

**Proposal Package  
And  
ANILCA Section 1307 Preferred Operator  
Application**

**CC-WRST018-25**

*Department of the Interior*

National Park Service

Wrangell-St. Elias National Park and Preserve

**Proposal to Operate  
Guided Tours of Historic Buildings**

**Kennecott Mines National Historic Landmark**

### Proposal Submission Terms & Conditions

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If it does not accept without condition the terms and conditions of this Prospectus, your proposal may be considered non-responsive, even if you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, or the Offeror was formed recently and has no financial or operating history, the proposal must demonstrate that the individual(s) or entity(ies) (hereinafter Offeror-Guarantor(s)) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires, and the proposal offers.

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### Offeror's Transmittal Letter

Regional Director  
Interior Region 11  
240 W. 5<sup>th</sup> Avenue, #114  
Anchorage, AK 99501

Dear Director:

The name of the Offeror is \_\_\_\_\_. If the Offeror has not yet been formed, or the Offeror was formed recently and has no financial or operating history, this letter is submitted on its behalf by \_\_\_\_\_ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements, and obligations of the Offeror hereunder and make(s) such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within Kennecott Mines National Historic Landmark in accordance with the terms and conditions specified in the Draft Concession Contract CC-WRST018-25, (Draft Contract) provided in the Prospectus issued by the public notice as listed on the [SAM.gov website](http://SAM.gov) and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal).

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

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror 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 applicable law the following (initial all that apply):

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

- 5) The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state, or local) terminated for cause or default within the three-year period preceding the submission of the Proposal. \_\_\_\_\_
- 6) If a corporation, the Offeror does not have any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability. \_\_\_\_\_
- 7) If a corporation, the Offeror has not been convicted of a felony criminal violation under any Federal law within the preceding 24 months. \_\_\_\_\_

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

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

- 1) To perform, in a timely and competent manner, the minimum requirements of the Draft Contract as identified in this Prospectus.
- 2) To complete the execution of the final Concession Contract within the time provided by the National Park Service when it presents the Concession Contract to the Offeror for execution.
- 3) To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.
- 4) To operate under the current National Park Service approved rates until such time as amended rates may be approved by the National Park Service.
- 5) *[Include only if the Offeror is not yet in existence or the Offeror was formed recently and has no financial or operating history.]* To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources required under the Draft Contract and/or described in our Proposal.
- 6) *[Include only if the Offeror is an entity, rather than an individual]* To deliver to the Regional Director within 10 days following the announcement of the selection of the Offeror as the Concessioner, current copies of the following:
  - Certificate from its state of formation indicating that the entity is in "good standing" (if such form is issued in that state for Offeror's type of business entity);
  - Governing documents of Offeror (e.g., Articles of Incorporation and Bylaws for corporations; Certificate of Formation and Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
  - If the business entity was not formed in the State of Alaska, 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 or the Offeror was formed recently and has no financial or operating history, – list all entities if more than one and clearly indicate that the entity is an Offeror-Guarantor. If there is more than one Offeror-Guarantor, each Offeror-Guarantor must sign the Offeror’s Transmittal Letter.

BY \_\_\_\_\_ DATE \_\_\_\_\_  
(Type or Print Name)

Original Signature \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Email \_\_\_\_\_

Phone \_\_\_\_\_

(End of Offeror's Transmittal Letter)

## NOTICES

### PRIVACY ACT STATEMENT

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

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

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

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

### PAPERWORK REDUCTION ACT STATEMENT

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

### ESTIMATED BURDEN STATEMENT

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

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**Certificate of Business Entity Offeror**

(Or of Offeror-Guarantor)

(Offerors who are individuals should skip this certificate)

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

Name of Entity: \_\_\_\_\_

by \_\_\_\_\_ Date \_\_\_\_\_  
(Type or Print Name)

Original Signature \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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### ANILCA SECTION 1307 PREFERRED OPERATOR APPLICATION

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

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

#### **LOCAL RESIDENTS**

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

Yes

No

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

#### **INDIVIDUALS (Sole Proprietorship):**

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

Yes

No

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

Yes

No

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

Yes

No

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

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

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

Is the controlling interest<sup>1</sup> held by an individual or individuals who qualify as local resident(s) (see above)?

