- Provide a list of assets to be sold and their anticipated value (if applicable).
- Provide any other assurances or documents that demonstrate that the funds are available, including documentation from independent sources.
- If information provided in the financial statements or financial institution account statements contradict the appearance of available funds, provide additional narrative to explain how funding will be available from cash on hand or operating cash flows from the existing business by the effective date of the Draft Contract. Include an explanation of how you will meet your financial obligations under the Draft Contract should these assumptions fail to occur.

Subfactor	Forms and Documentation
4c	Provide credible, compelling documentation of your ability to obtain the funds necessary to operator under the Contract, **even if you stated and explained you had no start-up costs in Table 6.**

BUSINESS HISTORY INFORMATION FORM

PROPOSAL PACKAGE
CC-YELL1XX-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

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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.

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Principal Selection Factor 4 - Subfactor 4(a)

DOI OFFEROR FINANCIAL STATEMENTS AND PROJECTIONS
SMALL CONTRACTS
PROPOSAL PACKAGE

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

Line	Item	Amount
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:

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

Principal Selection Factor 4 - Subfactor 4(a)

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

For Month Ending: ____

Line	Item	Amount
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:

Principal Selection Factor 4 - Subfactor 4(a)

Table 3: Business Financial Statement- Historical Income Statement

Line	Item	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

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

Principal Selection Factor 4 - Subfactor 4(a)

Table 4: Personal Financial Statement

Name:
As of Date:
% Ownership:

Line	Item	Amount
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

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

Principal Selection Factor 4 - Subfactor 4(b)

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

Personal Property	Quantity	Value of *Currently Owned* Personal Property
		$
		$
		$
		$
Total Value of Currently Owned Personal Property		**$**

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

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

Table 6: Start-Up Costs

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:

Principal Selection Factor 4 - Subfactor 4(b)

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				

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Principal Selection Factor 4 - Subfactor 4(b)

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 Subfactor 4(a).

Line	Item	Year 1	Assumptions
1	**Revenues***		
1a	Revenue Source: ______________	$	
1b	Revenue Source: ______________	$	
1c	Revenue Source: ______________	$	
2	**Total Revenues** (lines1a + 1b + 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)	$	
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)	$	

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

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))

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%)** 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)**

Service Objectives:

The Service's objective is for the Concessioner to seek to reduce solid waste generated in associated within its in-Area operations.

Reducing Solid Waste

Using no more than one (1) page, including all text, pictures, graphs, etc., describe the specific actions you will implement to reduce solid waste (trash, food waste, etc.) generated by your operations in the Park.

Note to Offerors:

The Service will not evaluate responses regarding the reduction of human or animal waste (manure).

Offerors should not propose strategies that would commit to the elimination of single use plastics, the use of paper straws, or any other action that conflicts with Secretarial Order 3430 (Rescission of Secretary's Order (SO) 3407, "Department-Wide Approach to Reducing Plastic Pollution") or Executive Order 14208 (Ending Procurement and Forced Use of Paper Straws). Concessioners may implement programs to reduce plastic waste in their operations voluntarily; however, any such action proposed by an Offeror will not be evaluated or included in the awarded contract as a requirement.