PROPOSAL PACKAGE

CC-OZAR001-23

Department of the Interior

National Park Service
Ozark National Scenic Riverways

Proposal to provide Canoe & Tube Rental with Shuttle Services, Camp Store and Retail Merchandise Sales, and Firewood Sales at Ozark National Scenic Riverways
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 it does not accept without condition the terms and conditions of this Prospectus, your proposal may be considered non-responsive, even if you submitted an unconditional Offeror’s Transmittal Letter.

2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires, and the proposal offers.
OFFEROR'S TRANSMITTAL LETTER

Regional Director
Interior Regions 3, 4, 5
601 Riverfront Drive
Omaha, NE 68102

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 Ozark National Scenic Riverways in accordance with the terms and conditions specified in the Draft Concession Contract CC-OZAR001-23, (Draft Contract) provided in the Prospectus issued by the public notice as listed on www. SAM.gov, and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror’s Proposal). 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

V 03.15.2019
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 the minimum requirements of the Draft Contract as identified in this Prospectus.
2) To complete the execution of the final Concession Contract within the time provided by the National
   Park Service when it presents the Concession Contract to the Offeror for execution.
3) To commence operations under the resulting Concession Contract on the effective date of the
   Concession Contract.
4) To operate under the current National Park Service approved rates until such time as amended rates
   may be approved by the National Park Service.
5) [Include only if the Offeror is not yet in existence.] To provide the entity that is to be the
   Concessioner under the Draft Contract with the funding, management, and other resources required
   under the Draft Contract and/or described in our Proposal.
6) [Include only if the Offeror is a business entity, rather than an individual] To deliver to the Regional
   Director within 10 days following the announcement of the selection of the Offeror as the
   Concessioner, current copies of the following:
   • Certificate from its state of formation indicating that the entity is in “good standing” (if such
     form is issued in that state for Offeror’s type of business entity);
   • Governing documents of Offeror (e.g., Articles of Incorporation and Bylaws for corporations;
     Certificate of Formation and Operating Agreement for LLCs; Partnership Agreement for
     Partnerships; or Venture Agreement for Joint Ventures); and
   • If the business entity was not formed in Missouri, evidence that it is qualified to do business
     there.

NAME OF OFFEROR (or OFFEROR-GUARANTOR(s)): _________________________________________
If the Offeror is not yet in existence as of the time of submission – list all entities if more than one and clearly
indicate that the entity is an Offeror-Guarantor.

BY _______________________________ DATE ________________________
(Type or Print Name)

ORIGINAL SIGNATURE _______________________________________________
TITLE  ________________________________________________________
ADDRESS ________________________________________________________
________________________________________________________
________________________________________________________

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

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

NAME OF ENTITY: ________________________________________________________

BY _______________________________ DATE _________________________

(Type or Print Name)

ORIGINAL SIGNATURE _______________________________________________

TITLE ________________________________________________________

ADDRESS ________________________________________________________

________________________________________________________
SELECTION FACTORS

Response Format

1) Please number each page and section in your completed proposal. Add information to your proposal only to the extent that it is necessary and relevant to respond to the selection factor. Each page should have a heading identifying the selection factor and subfactor to which the information contained on the page responds. It is important that your response stays within the organizational framework in the Proposal Package and provides all relevant information directly in response to each selection factor. The Service may consider relevant information contained elsewhere in a proposal in assessing the proposal’s response to each particular selection factor.

2) The evaluation panel will only take firm commitments into account when evaluating proposals. Responses that include terms such as “look into,” “research,” “may,” “if feasible,” and similar terms are not considered as firm commitments. In addition, the Service considers responses that include a specific time for commitment implementation as a stronger response. For example, “XXX commits to provide recycling containers in each lodging room by December of 2017.”

3) Where page limits are set out in the Proposal Package, the Service will not review or consider the information on any pages that exceed the page limitations stated, including attachments, appendices, or other additional materials the Offeror submits. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer.

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

5) Offerors must use letter-size paper unless a subfactor asks for schematics or drawings, in which case Offerors may use legal or ledger-size paper for the schematics or drawings. Offerors must use 11- or 12-point font for all text within the proposal, including all tables, charts, graphs, and provided forms. The Service will accept images of sample material with smaller fonts.

6) Page margins must be 1 inch. Page numbers and identifications of confidential information may appear within the margins.
**PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)**

**Service Objectives:**
The Service’s objectives under this factor are for the Concessioner to protect, conserve, and preserve the assets assigned to the Concessioner through the execution of proactive asset management principles, as well as the protection of the natural environment in which it operates.

