

PROPOSAL PACKAGE

CC-DRTO001-21

Department of the Interior

National Park Service

Dry Tortugas National Park

**Proposal to Provide
Passenger Ferry, Interpretive Tours, and Equipment Rental**

PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package.** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.

OFFEROR'S TRANSMITTAL LETTER

Regional Director
Southeast Regional Office
National Park Service
100 Alabama Street S.W., Building 1924
Atlanta, GA 30303

Dear Director:

The name of the Offeror is _____. If the Offeror has not yet been formed, this letter is submitted on its behalf by _____ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of 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 the Area in accordance with the terms and conditions specified in the Draft Concession Contract CC-DRTO001-20, (Draft Contract) provided in the Prospectus issued by the public notice as listed on the [Federal Business Opportunities website](#), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal). If the Offeror is not yet in existence, the undersigned, acting as guarantor(s) of all certifications, agreements and obligations of Offeror hereunder, makes such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract and the Prospectus. The Offeror certifies that it has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 2 C.F.R. Part 1400 the following (initial all that apply):

- 1) None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency. _____
- 2) Within the three years preceding submission of the Proposal, none of the individuals or entities acting as Offeror or with an ownership interest in the Offeror has been convicted of, or had a civil judgment rendered against them for, commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property. _____
- 3) None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the aforementioned offenses. _____
- 4) The individuals or entities acting as Offeror or with an ownership interest in the Offeror have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal. _____
- 5) The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal. _____

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

The Offeror / Offeror-Guarantor(s):

- Agree to execute a Fee Collection Agreement with the National Park Service to collect and remit the Park Entrance Fee.

NAME OF OFFEROR (or OFFEROR-GUARANTOR(s)): _____

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

BY _____ DATE _____

(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

(END OF OFFEROR'S TRANSMITTAL LETTER)

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

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

NAME OF ENTITY: _____

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

SELECTION FACTORS

Response Format

- Please number each page and section in your completed proposal. Add information to your proposal only to the extent that it is necessary and relevant to respond to the selection factor. Each page should have a heading identifying the selection factor and subfactor to which the information contained on the page responds. It is important that your response stays within the organizational framework in the Proposal Package and provides all relevant information directly in response to each selection factor. The Service may consider relevant information contained elsewhere in a proposal in assessing the proposal's response to each particular selection factor.
- The evaluation panel will only take firm commitments into account when evaluating proposals. Responses that include terms such as "look into," "research," "may," "if feasible," and similar terms are not considered as firm commitments. In addition, the Service considers responses that include a specific time for commitment implementation as a stronger response. For example, "XXX commits to provide recycling containers in each lodging room by December of 2017."
- Where page limits are set out in the Proposal Package, the Service will not review or consider the information on any pages that exceed the page limitations stated, including attachments, appendices, or other additional materials the Offeror submits. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer.
- The Service considers text on two sides of one sheet of paper as two pages.
- Offerors must use 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.
- Page margins must be 1 inch. Page numbers and identifications of confidential information may appear within the margins.

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)**Service Objectives**

The Service's objectives under this factor are for the Concessioner to minimize resource disturbance by operating in an environmentally and culturally sensitive manner to ensure impacts to natural and cultural resources are minimized. Additionally, the Service desires the Concessioner to foster resource appreciation in visitors.

The purpose of Dry Tortugas National Park is to preserve and protect the unique subtropical marine ecosystem and natural, cultural, and scenic resources of the Dry Tortugas in line with the desired conditions for resources conservation (as discussed in the *Visitor Use Management Meeting Phase I Outcomes Report* on pages 2-4, included as an appendix to this prospectus).

Using not more than four (4) pages, including all text, pictures, and graphs:

- (1) Describe how you will conduct required service operations to minimize negative impacts on the Area's [protected and endangered species](#), historic structures, artifacts, and underwater archeological sites. Your answer should include actions you will take to modify or improve operations if resources are being disturbed.
- (2) Describe how you will develop effective interpretive programming to educate visitors about, and instill in them an appreciation for, the natural, cultural, and scenic resources of the park during the Concessioner provided tours of Fort Jefferson.

