

Part III

Proposal Package

CC-PAIS002-26

Department of the Interior

National Park Service

Padre Island National Seashore

Proposal to Operate Windsurfing Instruction and
Equipment Rentals at Padre Island National
Seashore

Proposal Submission Terms & Conditions

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures.** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If it does not accept without condition the terms and conditions of this Prospectus, your proposal may be considered non-responsive, even if you submitted an unconditional Offeror's Transmittal Letter.

- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, or the Offeror was formed recently and has no financial or operating history, the proposal must demonstrate that the individual(s) or entity(ies) (hereinafter Offeror-Guarantor(s)) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires, and the proposal offers.

Offeror's Transmittal Letter

Regional Director
National Park Service
Regional Office Serving Interior Regions 6, 7, & 8
Attn: Commercial Services C/O Jennifer Parker
1 Denver Federal Center
Bldg 50
Denver, CO 80225

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 Padre Island National Seashore in accordance with the terms and conditions specified in the Draft Concession Contract CC-PAIS002-26, (Draft Contract) provided in the Prospectus issued by the public notice as listed on the [SAM.gov website](#) and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal).

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

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror 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:

- To perform, in a timely and competent manner, the minimum requirements of the Draft Contract as identified in this Prospectus.
- 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.
- To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.
- To operate under the current National Park Service approved rates until such time as amended rates may be approved by the National Park Service.
- [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.
- [*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 Texas, evidence that it is qualified to do business there.

The Offeror certifies it has uploaded the following documents on the Service's designated Microsoft Teams site using the email address _____:

Document Title	File Name	File Size

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

If the Offeror is not yet in existence as of the time of submission or the Offeror was formed recently and has no financial or operating history, – list all entities if more than one and clearly indicate that the entity is an Offeror-Guarantor. If there is more than one Offeror-Guarantor, 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

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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>.

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

PAPERWORK REDUCTION ACT STATEMENT

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

ESTIMATED BURDEN STATEMENT

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

Certificate of Business Entity Offeror

(Or of Offeror-Guarantor)

(Offerors who are individuals should skip this certificate)

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

Name of Entity: _____

by _____ Date _____
(Type or Print Name)

Original Signature _____

Title _____

Address _____

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SELECTION FACTORS

Response Format

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

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:

Padre Island National Seashore and surrounding waters provide important habitat for marine and terrestrial plants and animals, including a number of rare, threatened, and endangered species. The Service is interested in the Concessioner providing visitors with interpretation of the natural, cultural, and recreational resources of the park and education on the importance of minimizing human-wildlife interactions.

Subfactors

Subfactor 1a: Interpretation of Park Resources

Using no more than 2 pages, including all text, pictures, or graphs, provide the following information:

Describe how you will provide interpretation to visitors on the following topics:

- 1) Cultural history of the island (including at a minimum, the varied occupation and use of the island).
- 2) Natural resources (including at a minimum, the following: beaches, sand dunes, and grasslands, and wildlife).
- 3) Recreational opportunities beyond those present in the Bird Island Basin area

Subfactor 1b: Visitor-Wildlife Interactions

Using no more than 2 pages, including all text, pictures, or graphs, provide the following information:

Describe how you will educate visitors on the following topics:

- Preventing illegal human-wildlife interactions, including at a minimum, feeding, collecting, or handling of wildlife.
- Reporting wildlife strandings, entanglements, and vehicle/boat strikes.
- The importance of adhering to the 150-foot closure for bird nesting around the Spoil Islands in the Laguna Madre (February – August).

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: Visitor safety is a priority for the National Park Service. The Service's objective is for the Concessioner to provide visitors with relevant safety information prior to engaging in services and to ensure the safety and quality of equipment used in the operation.

Subfactors

Subfactor 1a: Safety

Using no more than 2 pages, including all text, pictures, or graphs:

- 1) Describe how you will educate visitors on the following topics:
 - How to monitor and respond to current and expected changes to weather conditions while participating in the activity.
 - How to use personal protective equipment.
 - Use of self-rescue techniques to prevent drowning.
 - How to avoid conflict with other recreational users, including motorized boaters.
- 2) Describe how you will train employees to respond to and manage incidents which may occur during the activities, including at a minimum minor injuries, medical emergencies, and jellyfish stings.