**Subfactors**

**Subfactor 1(a): Asset Management.** Recent renovations and improvements were completed for the Alley Spring Camp and Retail Store that is assigned to the Concessioner, and the building currently has no deferred maintenance. Using not more than 3 pages, including all text, pictures, graphs, etc., demonstrate your ability to develop and conduct a preventive and cyclic maintenance program of the building. Describe how this program will be executed, preventing the development of deferred maintenance, and maintaining the building in very good condition both inside and outside.

**Subfactor 1(b): Natural Environment Management.** Using not more than 2 pages, including all text, pictures, graphs, etc., describe how you will conduct your operations in a manner that will minimize its impacts on the Park's natural environment by addressing the topics below.

1) Describe commitments related to managing your canoe staging area and shuttle services to lessen impact on the resource, minimizing crowding on the rivers, and congestion at launch and retrieval sites.

2) Describe programs or strategies that you will implement to assure that both the Jacks Fork and Current Rivers and their tributaries are protected from litter or pollutants that your visitors may generate.
PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0 - 5 POINTS)

Service Objectives:
The Service’s objectives are to ensure the Concessioner is committed to delivering a high-quality, safe, memorable visitor experience at a reasonable rate that increases visitor appreciation for Ozark National Scenic Riverways. This experience includes both visitors’ time on the river, and time spent browsing in and purchasing high-quality and educational items from the store.

Scoring: The Service will score Subfactor 2(a) up to 4 points, and Subfactor 2(b) up to 1 point.

Subfactors

Subfactor 2(a): Quality river experience. Using not more than 3 pages, including all text, pictures, graphs, etc., explain how you will ensure visitors receive a quality, educational, safe river experience that deepens their appreciation for the Park by addressing the topics below.

1) Describe any mid-week float specials, events, group packages, or other marketing ideas that you will commit to offering in an effort to redistribute visitation and alleviate congestion.

2) Describe all the elements of the safety/orientation talk that employees will deliver to visitors prior to launching them on the river. Also include in your response all the safety equipment that you will provide to each visitor during the safety/orientation talk for inclusion on their river trip.

3) Describe your equipment maintenance program to ensure that only good quality equipment is ever issued for use by visitors. Include an equipment replacement schedule.

4) Describe how you will train your employees about Park resources so they can effectively interpret the purpose and significance of Ozark National Scenic Riverways, the surrounding area, and the National Park Service to visitors. Also describe how will you ensure that your employees are appropriately and accurately interpreting Park resources.

Subfactor 2(b): Quality retail experience. Using not more than 2 pages, including all text, pictures, graphs, etc., explain how you will ensure visitors have a positive, educational, retail experience that deepens their appreciation for the Park by describing what merchandise will be offered in the camp store and how you will incorporate Park thematic merchandise items into your retail inventory.
PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)

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

Offeror’s Organizational Structure

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

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

Using the appropriate Business Organization Information form (as applicable) at the end of this Principal Selection Factor 3, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

1) The full legal name of the Offeror and any trade name under which it proposes to do business.

2) The legal form of the Offeror, if other than an individual.

3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, the precise extent of their ownership interests.

4) The name, address and, if applicable, form of business entity of all related business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice. Use additional pages if the information does not fit within the forms provided.

5) If applicable, the length of Offeror’s existence as a business entity.

If the Offeror is not yet formed, submit a Business Organization Information form for each Offeror-Guarantor.
**Subfactor 3(a): Operational Experience**

**Service Objective:**
The Service believes that experience is an indication of future performance.

1) Using the table below (even if the information appears elsewhere in this package), provide one example that demonstrates your experience in the operation and management of retail sales and boat rental services:

<table>
<thead>
<tr>
<th>Name and location of operation</th>
<th>Brief description of services offered</th>
<th>Annual gross receipts for most recent 3 years at a minimum</th>
<th>Length of operation (i.e., number of years the Offeror or the related entity operated this service)</th>
<th>Operating season information and seasonal adjustments you make, including any changes to operations during non-peak seasons and/or hours</th>
<th>Size of operation, including square footage of retail space and rental details (e.g., number and type of rental vessels, number of daily shuttles, etc.)</th>
<th>Nature of the Offeror’s involvement</th>
<th>Status of business (e.g., owned and operated by Offeror, sold, open but no longer operated by Offeror, closed, etc.)</th>
<th>Total number of employees, including total number of full-time, part-time, and seasonal employees segregated by peak and off-peak seasons</th>
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</thead>
<tbody>
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</tbody>
</table>
Subfactor 3(b): Qualifications and Employee Training

Service Objective: The Service believes that high quality, skilled, and motivated employees are critical in meeting visitor needs.

Limit your response to no more than three (3) pages for Subfactor 3(b).

1) Provide an organizational chart showing key personnel positions and identify the position with whom NPS will deal regarding day-to-day operations and issues.