Yes

No

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

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

**NON-PROFIT CORPORATIONS**

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

Yes

No

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

Yes

No

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

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

**MOST DIRECTLY AFFECTED NATIVE CORPORATIONS**

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

Yes

No

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

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

### Tour Plan Submission Requirements

This section will provide some general background on the significance of the Kennecott Mines National Historic Landmark. It will also delineate the submission requirements for the Tour Plan and how those items will be evaluated. Please read thoroughly to include all items in your proposal.

Submit an interpretive tour plan based on the following interpretive theme and description below. The minimum information to be included in the plan is listed below under Required Items. Your tour plan should include a transcript of what the tour guide will state throughout the tour, as well as an outline overview.

#### Background

The Statement of Significance for the Kennecott Mines National Historic Landmark reads, “As vestige of an early 20<sup>th</sup> century copper mining camp, Kennecott represents the mining techniques of the era. The mines here were among the nation’s largest and contained the last of the great high-grade copper ore deposits of the American West. The world’s first ammonia-leaching plant for extracting concentrations of ore from low-grade ores was designed and first successfully used on a commercial scale here. The camp is little changed since its 1938 closing.” A link to the Kennecott Mines listing in the National Historic Landmarks program is included below.

[Kennecott Mines National Historic Landmark \(U.S. National Park Service\) \(nps.gov\)](https://www.nps.gov/kennecott/index.htm)

**Interpretive Theme:** *Walking in Their Footsteps*: Exploring the rise and fall of Kennecott through the eyes of a worker.

**Description:** Imagine stepping off the train car in Kennecott. You are struck by the immensity of the Kennecott mine camp surroundings: the glacier, the mountains, the buildings, and the noise. Come explore Kennecott by using your imagination. Take a walk through the history and significance of the Kennecott Mines National Historic Landmark. Immerse yourself in the story of a historical figure who lived and worked in Kennecott during its heyday. Listen to the stories, walk in their footsteps, and learn to appreciate the resilience and resourcefulness of those who built Kennecott and worked here. Join us on this journey through time.

#### Required Items

1. Program Title
2. Logistics
  - a. Describe how and where your tour will begin.
  - b. Describe which buildings you will include in your tour.
  - c. Identify stop locations along the tour.
  - d. Describe where your tour will end.
  - e. Describe the safety issues related to these operations and explain how you will address these issues.
3. Props or Materials
  - a. Describe props or materials to be used to help the visitor connect to the topic more readily.
4. Introduction
  - a. Provide a description of intended “interpretive opportunity” or “opportunities” and how it provokes, inspires, and evokes.
  - b. The interpretive technique(s) or method(s) used, including dialogic questions that support the theme.
5. Transition from Introduction
  - a. Include transition from one point of interest to another, ensuring that the stops connect conceptually.
  - b. The interpretive technique(s) or method(s) used, including dialogic questions that support the theme.
6. Applicable Interpretive Points of Interest
  - a. Identify all tour stops / locations, and length of each.

- b. Provide a description of intended “interpretive opportunity” or “opportunities” and how it provokes, inspires, or evokes.
  - c. The interpretive technique(s) or method(s) used, including dialogic questions that support the theme.
7. Transitions to Each Point of Interest
  - a. Include transitions from each of the applicable Interpretive points of interest (Stops) to the next, so that they connect conceptually.
  - b. The interpretive technique(s) or method(s) used, including dialogic questions that support the theme.
8. Conclusion
  - a. Provide a description of intended “interpretive opportunity” or “opportunities” and how it provokes, inspires, or evokes.
  - b. Describe how you will encourage the visitor to further explore Kennecott.
  - c. The interpretive technique(s) or method(s) used, including dialogic questions that support the theme.
9. Sources listed
10. Outline maximum number of pages is five(5)
11. Interpretive Tour Plan transcript (with sources) maximum number of pages is fifteen (15).