Subfactor 2b: Equipment

Using no more than 2 pages, including all text, pictures, or graphs:

- 1) Describe your daily routine for ensuring equipment is safe prior to any use and well-maintained in between uses.
- 2) Describe your equipment replacement program.

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:

- The full legal name of the Offeror and any trade name under which it proposes to do business.
- The legal form of the Offeror, if other than an individual.
- 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.
- 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.
- 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 3(a). Operational Experience

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

Describe one example of the Offeror's experience in operating and managing instruction and equipment rental services similar in scope and scale to the windsurfing lessons and rentals required by the Draft Contract. The Service prefers examples that demonstrate experience within the last five years.

If the Offeror is not yet in existence, the Offeror was formed recently and has no financial or operating history, or the Offeror relies on the experience of a related entity, such as its parent company or a subsidiary of its parent company, explain how such experience will carry over to the Offeror directly and how that entity's experience will benefit the Offeror's operations.

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

Submit the following information for instruction and equipment rental services:

1. Name and location of operation
2. Nature of the Offeror's involvement, status of business (e.g., owned and operated by Offeror, sold, open but no longer operated by Offeror, closed, etc.)
3. Time frame of experience, with dates
4. Description of services provided
5. Operating season and hours
6. Special operating conditions or challenges (e.g., remote location, extreme environment or weather conditions, employee retention, etc.)
7. Instruction:
 - a. Types of instruction provided (i.e., group, private, experience level, etc.)
 - b. Annual instruction gross receipts for the most recent year/season of operation in which the Offeror was involved with the business
 - c. Length of instruction, in hours
 - d. Equipment and amenities included with instruction
 - e. Annual number of instruction sessions in the most recent year/season of operation
 - f. Average number of instruction sessions per week in the most recent year/season of operation
 - g. Average number of participants per instruction sessions in the most recent year/season of operation
8. Equipment Rental:
 - a. Types of equipment rented
 - b. Annual gross receipts for the most recent year/season of operation in which the Offeror was involved with the business
 - c. Annual number of rentals in the most recent year/season of operation
 - d. Average number of rentals per week in the most recent year/season of operation

Subfactor 3(b). Violations or Infractions

The Service is aware that any business may receive the occasional notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (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. In responding to this subfactor, you should consider all of the examples you provided for Subfactor 3(a).

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.

Please note, the Service may consider other official, publicly available information when reviewing your response.

Using not more than **three (3) 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 are related to the same or similar services as required or authorized by the Draft Contract. If your response to Principal Selection Factor 3(a) included operations no longer controlled by the Offeror, Offeror-Guarantor, or a Related Entity, you must also describe all Infractions that have occurred in the past five years in those operations when the Offeror, Offeror-Guarantor, or a Related Entity controlled the operation.
- 2) Explain how you responded to each Infraction, including actions you took to prevent a recurrence of the Infraction.

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

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



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

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

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

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

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

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

Attach the following:

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

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

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BUSINESS ORGANIZATION INFORMATION
Individual* or Sole Proprietorship
(Principal Selection Factor 3)



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

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

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

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

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

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Note to Offerors:

In Principal Selection Factor 4, the National Park Service requires you to provide financial information by submitting documents and completing provided forms.

If you fail to provide such information, the Service may consider your proposal non-responsive.

If the Service determines your proposal non-responsive, **you will not be selected as the best Offeror.**

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

Subfactor	Forms and Documentation
4a	Business History Information Form
4a	Complete Business Credit Report with a Credit Score
4a	Financial Statements: Provide an audited or reviewed (i) Income Statement for the two most recent fiscal years and (ii) Balance Sheets (1) for the most recent fiscal year and (2) as of the end of the most recent month. OR Complete Table 1, 2, and 3 Sole Proprietors must complete Table 4.
4b	Complete all the following: Table 5a, Table 5b, Table 6, Table 7, Table 8. If you do not complete a table, explain why you did not complete it.
4c	Provide credible, compelling documentation of your ability to obtain the required funds for start-up costs identified in Table 6.

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)

Notes to Offeror:

In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s). The submission must include a letter from each Offeror-Guarantor that unconditionally states and guarantees that the Offeror-Guarantor will provide the Offeror with all funding, management and other resources that the Draft Contract requires, and the proposal offers.