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 visitors with a high-quality visitor experience not only onboard the ferry, but also prior to embarkation, on the Concessioner's website, within the Park, and through return to port. The Park sees the Concessioner as a partner in educating visitors about Park resources, and seeks support in providing high quality interpretive messages through a variety of experiences and media (in line with the desired conditions discussed in the Visitor Use Management Meeting Phase I Outcomes Report on pages 2-4, included as an appendix to this prospectus).*

Subfactor 2(a). Trip Planning and Ticketing

In addition to selling ferry passenger tickets onsite at the Key West Ferry Terminal, the Concessioner must employ a secure, online ticketing system and website that: (a) clearly presents information about camping within the Area; (b) provides for the reservation and rental of camping equipment (including kayaks); (c) allows for ticket purchases that include the transport of personal camping equipment; and (d) provides for the advance reservation of guided tours at Garden Key.

Using no more than four (4) pages, including all text, pictures, and graphics:

- (1) Describe how you will present trip planning and orientation information online to target markets, including international visitors.
- (2) Describe how you will present information about the available services and how you will facilitate the rental of camping equipment and reservation of tours via a website.
- (3) Describe how you will integrate your website presence with your point-of-sale system platforms (including mobile devices) as web-based technology advances.

Subfactor 2(b). The Onboard Ferry Experience

Visitors should have a remarkable experience through the Concessioner's offering of programming, audiovisuals, and amenities that provide visitors with an opportunity to learn about the Area's natural, cultural, and scenic resources in a comfortable setting onboard the ferry. Examples of interpretive materials and tools that might be used onboard the ferry include:

- Graphics and exhibits, such as: enhanced interpretive graphics, uniforms, objects/replicas, models, and opportunities for tactile and other sensory experiences; and
- Technologically based interfaces, such as user-controlled onboard audio connections, video systems, technologies that magnify and enhance images of wildlife, mobile apps, audio devices, and recordings in multiple languages.

Using no more than four (4) pages, including all text, pictures, and graphics:

- (1) Describe the method you will use to provide interpretive information onboard the ferry (e.g., via static display, digitally downloadable, recorded, live, or combination) to ensure a high-quality visitor experience and understanding of Dry Tortugas National Park prior to arrival at Garden Key.
- (2) Describe how you will provide for passenger comfort (e.g., by providing quality seating, shaded areas, user-controlled audio programming, a high-fidelity sound system, WiFi/Bluetooth connectivity).

Subfactor 2(c). Visitor Experience within the Area

The Concessioner should provide the opportunity for visitors to gain a deeper understanding of the purpose and significance of the Area while simultaneously enabling visitors to take advantage of the Area's recreational opportunities during their time on Garden Key.

Using no more than two (2) pages including, all text, pictures, and graphics:

- (1) Define how you will deliver interpretive tours on Garden Key that:
 - (a) are available to all visitors who desire a guided tour (e.g. how will you ensure sufficient tour capacity every day);
 - (b) are limited to individual groups of no more than 25 visitors.
- (2) Describe how you will ensure visitors are aware of island rules and risks and inform them of available services during their time on Garden Key.

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

Note to Offeror: To assist in the evaluation of proposals under this and other selection factors, provide the following information regarding the organizational structure of the business entity that will execute the Draft Contract. **This organizational structure information will not be scored for selection purposes, but may be used for assessing responses to various selection factors.** If the Offeror is not yet in existence, the Offeror-Guarantor(s) should describe its own experience and explain how such experience will carry over to the Offeror entity.

Offeror's Organizational Structure

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

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

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

- 1) Full legal name of the Offeror and any trade name under which it proposes to do business.
- 2) The legal form of the Offeror, if other than an individual.
- 3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, the precise extent of their ownership interests.
- 4) The name, address and, if applicable, form of business entity of all related business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice. Use additional pages if the information does not fit within the forms provided.
- 5) If applicable, the length of Offeror's existence as a business entity.

If the Offeror is not yet formed, submit a Business Organization Information form for each Offeror-Guarantor.

Subfactor 3(a). Operational Experience

Demonstrate the Offeror's experience in providing services similar to those required by the Draft Contract by providing two examples of experience operating ferries. If the Offeror is not yet in existence, describe the Offeror-Guarantor(s) experience, or that of closely related entities, and explain how such entity will apply that experience directly to the operations at the Park.