### **How Will the Interpretive Tour Plan Be Evaluated**

The NPS will evaluate the required interpretive tour plan content according to the elements listed in Principal Selection Factors 1 and 2 below. Review the selection factors thoroughly to assure that your tour plan addresses ALL these elements.

### **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 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 2027.”
- 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.

#### NOTICE TO OFFERORS

In Principal Selection Factor 4, you need to include any investments required to realize the strategies outlined in response to the selection factors.

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

#### Service Objectives:

The primary resource protection goals of the park for this area are:

1. Kennecott is a National Historic Landmark. Communicating the significance of why it was designated an NHL to provide the visitor with an understanding of this resource helps the NPS protect and conserve the resource.
2. Preserving the artifacts in place, undisturbed and free from damage.

#### **Subfactor 1a. Communicating the significance of why Kennecott is designated a National Historic Landmark.**

The National Park Service will evaluate your proposed tour plan in terms of how well it incorporates the following information:

1. Communicates, describes, and weaves the following stories:
  - a. the significance of a National Historic Landmark designation.
  - b. the establishment as a National Historic Landmark (NHL).
  - c. the purpose of the National Historic Landmark (NHL).
  - d. the Alaska National Interest Lands Conservation Act and its significance in the NHL.
  - e. the significance of and establishment of Wrangell-St. Elias National Park and Preserve.
2. Showcases the importance of the Kennecott Mines NHL during the period of significance from 1900-1938.

#### **Subfactor 1b. Preserving the artifacts in place, undisturbed and free from damage.**

The National Park Service will evaluate your proposed tour plan to determine how well you will communicate the importance of preserving the artifacts in place, undisturbed and free from damage.

**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:

V7.16.2024

1. Provide visitor services in a safe manner.
2. Provide visitors a quality tour experience.
3. Provide services at reasonable rates.

**Subfactor 2a. Provide visitor services in a safe manner.**

The NPS will review the tour plan to evaluate the safety information presented to clients based on the following:

- a. Describe 5 examples of how the tour will ensure safety for visitors throughout the tour. **DO NOT** include NHL issues that are already addressed in the Draft Operating Plan.
- b. Describe the training that guides will receive for risk management and emergency response.
- c. Describe all aspects of your day-to-day safety and communication practices and procedures that guides will use to keep clients safe.
- d. Provide a list of medical supplies, safety, and communication equipment you will require guides to carry on tour.

**Subfactor 2b. Provide visitors a quality tour experience.**

The National Park Service will review the tour plan to evaluate the interpretive presentation involving the following:

- a. Knowledge of the Kennecott Mines National Historic Landmark, Wrangell-St. Elias National Park and Preserve, and ANILCA.
- b. Knowledge of the audience and techniques to engage the audience.
- c. The presentation of the overarching theme.
- d. The presentation is logical, cohesive, and incorporates universal concepts (family, hardship, happiness, struggle, etc.).
- e. Provides the audience an opportunity to develop intellectual and emotional connections with the story of Kennecott. (The concept of intellectual and emotional connections is articulated in "Meaningful Interpretation" by David Larsen and in the Eppley Institute for Parks and Public Lands "Foundations of Interpretation" on-line course).
- f. Incorporating creativity and the interpretive skillset in the tour.
  1. Describe tour guide dress code/uniform requirements.
  2. Describe how tour guides will convey that you are a concessioner of the NPS.
  3. Describe how you will ensure all tours operate within the two-hour time limit.
  4. Describe how you will follow through with unanswered questions from the tours.
  5. Describe how you will follow through with interpretive coaching comments and suggestions from audits.
  6. Describe the process you used to research the facts and figures of your program, including specific sources.
  7. How will you leverage the expertise of the NPS in your programs, trainings, day-to-day operations, etc.?
  8. How will you assess and accommodate client needs and abilities to successfully lead them on a tour?