The Offeror must complete all provided forms found at the end of this Principal Selection Factor 4 section.

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

- Complete the **Business History Information** form.
- Provide a **CURRENT** (within the last six months) and complete **Business Credit Report with a Credit Score** in the name of the Offeror from a major credit reporting company such as Equifax, Experian, TRW or Dun & Bradstreet. If the credit report includes negative information, provide a narrative explanation.

Notes to Offeror and/or Offeror-Guarantor:

If you cannot obtain a Business Credit Report, submit Personal Credit Reports for each Offeror. For partnerships, submit a personal Credit Report for each general partner. Corporations must submit a Business Credit Report.

In the event the Offeror is not yet in existence, submit credit reports for each Offeror-Guarantor. Submit a Business Credit Report if the Offeror-Guarantor is a business entity. Submit a Personal Credit Report if the Offeror-Guarantor(s) is an individual.

- Complete the appropriate **Financial Statements** as described below:

Business Entities: The Service requires all existing business entities to submit Business Financial Statements.

Provide, at a minimum, an audited or reviewed (i) Income Statement for the two most recent fiscal years and (ii) Balance Sheets (1) for the most recent fiscal year and (2) as of the end of the most recent month prior to the submission of your proposal. Business Financial Statements should reflect the entity's business as a whole, including all operations both inside and outside of the Area.

If the entity does not have audited or reviewed Financial Statements, complete **Table 1:** Most Recent Fiscal Year Balance Sheet, **Table 2:** the Most Recent Month Balance Sheet, and **Table 3:** the Historical Income Statement provided below. The Tables can be found at the end of this Principal Selection Factor 4 section.

Sole Proprietors: The Service requires Sole Proprietors to submit Personal Financial Statements.

Complete **Table 4:** Personal Financial Statements provided below. The Table can be found at the end of this Principal Selection Factor 4 section.

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

The Service needs this information to verify there are enough funds available to be able to pay the required expenses to operate the Draft Contract and satisfy any other existing debt. If the Offeror's total debts exceed current assets, provide a narrative explaining how these debts will be paid.

Financial Statements include both an Income Statement and a Balance Sheet. An Income Statement lists all of your income and expenses as of the last day of your most recent fiscal year. A Balance Sheet lists everything that you own and everything that you owe as of a certain date.

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

If an Offeror is not yet formed, each Offeror-Guarantor should submit the appropriate Financial Statements as set forth above.

In the event the Offeror is not yet in existence, submit financial statements for each Offeror-Guarantor. Submit Business Financial Statements if the Offeror-Guarantor is a business entity. Submit Personal Financial Statements if the Offeror-Guarantor(s) is an individual.

Subfactor	Forms and Documentation
4a	Business History Information Form
4a	Complete Business Credit Report with a Credit Score
4a	Financial Statements: Provide an audited or reviewed (i) Income Statement for the two most recent fiscal years and (ii) Balance Sheets (1) for the most recent fiscal year and (2) as of the end of the most recent month. OR Complete Table 1, 2, and 3 Sole Proprietors must complete Table 4.

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

1) Personal Property

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

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

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

2) Start-Up Costs

Estimate the start-up costs needed to begin operating the business (within the Park only) and use those estimates to complete the **Table 6**. Only provide estimates for those items you need to acquire in order to begin operating. Do not include costs for items you already own. For working capital (cash), estimate the amount of cash you will need to have available after purchasing the other items (describe) in order to begin operating the business. For example, working capital would include salaries and rent you will pay before you generate income from the operations in the Park.

The total "Value of Personal Property Investment that will be Acquired Prior to Operation" that you listed in the previous table should be equal to the amount you list for Personal Property in this table.

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

3) Operating Projections

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

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

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

Add or remove rows for years as needed in **Table 7**. The Table can be found at the end of this Principal Selection Factor 4 section.

- b) Demonstrate that your proposal is financially feasible and that you will have a reasonable opportunity to make a profit from your business while carrying out the terms and conditions of the Draft Contract by completing **Table 8: Prospective Income Statement**. The Table can be found at the end of this Principal Selection Factor 4 section.
- Estimate the amount of income and expenses for the proposed operation for the first year of operation. We included blank lines on the prospective income statement for your estimates for expense categories we did not list. Describe those categories on the blank lines.
 - Include only revenues and expenses related to the services required and authorized by the Draft Contract inside the Park. Do not include other services you may provide outside the Park.
 - Fully explain the assumptions on which you base your projections and provide sufficient details so we fully understand your assumptions. Provide revenue estimates by department, if applicable. If the projections show significantly increased revenues from the projections provided in the prospectus, provide a full explanation of the changes.