Using not more than one (1) page per example, provide two examples including the following:

- (1) Name and location of operation;
- (2) Nature and tenure of the Offeror's involvement, status of business (e.g., owned and operated by Offeror, sold, open but no longer operated by Offeror, closed, etc.);
- (3) Description of services provided (if multiple ferry routes or tours, describe each one; include associated services; reservation and ticketing system);
- (4) Operating seasons and hours;
- (5) Size of operation: number of vessels, passenger capacities, gross revenues for the most recent three years of operation in which the Offeror was involved with the business, and service volume (e.g., number of passengers, number of daily departures), number of employees; and
- (6) Interpretive tour services provided as part of the ferry operations.

Subfactor 3(b). Customer Service

Using no more than two (2) pages, including all text, pictures, graphs, etc.:

- (1) Describe the internal (gathered by your company) and external (ratings websites, etc.) metrics you will use to measure customer service performance. Describe how you will assess weaknesses, improve performance, and continually deliver outstanding customer service using these internal and external metrics. Explain how you will report those internal and external ratings to the Service.
- (2) Describe the personnel practices you employ to ensure continuity of operations (no cancelled trips or downtime due to staffing issues).

Subfactor 3(c). Offeror’s Marine Casualty History and/or Commercial Operator Incident Reporting

The safety of an Offeror’s vessel(s) and operations is of paramount importance to the Service. This subfactor addresses an operator’s history and is intended to elicit information to assist the Service in evaluating operational safety. Please note: any information you provide in response to this subfactor will be verified by the Service through, among other sources, the U.S. Coast Guard (USCG) (e.g., by consulting the following website: <http://cgmix.uscg.mil/PSIX/Default.aspx>). Offerors should also check this website to verify the accuracy of the information with the USCG and if they believe it is not accurate, challenge such information.

For purposes of this subfactor, the following definitions apply:

- **Documents** will include, without limitation, citations, letters, letters of deficiency, audit deficiencies, notices of violation, penalties, fines, marginal public health inspections, or other communications issued by a Regulator.
- **Incident** will mean an unintended event that disturbs normal operations, or, an unplanned, undesired event that adversely affects completion of a task.
- **Offeror** will mean the Offeror; its affiliate, parent, subsidiary, and predecessor companies; other related business entities; and the Offeror's principals and employees (collectively, the "Business Entities").
- **Marine casualty** will have the definition set forth in the USCG regulations set forth at 46 CFR 4.03-1. The term must include but not be limited to, grounding, loss of primary propulsion, passengers required to transfer from one vessel to another vessel during a tour, collision, flooding, capsizing, explosion, loss of life or reportable injury.
- **Marine operations** will mean all maritime operations including, but not limited to, vessel fitness, vessel safety, and safety of operations of vessels, as well as marine casualty.
- **Reporting Period** will mean the period beginning ten years prior to the date of this Prospectus.
- **Regulator** will mean any federal, state, or local government entity that has jurisdiction over marine operations and vessel fitness, safety and operation. An example of a Regulator is the USCG.

For each Incident involving a marine casualty, use the following incident-reporting spreadsheet.

Description of Marine Casualty	Date of Incident	Vessel Involved	Regulator	Business Entity Involved	Resolved (Yes or No)	How Resolved or Current Status

Using not more than three (3) pages, including all text, pictures, graphs, etc., describe how you will prevent infractions for all required services as described in Section 3 of the Draft Contract. Also, explain how you will respond if you do receive an infraction in the future and the process that you will follow to prevent its recurrence.

NPS Form 10-357A (Rev. 11/2017)
National Park Service

OMB Control No. 1024-0029
Expiration Date: 01/31/2020



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



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

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

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

Ownership	Percentage of Ownership Interests	Current Value of Investment
Names and Addresses of those with controlling interest and key principals of business		
Total Interests Outstanding and Type(s):		

Officers and Directors or General Partners or Managing Members or Venturers	Address	Title and/or Affiliation

Attach the following:

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

NPS Form 10-357A (Rev. 08/2016)
National Park Service

OMB Control No. 1024-0029
Expiration Date: ###/###/####

NOTICES

PRIVACY ACT STATEMENT

Authority: 16 U.S.C. 5966, Commercial Use Authorizations.