**Subfactor 2c. Services are provided at reasonable rates.**

Rates to the public are subject to NPS approval in accordance with NPS rate approval guidelines. Due to the lack of sufficient comparable operations in the general area, the NPS will use the Contract Specified Rate Method to approve rates. This means that the initial rate will be established in the Draft Contract, subject to annual adjustment according to the CPI index. See the Draft Contract for additional details.

**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, or the Offeror was formed recently and has no financial or operating history, 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 or the Offeror was formed recently and has no financial or operating history, submit a Business Organization Information form for each Offeror-Guarantor.

### **Subfactor 3a. Organization and Personnel**

The Service is seeking Offerors that can carry out the responsibilities of the Draft Contract and that demonstrate excellence in professional customer service, experience, and training.

**Using no more than five (5) pages**, describe your experience in providing interpretive services like those offered under the Draft Contract. The response should include:

1. Provide an organizational chart of your business that includes the responsibilities for each position. Identify the position with whom NPS will deal with regarding day-to-day operations and issues.
2. State the minimum education and experience requirements for your interpretive guides.
  - a. Describe your professional interpretation skills, including experience with audience-centered dialogue.
3. Identify your training specialist and describe their education and experience in the interpretive profession.
4. How will you use the training specialist to ensure a daily consistent quality product?
5. How will you build a trust and partnership with the NPS interpretive staff?
6. Describe in detail how you will train and evaluate all tour guides.

### **Subfactor 3b. Experience**

1. Describe in detail the business management experience of the owners and managers.
2. State in detail your overall background and experience in developing and operating a guided interpretive service.
3. Describe your experience in evaluating interpretive guides and the quality of service.
4. How will staff coach and audit guides?
5. How will you ensure a consistent quality product daily?
6. Provide the following information for the period beginning five (5) years prior to the issue date of this Prospectus through the date of submission of the proposal:

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(c). Operational Experience**

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

Summarize the overall background and experience of the organizational entity in the operation of interpretive services, include total number of years and locations providing the service. If the Offeror is not yet in existence, demonstrate the Offeror-Guarantor(s) experience and explain how such experience will carry over to the Offeror entity directly. If the Offeror relies on the experience of a related entity, such as Offeror-Guarantor(s), explain how that entity's experience will benefit the Offeror's operations.

#### **Subfactor 3(d). 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 no more than five (5) pages**, including all text, pictures, and graphs:

- 1) Describe all Infractions that have occurred in your operations in the past five years.
- 2) Explain how you responded to each Infraction, including actions you took to prevent a recurrence of the Infraction.
- 3) List the Related Entities (as defined below) you considered in providing the foregoing information.
- 4) Describe your overall strategy to minimize Infractions and how you resolve, or plan to resolve, Infractions when they do occur.

Related Entities. In responding to this subfactor, consider the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited

liability companies, their managing members and managers, if any; and for joint ventures, each venturer) and all parent entities, subsidiaries or related entities under the primary organizational entity (such as, a parent corporation and all subsidiaries), that provide the same or similar services as required or authorized by the Draft Contract.