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

Additional Instructions for completing Table 8: Prospective Income Statement:

- Line 1: You must base the revenue projections on the current NPS approved rate schedule (see Draft Operating Plan for Rate Administration). If applicable, show revenues by departments (separate revenue activities - e.g., float trips, fishing trips, etc.).
- Line 8a: Administrative and General includes the costs of managing the business and may include items such as: credit card commissions; legal and accounting fees; travel; meals and entertainment; postage and printing; professional training; telecommunications expenses; etc.
- Line 10a: Insurance: As required in Exhibit D of the Draft Contract
- Line 13: Earnings before Interest, Taxes, Depreciation and Amortization

Subfactor	Forms and Documentation
4b	Complete all the following: Table 5a, Table 5b, Table 6, Table 7, Table 8. If you do not complete a table, explain why you did not complete it.

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

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

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. § 51.86.¹ 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 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

¹ 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.

requested under 4.b), and whether the arrangement will result in an encumbrance requiring Service approval under 36 C.F.R. § 51.86.

- Provide a list of assets to be sold and their anticipated value (if applicable).
- Provide any other assurances or documents that demonstrate that the funds are available, including documentation from independent sources.
- If information provided in the financial statements or financial institution account statements contradict the appearance of available funds, provide additional narrative to explain how funding will be available from cash on hand or operating cash flows from the existing business by the effective date of the Draft Contract. Include an explanation of how you will meet your financial obligations under the Draft Contract should these assumptions fail to occur.

Subfactor	Forms and Documentation
4c	Provide credible, compelling documentation of your ability to obtain the required funds for start-up costs identified in Table 6.



**BUSINESS HISTORY INFORMATION FORM
PROPOSAL PACKAGE
CC-PAIS002-26
(Principal Selection Factor 4)**



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

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

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

YES NO

If YES, provide full details of the circumstances.

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

NONE

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

NONE

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

NONE

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

NONE

NOTICES

PRIVACY ACT STATEMENT

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

Principal Selection Factor 4 - Subfactor 4(a)

DOI OFFEROR FINANCIAL STATEMENTS AND PROJECTIONS SMALL CONTRACTS PROPOSAL PACKAGE



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

Line	Item	Amount
1	Cash in Bank	\$
2	Accounts Receivable	\$
3	Inventory	\$
4	Other Current Assets (Describe)	\$
5	Total Current Assets (add lines 1-4)	\$
6	Personal Property (Equipment) Items	\$
7	Other Fixed Assets (Describe)	\$
8	(LESS Accumulated Depreciation)	\$
9	Total Fixed Assets (add lines 6-7, minus line 8)	\$
10	Total Assets (add lines 5 & 9)	\$
11	Accounts Payable	\$
12	Bank Loans Outstanding	\$
13	Loans due to Owners	\$
14	Other Current Liabilities (Describe)	\$
15	Total Current Liabilities (add lines 11-14)	
16	Long-Term Liabilities (Describe)	\$
17	Total Liabilities (add lines 15 and 16)	\$
18	Total Net Worth (line 10 minus line 17)	\$

Describe the information in lines 4, 7, 14 & 16 below:

Principal Selection Factor 4 - Subfactor 4(a)

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

Line	Item	Amount
1	Cash in Bank	\$
2	Accounts Receivable	\$
3	Inventory	\$
4	Other Current Assets (Describe)	\$
5	Total Current Assets (add lines 1-4)	\$
6	Personal Property (Equipment) Items	\$
7	Other Fixed Assets (Describe)	\$
8	(LESS Accumulated Depreciation)	\$
9	Total Fixed Assets (add lines 6-7, minus line 8)	\$
10	Total Assets (add lines 5 & 9)	\$
11	Accounts Payable	\$
12	Bank Loans Outstanding	\$
13	Loans due to Owners	\$
14	Other Current Liabilities (Describe)	\$
15	Total Current Liabilities (add lines 11-14)	
16	Long-Term Liabilities (Describe)	\$
17	Total Liabilities (add lines 15 and 16)	\$
18	Total Net Worth (line 10 minus line 17)	\$