Purpose: The purposes of the system are (1) to assist NPS employees in managing the NPS 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; (2) to monitor resources that are or may be affected by the authorized commercial uses within a unit of the National Park System; (3) to track applicants and holders of commercial use authorizations who are planning to conduct or are conducting business within units of the National Park System; and (4) to provide to the public the description and contact information for businesses that provide services in national parks.

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 DOI as a routine use pursuant to 5 U.S.C. 552a(b)(3) to other Federal, state and local governments, tribal organizations, and members of the general public upon request for names, addresses and phone numbers of Commercial Use Authorizations (CUA) holders conducting business within units of the National Park System for the purpose of informing the public of the availability of the services offered by the CUA holder. In addition, records or information contained in this system may be disclosed outside DOI 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 for this system.

Disclosure: Voluntary, however, failure to provide the requested information may impede our ability to 1) manage the National Park Service (NPS) Commercial Services Program allowing commercial uses within a unit of the NPS, 2) monitor resources that are or may be affected by the authorized commercial uses, and 3) provide the public the description and contact information for businesses that provide services in national parks.

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 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, 12201 Sunrise Valley Drive, Mail Stop 242, Reston, VA 20192. 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))

NPS Form 10-357B (Rev. 11/2017)

National Park Service

OMB Control No. 1024-0029

Expiration Date: 01/31/2020



BUSINESS ORGANIZATION INFORMATION

**Individual or Sole Proprietorship
(Principal Selection Factor 3)**



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

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

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

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

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

NPS Form 10-357B (Rev. 08/2016)
National Park Service

OMB Control No. 1024-0029
Expiration Date: ###/###/####

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Disclosure: Voluntary, however, failure to provide the requested information may impede our ability to 1) manage the National Park Service (NPS) Commercial Services Program allowing commercial uses within a unit of the NPS, 2) monitor resources that are or may be affected by the authorized commercial uses, and 3) provide the public the description and contact information for businesses that provide services in national parks.

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

In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s). The submission must include a letter from each Offeror-Guarantor that unconditionally states and guarantees the Offeror-Guarantor will provide the Offeror with all funding, management and other resources that the Draft Contract requires and the proposal offers. Failure to provide the required documentation may lead to the National Park Service determining your offer is non-responsive and ineligible for award of the Draft Contract.

All forms are provided electronically on the enclosed compact disk. The Offeror must complete all forms provided and submit both a hard copy and an Excel spreadsheet file.

Scoring: The Service will score Subfactor 4(a) from 0 to 0.5 points, Subfactor 4(b) from 0 to 0.5 points, and Subfactors 4(c) and (d) from 0 to 2 points each.

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

Subfactor 4(b). Demonstrate the Offeror's business experience and financial capacity by providing the following:

Submit the Offeror's audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements must also be provided for any general partners in a partnership (or deemed partnership, such as husband and wife), and all venturers in a joint venture. If the Offeror is not yet formed, submit audited financial statements for each Offeror-Guarantor. **If audited financial statements are not available**, explain in detail why they are not available.

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

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

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

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

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

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

Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Expense and the Initial Investments and Start-Up Expense Assumptions forms included in the Excel spreadsheets provided as an Appendix to the prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to understand how the estimates were determined. If you are the Existing Concessioner and do not anticipate any additional initial investment or start-up costs, please state that you consider the current personal property and assets adequate to operate this concession opportunity successfully.

Using the Excel spreadsheets provided as an Appendix to the prospectus, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs within the Excel workbook. Provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Draft Contract. Complete the Operating Assumptions tab to explain your financial projections. Also complete the Recapture of Investment and the Recapture of Investment Assumptions forms. Recapture amounts should also be included in the cash flow proforma, not the proforma income statement.

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

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS.
- Do not add or eliminate rows on the Excel spreadsheets provided in the appendix. Columns should not be deleted; however, columns may be added to reflect the number of years in the Draft Contract term, if necessary.
- If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables.
- For the purpose of the pro forma statements, use the calendar year as the fiscal year.
- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to provide a full understanding of how the estimates were determined.
- Complete **all of the forms provided** and submit both a hard copy and an electronic Excel workbook file.