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

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

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

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

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

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

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



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

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

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

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

<b>Ownership</b>	<b>Percentage of Ownership Interests</b>	<b>Current Value of Investment</b>
Names and Addresses of those with controlling interest and key principals of business		

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

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

**Attach the following:**

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

## NOTICES

### PRIVACY ACT STATEMENT

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

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

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

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

### PAPERWORK REDUCTION ACT STATEMENT

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

### ESTIMATED BURDEN STATEMENT

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



**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.*

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

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

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

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

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

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### ESTIMATED BURDEN STATEMENT

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

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

**How to respond to Principal Selection Factor 4:** *The Offeror should provide the information requested with the goal of clearly demonstrating that it has the financial capability to carry out its proposal. If any of the financial information provided is adverse, the Offeror should explain why and describe how it addressed any issues. If funding will be provided by any individuals or entities, clearly and succinctly explain how the funding will be transferred from those sources to the Offeror, including, if applicable, how it moves from various levels of superior or related entities to the Offeror.*

*If the Offeror is not yet in existence or the Offeror was formed recently and has no financial or operating history, please state this, and provide the information described below for each Offeror-Guarantor as identified in the Offeror's Transmittal Letter. Additionally, if the Offeror (or Offeror-Guarantor) anticipates that any individual or entity will provide financial assistance to the Offeror during the term of the Contract (e.g., for start-up costs or investments), please state this, and provide the information described below for each such individual or entity. 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.*

*The Offeror must complete and submit all forms provided here and as appendices, including the Excel workbook and other documentation.*

*A table is provided at the end of Principal Selection Factor 4 that summarizes the forms and documentation you must submit per the following detailed instructions.*

*The Service will score Principal Selection Factor 4 based upon the entirety of your response to the instructions below. The instructions are numbered for organizational purposes.*

**1. Demonstrate a credible, proven track record of meeting financial obligations by providing the following:**

Identify the Offeror, or each Offeror-Guarantor if applicable, and any individual or entity other than an accredited financial institution that will provide funding to the Offeror during the term of the Contract (for start-up costs, investments, etc.).

**For each individual or entity identified above, provide:**

- The completed **Business History Information** form provided at the end of this section.
- A **complete credit report** dated within six months of the date of the proposal. The report must include scores and narratives, and you must submit the full report, not a screenshot of a specific score or specific section of the report. The report must be from a major credit reporting company such as Equifax, Experian, TransUnion, or Dun & Bradstreet. If the Offeror is not yet formed, include a credit report for each Offeror-Guarantor. An unavailability of scores from one major credit reporting company does not eliminate your responsibility to provide a complete credit report with scores. If an entity is a partnership or joint venture, a complete credit report must be provided for all general partners in a partnership (or deemed partnership, such as husband and wife), and all venturers in a joint venture.

**2. Demonstrate your business experience and financial capability by providing the following:**

**For the Offeror, or each Offeror-Guarantor if applicable, and any individual or entity other than an accredited financial institution that will provide funding to the Offeror during the term of the Draft Contract (for start-up**



**costs, investments, etc.) provide audited financial statements (including all notes to the financial statements) for the two most recent fiscal years.**

If audited financial statements are not available, explain in detail why they are not available and submit reviewed financial statements.

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

If audited, reviewed, or compiled financial statements are not available, explain in detail why they are not available and submit financial statements to which an authorized officer of the entity or the submitting individual, as applicable, attests to the accuracy and completeness of the financial statements.

If none of the financial statements listed above are available, explain why in detail and submit personal financial statements to which the submitting individual attests to their accuracy and completeness. If personal financial statements are provided for an entity, submit these for each of the entity's principals.

Note: Financial statements must be provided for all general partners in a partnership (or deemed partnership, such as husband and wife), and all venturers in a joint venture.

**Additionally**, if more than three months have elapsed since the end of the most recent fiscal year included in the financial statements, provide interim financial statements (at minimum, a balance sheet and income statement) that are dated within 10 weeks of the proposal due date for each Offeror, each Offeror-Guarantor, and any individual or entity (other than an accredited financial institution) providing funding to the Offeror during the term of the Contract (for startup costs, investments, etc.). The Service understands these interim financial statements are not likely to be audited or reviewed; the above-listed individuals or entities should state that the financial statements are compiled or have an authorized officer of each entity or the submitting individual, as applicable, attest to the accuracy and completeness of the interim financial statements.