Describe the information in lines 4, 7, 14 & 16 below:

Principal Selection Factor 4 - Subfactor 4(a)

Table 3: Business Financial Statement- Historical Income Statement

Line	Item	Year 1	Year 2
1	Revenues		
1a	Revenue Source 1 _____	\$	\$
1b	Revenue Source 2 _____	\$	\$
1c	Revenue Source 3 _____	\$	\$
1d	Revenue Source 4 _____	\$	\$
2	Total Revenues (add lines 1a-1d)	\$	\$
3	Cost of Sales		
4	Total Cost of Sales	\$	\$
5	Gross Profit (line 2 minus line 4)	\$	\$
6	Direct Expenses		
6a	Salaries and Wages	\$	\$
6b	Payroll Taxes and Benefits	\$	\$
6c	Operating Supplies	\$	\$
6d	Car and Truck Expenses	\$	\$
6e	Other Direct Expense 1 _____	\$	\$
6f	Other Direct Expense 2 _____	\$	\$
7	Total Direct Expenses (add lines 6a-6f)	\$	\$
8	Undistributed Expenses		
8a	Administrative and General	\$	\$
8b	Marketing (Advertising)	\$	\$
8c	Utilities	\$	\$
8d	Repair and Maintenance	\$	\$
8e	Other Undistributed Expense 1 _____	\$	\$
8f	Other Undistributed Expense 2 _____	\$	\$
9	Total Undistributed Expenses (add lines 8a-8f)	\$	\$
10	Fixed Expenses		
10a	Insurance	\$	\$
10b	NPS Franchise Fee (if applicable)	\$	\$
10c	Other Fixed Expense 1 _____	\$	\$
10d	Other Fixed Expense 2 _____	\$	\$
11	Total Fixed Expenses (add lines 10a – 10d)	\$	\$
12	Total direct, undistributed and fixed expenses (add lines 7, 9 and 11)	\$	\$
13	EBITDA* (Line 5 minus line 12)	\$	\$
14	Depreciation and Amortization	\$	\$
15	Interest	\$	\$
16	Net Income Before Income Taxes (Line 13, minus lines 14 & 15)	\$	\$

*Earnings before Interest, Taxes, Depreciation and Amortization

Principal Selection Factor 4 - Subfactor 4(a)

Table 4: Personal Financial Statement

Name:
As of Date:
% Ownership:

Line	Item	Amount
1	Cash in Bank	\$
2	IRA and Other Retirement Accounts	\$
3	Stocks & Bonds in Taxable Accounts	\$
4	Real Estate	\$
5	Accounts and Loans Receivable	\$
6	Life Insurance (Cash Surrender Value Only)	\$
7	Automobile (Present Value Only)	\$
8	Other Personal Assets (Describe)	\$
9	Total Assets <small>(add lines 1-8)</small>	\$
10	Accounts Payable	\$
11	Bank Loans Outstanding	\$
12	Mortgage Loans Outstanding	\$
13	Other Loans Outstanding (Describe)	\$
14	Unpaid Tax Liability	\$
15	Other Liabilities (Describe)	\$
16	Total Liabilities <small>(add lines 10-14)</small>	\$
17	Total Net Worth <small>(add lines 9 and 16)</small>	\$
18	Salary	\$
19	Investment Income	\$
20	Other Income (Describe)	\$
21	Total Income <small>(add lines 17-19)</small>	\$
22	Endorsements or Guarantees	\$
23	Other Contingent Liabilities (Describe)	\$
24	Total Contingent Liabilities <small>(add lines 22-23)</small>	\$

Describe the information in lines 8, 13, 15, 20 & 23 below:

Principal Selection Factor 4 - Subfactor 4(b)

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

Personal Property	Quantity	Value of <i>Currently Owned</i> Personal Property
		\$
		\$
		\$
		\$
Total Value of Currently Owned Personal Property		\$

Table 5b: Total Value of Currently Owned Personal Property: New Investments

Personal Property	Quantity	Value of Personal Property that <i>will be Acquired</i> Prior to Operation
		\$
		\$
		\$
		\$
Total Value of Personal Property Investment		\$