Subfactor 4(d). Demonstrate your ability to obtain the required funds for start-up costs under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines.

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

- (1) If funds are to be obtained from cash on hand or operating cash flows from the Offeror's current business, document each source and the availability of these funds by providing your previous and

current audited financial statements for the two most recent fiscal years, with all notes to the financial statements (see 4(b) above if audited financial statements are not available). Depending on the Offeror's form of entity, provide audited financial statements for any individual Offerors, general partners in a partnership, and all venturers in a joint venture. If the Offeror is not formed and the Offeror-Guarantor is funding the required start-up costs, provide for each Offer-Guarantor the documentation for the appropriate type of Offer-Guarantor (individual, business entity) as described below.

- (2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide supporting documents including but not limited to documents that describe the approximate amount of the loan, the term of the loan and any proposed encumbrances on the Draft Contract. Include a letter (addressed to the National Park Service from the lender on the lending institution's letterhead) stating the amount of funds available to the Offeror at the date of the letter and during the term of the Draft Contract. In addition, the letter must outline the Financial Institution's historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.
- (3) If funds are to be obtained from an individual, or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to such individual:
 - Signed funding commitment from the individual (stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract)
 - Current personal financial statement certified as to accuracy and completeness by the individual submitting it
 - Current bank/financial institution documents that verify the account(s) and account balance(s) for the primary fund source
 - Documentation of any assets to be sold
 - Any other assurances or documents that demonstrate that the funds are available
- (4) If funds are to be obtained from working capital liabilities (such as advance deposits), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- (5) If funds are to be obtained from another source (e.g., a business entity whose primary fund source is not an individual), provide the following as appropriate:
 - Signed funding commitment from the fund source stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract
 - Current audited financial statements for the most recent year (see 4(b) above if audited financial statements are not available)
 - If the current audited financial statements do not evidence that the source has the necessary funds to make the funding commitment, provide additional documentation.

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

NPS Form 10-358 (Rev. 11/2017)

National Park Service

OMB Control No. 1024-0029

Expiration Date: 01/31/2020



BUSINESS HISTORY INFORMATION
PROPOSAL PACKAGE
CC-DRTO001-20



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

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

The information provided below is for the entity: _____

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

YES NO

If YES, provide full details of the circumstances.

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

NONE

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

NONE

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

NONE

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

NONE

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

NPS Form 10-358 (Rev. 08/2016)
National Park Service

OMB Control No. 1024-0029
Expiration Date: ###/###/####

NOTICES

PRIVACY ACT STATEMENT

Authority: 16 U.S.C. 5966, Commercial Use Authorizations.

Purpose: The purposes of the system are (1) to assist NPS employees in managing the NPS 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; (2) to monitor resources that are or may be affected by the authorized commercial uses within a unit of the National Park System; (3) to track applicants and holders of commercial use authorizations who are planning to conduct or are conducting business within units of the National Park System; and (4) to provide to the public the description and contact information for businesses that provide services in national parks.

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 DOI as a routine use pursuant to 5 U.S.C. 552a(b)(3) to other Federal, state and local governments, tribal organizations, and members of the general public upon request for names, addresses and phone numbers of Commercial Use Authorizations (CUA) holders conducting business within units of the National Park System for the purpose of informing the public of the availability of the services offered by the CUA holder. In addition, records or information contained in this system may be disclosed outside DOI 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 for this system.

Disclosure: Voluntary, however, failure to provide the requested information may impede our ability to 1) manage the National Park Service (NPS) Commercial Services Program allowing commercial uses within a unit of the NPS, 2) monitor resources that are or may be affected by the authorized commercial uses, and 3) provide the public the description and contact information for businesses that provide services in national parks.

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 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, 12201 Sunrise Valley Drive, Mail Stop 242, Reston, VA 20192. 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:

Nineteen percent (19.0%) of annual gross receipts

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor; however, consideration of revenue to the United States is subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

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

_____ per cent of annual gross receipts

SECONDARY SELECTION FACTORS

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

Using no more than two (2) pages including all text, pictures, and graphics:

Describe how you will reduce solid waste (e.g., disposable packaging) generated by vessel operations and ferry passengers, manage the collection and removal of waste generated by ferry passengers and campers from the Area, and recycle and reuse materials within your operations.