2) Describe the minimum qualifications (i.e., years of experience, certifications, trainings, ability to interact with visitors, knowledge of Park environment) for the following positions:
   (a) Operations Manager;
   (b) Shuttle Driver(s); and
   (c) Rental personnel.

Do not submit resumes or describe the qualifications of specific individuals.

Subfactor 3(c). Violations or Infractions

The Service is aware that any business may receive the occasional notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (hereinafter collectively referred to as “Infractions”). The Service is interested in understanding how your business manages these Infractions and your overall strategy to minimize Infractions.

Using not more than five pages, including text, pictures, and graphs, demonstrate your understanding of the Service’s concern.

1) Describe all Infractions that have occurred in your operations in the past five years that the Service should know about prior to selecting you as the Concessioner under the Draft Contract. Keep in mind the services required under the Draft Contract only.

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

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

4) Describe your overall strategy to minimize Infractions and how you resolve, or plan to resolve, Infractions when they do occur.

Related Entities. In responding to this subfactor, consider the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited liability companies, their managing members and managers, if any; and for joint ventures, each venture) and all parent entities, subsidiaries or related entities under the primary organizational entity (such as, a parent corporation and all subsidiaries), that provide the same or similar services as required or authorized by the Draft Contract.
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.

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<th>Name of Entity and Tradename if any</th>
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<tr>
<td>Address</td>
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<td>Telephone Number</td>
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<td>Fax Number</td>
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<tr>
<td>Email Address</td>
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<tr>
<td>Contact Address</td>
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<tr>
<td>Title</td>
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<tr>
<td>Tax ID#</td>
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<tr>
<td>State of Formation</td>
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<td>Date of Formation</td>
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<tr>
<th>Ownership</th>
<th>Percentage of Ownership Interests</th>
<th>Current Value of Investment</th>
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<tbody>
<tr>
<td>Names and Addresses of those with controlling interest and key principals of business</td>
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<td>Total Interests Outstanding and Type(s):</td>
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<tr>
<th>Officers and Directors or General Partners or Managing Members or Venturers</th>
<th>Address</th>
<th>Title and/or Affiliation</th>
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Attach the following:

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

PRIVACY ACT STATEMENT


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 SD) (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 separate form for the submitting business entity and any and all parent entities.

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

*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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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) up to 0.5 points, Subfactor 4(b) up to 0.5 points, and Subfactors 4(c) and (d) up 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 listed in NPS Form 10-357A).
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.
2) 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.

3) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide supporting documents including but not limited to documents that describe the approximate amount of the loan, the term of the loan and any proposed encumbrances on the Draft Contract. Include a letter (addressed to the National Park Service from the lender on the lending institution’s letterhead) stating the amount of funds available to the Offeror at the date of the letter. In addition, the letter must outline the Financial Institution’s historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.

4) 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

5) 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.

6) 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.
BUSINESS HISTORY INFORMATION
PROPOSAL PACKAGE
CC-OZAR001-23

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 SD) (N1-79-08-4))
NOTICES

PRIVACY ACT STATEMENT


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.
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 five percent (5%) of gross receipts.

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

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

______ percent of annual gross receipts
SECONDARY SELECTION FACTORS

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

Environmental Education. The Service, as a whole, seeks environmentally friendly practices, notably in the areas of sustainability and energy conservation, alternative fuel vehicles, night sky preservation, natural sound preservation, solid waste reduction, and other similar proactive actions. The Draft Maintenance Plan outlines some general environmental requirements. The Service is interested specifically in how you would address these requirements, going beyond what is required, and how you will commit to implementing innovative ideas in the operation described in the Draft Contract.

Using not more than 3 pages total, including all text, pictures, graphs, etc., provide an overview of the policies and procedures your company will use to implement its environmental program, as well as describing in detail two examples of initiatives and associated activities that you will implement to support the Service’s objectives.

SECONDARY SELECTION FACTOR 2. THE OFFEROR PROPOSES TO BE PROACTIVE IN EFFORTS TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS VISITOR SATISFACTION AND PARK OBJECTIVES THROUGH MARKETING AND EDUCATIONAL ACTIVITIES. (0-2 POINTS)

Visitor Satisfaction. Quality service and visitor satisfaction are extremely important to the Service. Using not more than 2 pages, including all text, pictures, graphs, etc., demonstrate how you will monitor and improve customer satisfaction by providing the following information:

1. Explain what customer feedback systems and practices you will implement to evaluate and monitor customer satisfaction in the float and shuttle services required under the Draft Contract. A better answer would include a comprehensive system that can demonstrably track visitor satisfaction.

2. Explain the ways in which you will train your staff to convey information about appropriate visitor conduct while on the river (e.g., packing trash out, or children wearing PFDs, etc.). Describe what programs your business will implement to support Ozark National Scenic Riverways in its goal of reducing adverse behavioral issues in the Park.