If any of the above-listed individuals' or entities' financial position has substantially changed from the most recent fiscal year, provide a narrative to help the Service understand any changes to their financial position.

**3. Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing your projection on the following forms in the provided Excel workbook:**

- *Investments and Investments Assumptions forms:*
  - Fully explain the methodology and the assumptions used to develop the estimates for the line items included in the Total Initial Investment and Start-up Expenses of the business. The information provided (both estimates and assumptions) should include sufficient detail to allow a reviewer to understand how you determined the estimates.
  - If you are the Existing Concessioner and do not anticipate any additional initial investment or start-up costs, please provide the value of your existing assets in the appropriate section and state that you consider the current personal property and assets adequate to operate this concession opportunity successfully.
- *Income Statement, Income Statement Assumptions, Operating Assumptions, Cash Flow Statement, Cash Flow Statement Assumptions, Recapture of Investment, and Recapture of Investment Assumptions forms:*

- Use the forms to provide estimates of prospective revenues, expenses, and cash flows of the concession business for the entire term of the Draft Contract. Use the forms to explain your financial projections and assumptions that support your financial projections.
- Include the recapture amount and assumptions you expect at the end of the Contract in the *Cash Flow Statement, Cash Flow Statement Assumptions, Recapture of Investment, and Recapture of Investment Assumptions* forms and not the *Income Statement* form.

Below are general notes regarding the provided forms found in the Excel workbook included as an Appendix to the Prospectus.

- The Service has provided forms that request the information in the required format. These forms may differ from the format and requirements set forth in generally accepted accounting principles (GAAP) or generally accepted auditing standards (GAAS). The Service does NOT request that the information provided on these forms be reviewed in accordance with GAAS.
- Do not add or eliminate rows or columns on the Excel forms provided. If you wish to provide additional financial information, do so in additional spreadsheets, outside of the ones provided. If additional financial information is provided, clearly explain how it rolls up or applies to the provided forms.
- 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. Provide sufficiently detailed and complete information to fully explain how you determine your estimates. If you make commitments in other sections of your proposal, please clearly account for the related expenses or investments for those commitments in the appropriate form in the Excel workbook; you may include an additional spreadsheet that identifies these specific commitments and where you account for the investment in your proposal. The Service will not evaluate expanded or additional commitments related to a response to another selection factor that exceed the page limits for that response. Include the cost amounts for the Concession Facility Improvement Program (CFIP), deferred maintenance (DM), and other significant investments in these forms so the Service understands how you intend to fund the investments.

**4. Demonstrate your ability to obtain the funds necessary to operate under the Contract by providing the following:**

Explain how you will fund the initial investment, including start-up costs, and additional investments (e.g., CFIP, PPIRs, CRR, DM) required throughout the term of the Contract.

Note: The financial arrangements you propose here should be reflected in your responses on the forms in the provided Excel workbook.

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

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

- a) If you will use funds from cash on hand or operating cash flows from the Offeror's current business, document and provide sources and proof of the availability of these funds. At a minimum, provide the information requested under each bullet point.
- Provide current (no more than 30 days prior to the proposal due date) financial institution documents (including investment accounts) that verify the accounts and account balances to provide proof of the available funding. Financial institution account statements must include the name of the account holder and a date.
  - Provide a statement from the Offeror stating that funds are available and not committed to other sources.
  - Provide a list of assets to be sold and their anticipated value (if applicable).
  - If information provided in your financial statements or financial institution account statements contradict the appearance of available funds, provide additional narrative to explain how funding will be available from cash on hand or operating cash flows from the existing business by the effective date of the Draft Contract. Include an explanation of how you will meet your financial obligations under the Draft Contract should these assumptions fail to occur.
- b) If an accredited financial institution will provide funding, provide supporting information including, but not limited to, documents that describe the approximate amount of the loan(s) and whether the loan(s) will result in an encumbrance requiring Service approval under 36 C.F.R. § 51.86.<sup>3</sup> Additionally, provide the following information:
- Include a commitment letter (addressed to the National Park Service from the financial institution on the financial institution's letterhead and dated no more than 30 days prior to the proposal due date) stating the amount of funds that have been or will be made available to the Offeror. The letter must outline the financial institution's historical relationship with the Offeror. Specifically, the financial institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended to the Offeror along with the Offeror's average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the financial institution as required and other conditions required for the financial institution to provide the Offeror the funds.
- Note: The more definite the terms provided in the documentation of the potential loan or financial arrangement, the more likely the Service will be to find the Offeror's ability to obtain the required funds credible.
- c) If an Offeror-Guarantor, individual, or entity other than an accredited financial institution will provide funding, provide the information requested under each bullet point for each individual or entity providing funding. If funds will be obtained from an Offeror-Guarantor, individual, or entity whose primary fund source is an individual, provide the information requested under each bullet point with respect to such

