

## **PROPOSAL PACKAGE**

**CC-GUIS003-17**

*Department of the Interior*

National Park Service  
Gulf Islands National Seashore

**A Concession Business Opportunity for  
Passenger Ferry, Food and Beverage, Retail, Shuttle Transportation  
and Other Services at Fort Pickens**

### PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package.** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.
- 3) 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 convert to Tier 3 vessel propulsion engines by July of 2017."

## OFFEROR'S TRANSMITTAL LETTER

To:

Regional Director  
Southeast Regional Office  
National Park Service  
100 Alabama Street, SW  
Atlanta, GA 30303

Dear Director:

The name of the Offeror is \_\_\_\_\_. If the Offeror has not yet been formed, this letter is submitted on its behalf by \_\_\_\_\_ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of Offeror hereunder and make(s) such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within the Park in accordance with the terms and conditions specified in the Draft Concession Contract CC-FOSU001-17, (Draft Contract) provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities ([www.fedbizopps.gov](http://www.fedbizopps.gov)), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal). If the Offeror is not yet in existence, the undersigned, acting as guarantor(s) of all certifications, agreements and obligations of Offeror hereunder, makes such certifications, agreements and obligations individually and on behalf of the Offeror.

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

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

The Offeror certifies in accordance with 2 C.F.R. Part 1400 the following:

- 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.
- 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.
- 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.
- 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.
- 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.

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

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

NAME OF OFFEROR (or OFFEROR-GUARANTOR(s): \_\_\_\_\_

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

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

ORIGINAL SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(END OF OFFEROR'S TRANSMITTAL LETTER)

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

I, \_\_\_\_\_, certify that I am the \_\_\_\_\_ of the [specify one] corporation/partnership/limited liability company/joint venture named as Offeror (or Offeror-Guarantor, if

applicable) herein; that I signed this proposal for and on behalf of the Offeror (or Offeror-Guarantor, if applicable), with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY: \_\_\_\_\_

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

ORIGINAL SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Response Format**

- Please number each page and section in your completed proposal. Add information to your proposal only to the extent that it is necessary and relevant to respond to the 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.
- Where page limits are set out in the Proposal Package, the Service will not review or consider the information on any pages that exceed the page limitations stated, including attachments, appendices, or other additional materials the Offeror submits. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer.
- The Service considers text on two sides of one sheet of paper as two pages.
- Offerors must use normal sized font, such as 11 or 12 point, and 1 inch margins on all sides, in the body of the proposal. This standard also applies to all tables, charts, graphs, and provided forms. The Service will accept images of sample material using less than 11 point font.

**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)**

Gulf Islands National Seashore ("Park") consists of two units: one located in Mississippi and one in Florida. Park features include barrier islands and surrounding waters, natural beaches, historic forts, wildlife sanctuaries, bayous, nature trails, picnic areas, and camping. The environment of Park lands and waters represents a fragile ecosystem that is home to dolphins and numerous species of fish, birds, and other wildlife.

**Service Objectives**

The Service objectives under this factor are to preserve, conserve, and protect natural and cultural Park resources. The Service is interested in ensuring that the Concessioner demonstrates an understanding of its environmental management responsibilities, as visitor services required under the Draft Contract have the potential to impact Park resources both in the water and on land. The Park sees the Concessioner as a partner in educating visitors about Park resources.

Since ferries will traverse sensitive coastal waters, the Service would also like to understand Offerors' plans for using additional vessels to provide backup ferry service, including use during periods of high demand or during a service disruption due to unexpected maintenance of the two primary Service-assigned ferry vessels. The Service would like to ensure that any such backup vessels, whether leased or owned by the Offeror, also meet minimum backup vessel requirements and standards in order to ensure a quality visitor experience and sound environmental performance.