SECONDARY SELECTION FACTOR 2. THE PERFORMANCE CHARACTERISTICS OF THE VESSEL TO PROTECT THE AIR AND WATER QUALITY OF THE PARK. (0-3 POINTS)

The Draft Contract requires the Concessioner to operate a ferry vessel with a capacity of no less than 175 passengers. The Service provides the minimum operational and environmental performance standards for the ferry vessel in Sec. 8(e)(2) and (3) of the Draft Contract and Sec. 5(B)(3) of Exhibit A (Operating Plan). Additional Area priorities are discussed in the *Visitor Use Management Meeting Phase I Outcomes Report* on page 4. **Your response to this subfactor must demonstrate that your ferry vessel(s) meets the minimum Draft Contract requirements.**

- (1) Describe the ferry vessel(s) you propose to operate in the Area by providing, for each boat, the information requested on the Boat Specifications Form on the following page. Submit one form per vessel. **NOTE: The selection panel will not score this part of the question. The form is intended to provide the Service with information that allows the Service to determine whether the Offeror has conducted due diligence in planning to meet the Draft Contract’s boat requirements.** If you will use alternative vessels in the interim between the effective date of the contract and your in-service dates for the proposed primary ferry vessel, please submit additional forms and identify the interim vessels. The interim vessel(s) must have at least EPA Tier 2 engines.

VESSEL SPECIFICATION FORM
(complete a separate form for each vessel)

Vessel Name:	
Date Built (or propose custom build delivery date):	
Builder:	
Documentation Number:	
Gross Tonnage:	
Length (ft.) (maximum 140 feet):	
Beam (ft.):	
Draft (ft.) (maximum 7.5 feet):	
Depth (ft.):	
Engines* (quantity, make & model) (for primary ferry vessel, must be EPA Tier 3 by 11/1/22):	
Propulsion power (kW or HP):	
Propulsion (quantity & type: propeller, jet, etc.):	
Passenger Capacity: [Note: The Service requires boats with a minimum of 190 passenger capacity.]	
Fuel (type/weight):	
Fuel Capacity (gal.):	
Hull Design (mono-hull, catamaran, wave-piercing, etc.):	
Cruising Speed (must be at least 26 knots fully loaded):	
Maximum Speed:	

VESSEL SPECIFICATION FORM
(complete a separate form for each vessel)

Fuel Consumption (at cruising speed):	
Wake height at cruising speed (if known):	
Proposed Purchase or Order Date:	
Proposed Date in Service (for primary ferry vessel, must be prior to 11/1/22):	

* The Draft Contract requires that primary vessel diesel and alternative fuel propulsion *and* auxiliary engines used to provide the required services be, at minimum, certified to meet the published U.S. Environmental Protection Agency (EPA) emission standards for Tier 3 engines as specified in 40 C.F.R. Part 1042 for the class of engine in use. The Service recognizes interim proposed vessels must have Tier 2 propulsion and auxiliary engines at a minimum. The Draft Contract (Section 8(e)), therefore, requires the Concessioner to use engines meeting at least Tier 3 emission standards no later than 24 months (“Grace Period”) from the effective date of the Draft Contract. The Service prefers all engines at a minimum meet the Tier 3 emission standards on each vessel as soon as possible after the effective date of the Draft Contract.

Using not more than two (2) pages, including all text, pictures, and graphs:

- (2) Your proposed primary ferry vessel must have EPA Tier 3 engines and must be placed into service by the beginning of Year 3 of the Draft Contract term (expected to be November 1, 2022). Please provide your timeline for placing a primary vessel with Tier 3 engines into service, including commitments from manufacturers. **NOTE: The selection panel will award more points to responses demonstrating firm commitments to in-service dates prior to the 11/1/22 deadline. Commitments from manufactures do not count towards the two (2) page limit.**
- (3) Describe how your proposed ferry vessel will help protect the resources of the Area. Describe environmentally-friendly practices and products that you will commit to provide and utilize in order to improve performance, ensure reliability, and reduce adverse impacts on water quality, air quality, and the soundscape. At a minimum, address wake-minimizing design, fuel consumption, emissions, and noise levels in your response.