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<sup>3</sup> If the loan or financial arrangement will result in an encumbrance requiring Service approval under 36 C.F.R. § 51.86, and the Offeror is selected for award of the Draft Contract, then the Offeror will be required to submit to the Service a separate package seeking approval of the encumbrance.

individual. If funds will be obtained from another source (e.g., an entity whose primary fund source is not an individual), provide the information requested under each bullet point for each source:

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

#### Principal Selection Factor 4 Instructions Summary Table

The following table summarizes the forms and documentation you must submit in responding to Principal Selection Factor 4.

	Submit for Offeror?	Submit for Offeror-Guarantor(s) (if any)?	Submit for Other Individuals or Entities Providing Funding (if any)?**
Business History Information Form	Yes*	Yes	Yes
Complete Credit Report	Yes*	Yes	Yes
Financial Statements	Yes*	Yes	Yes
Interim Financial Statements (if necessary)	Yes*	Yes	Yes
Proformas (using the Excel workbook forms provided)	Yes	Not applicable	Not applicable
Current Financial Institution Account Statements	Yes*	Yes	Yes

Signed commitment letters from individuals or entities (including financial institutions) that will provide funding	Yes (if applicable)	Yes (if applicable)	Yes (if applicable)
List of assets to be sold and their anticipated value	Yes (if applicable)	Yes (if applicable)	Yes (if applicable)
Narratives to support, clarify, or expand on the financial information provided	Yes	Yes	Yes

\*Unless the Offeror is not yet in existence or was formed recently and has no financial or operational history.

Please state if there is no financial or operational history for the Offeror.

\*\*Other than accredited financial institutions.



**BUSINESS HISTORY INFORMATION FORM  
PROPOSAL PACKAGE  
CC-WRST018-25  
(Principal Selection Factor 4)**

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

The information provided below is for the following individual or entity: \_\_\_\_\_

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

YES                       NO

If YES, provide full details of the circumstances.

- (2) List any bankruptcies, receiverships, foreclosures, transfers in lieu of foreclosure, and work-out/loan modification transactions during the past five years. Include an explanation of the circumstances, including nature of the event, date, type of debt (e.g., secured, or unsecured loan), type of security (if applicable), approximate amount of debt, name of lender, resolution, bankruptcy plan, and/or other documentation as appropriate. If none, check the box below. Otherwise, provide full details below.

NONE

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

NONE

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

NONE

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

NONE

## NOTICES

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

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**Principal Selection Factor 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 **4%** 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

**Note: The Service considers a higher franchise fee above 4% an element of a better offer.**



**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)**

**Secondary Subfactor 1a. Visitor services will be provided that are least impactful to park and preserve resources through environmental management programs and activities.**

**Using no more than two (2) pages,** describe the steps you will take that will promote environmental objectives such as energy conservation, fuel transport and storage, waste reduction, and environmental purchasing. Include specific goals, actions, steps, or programs that you commit to adopt and implement in this regard.