**Subfactor 1(a). Informing Staff and Park Visitors of Cultural and Natural Resources*****Limit your response to no more than two (2) pages for Subfactor 1(a).***

Describe how you will ensure that both Concession staff and Park visitors are educated about the Park's natural and cultural resources. In particular, explain:

1. How you will educate your staff about the natural and cultural resources of the Park and the importance of protecting, conserving, and preserving those resources.
2. The Service plans to provide NPS interpretive staff or Park volunteers onboard the vessels to present passengers with interpretive messaging during the trip as described in Section 4)G) of the Operating Plan. Describe how you will support and complement the interpretive services provided by the Service, including other interpretive messaging and the media you will use to present this information. Examples of interpretive items (including onboard vessels, at departure sites and other Concession operating locations) may include:
  - a. Signage – enhanced signage, graphics, menu boards, etc.
  - b. Displays/exhibits – maps, interpretive artifacts/replicas, models, etc.
  - c. Technology – digital displays, sound systems, mobile apps, closed captioned services, etc.
  - d. Décor themes – murals/paintings, historical photographs/images, period correct designs, etc.

**Subfactor 1(b): Maintain Ferry Service through Periods of High Demand or During a Service Disruption; Environmental Performance and Other Specifications of Any Backup Vessels**

**Limit your response to no more than three (3) pages for Subfactor 1(b).**

Describe how you would:

- 1) Service additional demand during peak ridership periods, when demand for ferry service might exceed the capacity of the two Service-assigned vessels or encounter service disruptions such as an engine or mechanical failure that renders one of the primary vessels temporarily inoperable and out of service. The Service expects that strategies to service additional demand or service disruptions include the use of a third (backup) vessel. Additional approaches for serving additional demand might include: alteration of the ferry service schedule, such as extending operating hours or increasing service frequency, and/or effectively managing ridership via advance communications with visitors, and other approaches.
- 2) The Service expects you will utilize a backup vessel(s) as part of your response to Subfactor 1(b), please describe the following for each backup vessel you plan to use:
  - a. year vessel was built; provide schematic plans and photos of vessel;
  - b. Vessel dimensions, gross tonnage, and vessel minimum and fully loaded draft
  - c. Vessel capacity (based on U.S. Coast Guard Certificate of Inspection)
  - d. Vessel amenities for passenger convenience, comfort, and safety (i.e., sun, water, and wind protection), number of interior and exterior seats, windows, communications equipment gear carrying capacity as well as ADA compliance, etc.

Any back-up vessel used must meet the minimum backup vessel requirements as specified in the Operation Plan Section 5)B)(3).

**PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES. (0-5 POINTS)****Service Objectives**

The Service's objectives for this Principal Selection Factor are to provide diverse opportunities for visitors to experience the Fort Pickens Historic District and other areas within the Park, provide a high quality visitor experience beginning at the ferry embarkation sites in Pensacola and Pensacola Beach, and provide visitors with advance information allowing them to plan their visit to the Park.

**Subfactor 2(a). Visitor Experience at Embarkation Sites****Limit your response to no more than two (2) pages for Subfactor 2(a).**

1. Describe your concept for your operations and visitor management at the ferry embarkation sites (please see Appendix K- Pensacola Assigned Facilities and Appendix X- Escambia County Assigned Facilities for additional information regarding the embarkation sites). Please address each of the following:
  - a. Description of the visitor flow from arrival to ticketing to waiting to board the vessel
  - b. Boarding procedures such as ramp placement, ticket check, and visitor assistance
  - c. Concession supplied signage and wayfinding necessary to inform the visitor of services provided
  - d. Additional visitor amenities and services you will provide onsite

**Subfactor 2(b). Reservations and Ticketing**

**Limit your response to no more than two (2) pages for Subfactor 2(b).**

It is important the Concessioner implement an efficient reservation and ticketing system. Refer to section 4) E)(4) of the Operating Plan for more detail and specifications regarding reservation and ticketing requirements.

- 1) Describe the reservation and ticketing system you intend to use for the ferry and land transportation operation. At a minimum, include the following:
  - a. The methods of ticket sales and distribution, including direct in-person sales, online sales, toll free reservation line and off-site consignment sales. Describe how your sales system will provide convenient ticketing/reservations for visitors, particularly during periods of heavy use.
  - b. The design of the internet site including security features and ease of use.
  - c. How you will manage group reservations (i.e., tours, buses, schools) while not adversely affecting regular service.
  - d. The methods you will use to allow ticket holders to board conveniently, potentially multiple times at multiple embarkation locations (since the ticket is good for on-and-off privileges all day). The Service would prefer ticket identification should be non-transferrable between different individuals (e.g., wristband, etc.).
  - e. Describe how you would communicate with the public in the event that tickets for a particular trip time or day are sold-out or when one of the primary vessels is out of service resulting in impacts to the regular ferry schedule.