Table 6: Start-Up Costs

Acquisition/Investment Category	Acquisition/Investment Amount
Personal Property (Equipment)	\$
Merchandise (Inventory)	\$
Supplies	\$
Working Capital (Cash)	\$
Other (Describe)	\$
Total Funds Needed	\$

Describe "Other" investment listed in the table:

Principal Selection Factor 4 - Subfactor 4(b)

Table 7: Additional Personal Property Investments during the term of the Draft Contract

Anticipated Year of Expenditure	Quantity	Capitalized Personal Property (Equipment) Items	Total Value	How will you fund the investment?
Year 1				
Year 1				
Year 2				
Year 2				
Year 3				
Year 3				
Year 4				
Year 4				
Year 5				
Year 5				
Year 6				
Year 6				
Year 7				
Year 7				
Year 8				
Year 8				
Year 9				
Year 9				
Year 10				
Year 10				

Principal Selection Factor 4 - Subfactor 4(b)
Table 8: Prospective Income Statement

If a line is marked with an asterisk, see additional notes on the previous page.

Some lines may not be used, place "N/A" in these lines. Include only revenues and expenses related to the services required and authorized by the Draft Contract **inside the park** in your prospective income statement.

Do not include other services you provide outside the park. This is **unlike** the Income Statement you provided in Subfactor 4(a).

Line	Item	Year 1	Assumptions
1	Revenues*		
1a	Revenue Source: _____	\$	
1b	Revenue Source: _____	\$	
1c	Revenue Source: _____	\$	
2	Total Revenues (lines 1a + 1b + 1c)	\$	
3	Cost of Sales		
4	Total Cost of Sales	\$	
5	Gross Profit (Line 2 minus line 4)	\$	
6	Direct Expenses		
6a	Salaries and Wages	\$	
6b	Payroll Taxes and Benefits	\$	
6c	Operating Supplies	\$	
6d	Car and Truck Expenses	\$	
6e	Other Direct Expense 1 _____	\$	
6f	Other Direct Expense 2 _____	\$	
7	Total Direct Expenses (add lines 6a-6f)	\$	
8	Undistributed Expenses		
8a	Administrative and General*	\$	
8b	Marketing (Advertising)	\$	
8c	Utilities	\$	
8d	Repair and Maintenance	\$	
8e	Other Undistributed Expense 1 _____	\$	
8f	Other Undistributed Expense 2 _____	\$	
9	Total Undistributed Expenses (add lines 8a-8f)	\$	
10	Fixed Expenses		
10a	Insurance*	\$	
10b	NPS Franchise Fee	\$	
10c	Other Fixed Expense 1 _____	\$	
10d	Other Fixed Expense 2 _____	\$	
11	Total Fixed Expenses (add lines 10a-10d)	\$	
12	Total direct, undistributed and fixed expenses (add lines 7, 9 and 11)		
13	EBITDA* (Line 5 minus line 12)	\$	
14	Depreciation and Amortization	\$	
15	Interest	\$	
16	Net Income Before Income Taxes (Line 13, minus lines 14 & 15)	\$	

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.

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.

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ESTIMATED BURDEN STATEMENT

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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 three percent (3%) of gross receipts of the preceding year or portion of a year, or \$1,000, whichever is greater.

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

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

_____ percent of annual gross receipts

Secondary Selection Factor 1. The quality of the Offeror's proposal to conduct its operations in a manner that furthers the protection, conservation, and preservation of the Park and other resources through environmental management programs and activities, including, without limitation, energy conservation, waste reduction, and recycling. **(0-3 points)**

Service Objective: The Service's objective is for the Concessioner to seek to minimize the production of solid waste throughout its operations and to divert any solid waste from landfills through its recycling program.

Secondary Subfactor 1a: Solid Waste Reduction and Recycling

Using no more than 2 pages, including all text, pictures, or graphs, provide the following information:

Describe the specific actions you will implement to reduce solid waste generated by your operation and how you will implement a reuse or recycling program to divert any solid waste generated from landfills. Include procedures for the identification, collection, and removal of materials which are recyclable within the local market.

Note to Offerors: In accordance with Draft Contract Exhibit E Maintenance Plan, the Concessioner may dispose of solid waste in the Service-provided dumpsters at Bird Island Basin. The Concessioner is responsible for collecting and appropriately disposing of recyclable materials outside of the Area.