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

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

**Offeror's Organizational Structure**

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

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

Using the appropriate Business Organization Information form (as applicable) at the end of this section, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and

include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

- 1) Full legal name of the Offeror and any trade name under which it proposes to do business.
- 2) The legal form of the Offeror, if other than an individual.
- 3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interests.
- 4) The name, address and, if applicable, form of business entity of all related, subordinate, or superior 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.

**Subfactor 3(a). Operational Experience**

Demonstrate your experience in providing passenger ferry (or water tours/excursions), food and beverage, retail, equipment rental and land-based shuttle transportation services similar to those required by the Draft Contract by providing two examples that include all of the items listed below. Please provide the following information in four separate matrices (one for each type of service) **not to exceed three (3) pages**.

- 1) Passenger Ferry Service
  - a. Name and location of operation
  - b. Scope of services offered and description of routes
  - c. Operating season information and seasonal adjustments you made, including any changes to operations during non-peak seasons and/or hours
  - d. Size of operation, including: number of vessels and passenger capacities, gross revenues for the most recent three years of operation in which the Offeror was involved with the business, and service volume (e.g., number of passengers, number of daily departures)
  - e. Nature of the Offeror's involvement
  - f. Tenure of the Offeror's involvement
  - g. Recognition or awards for prior experience
  - h. Status of business (e.g., owned and operated by Offeror, sold, open but no longer operated by Offeror, closed, etc.)
  - i. Number of employees; full-time employees, part-time employees, and seasonal employees; segregated by peak and off-peak seasons
  - j. Brief description of interpretive and educational programs, and other services offered
  - k. Experience operating under adverse weather conditions/environments (high winds, waves, thunderstorms)
  - l. Experience operating in waters with high levels of commercial and other vessel traffic
  
- 2) Food and Beverage Service (Quick Service/Snack Bar-type Service)
  - a. Name and location of operation
  - b. Type of quick or limited food and beverage services you provided (e.g., snack bar, grab-and-go, food cart, etc.)
  - c. Range of food and beverage menu options offered and prices (e.g., sandwiches, soups, salads, snacks, etc.)
  - d. Size of operation, including: average daily covers, average check per cover, and gross revenues for the most recent three years of operation in which the Offeror was involved with the business.
  
- 3) Equipment Rental and Retail Service
  - a. Name and location of operation
  - b. Type of recreation equipment rental and retail services you provided (e.g. beach equipment, bicycles, kayaks, paddleboards, etc.)
  - c. Please describe the instructional training, if any, your employees would provide to visitors renting equipment (e.g. how to properly use a specific piece of equipment); Please describe the safety training, if any, your employees would receive in the use of rental equipment.
  - d. Size of operation, including: annual sales per square feet, average daily equipment rentals, size of equipment rental and retail inventory (and gross revenues for the most recent three years of operation in which the Offeror was involved with the business.
  
- 4) Land Shuttle Transportation Services
  - a. Name and location of operation
  - b. Type and capacity of vehicles used (bus, electric tram, van, etc.)
  - c. Length and description route traveled (miles and number of stops per trip)
  - d. Average number of passengers transported daily and annually
  - e. Description of operating environment and clientele served

**Subfactor 3(b). Qualifications, Recruitment, Retention and Employee Training****Using no more than five (2) pages:**

- 1) Describe the minimum qualifications (i.e., years of experience, certifications, ability to interact with visitors, knowledge of Park environment) for the operations manager and vessel captain(s). Do not submit resumes or describe the qualifications of specific individuals.
- 2) Explain how you will recruit and retain all staff.
- 3) Provide two examples of staffing challenges you have successfully addressed.
- 4) Describe your staff-training program regarding customer service and professionalism.
- 5) Describe how you would provide a quality visitor experience through customer service. Describe how you would monitor the success of these efforts through visitor feedback and other measures including:
  - a. Courtesy, appearance, and professionalism of employees
  - b. Resolution of complaints and timely responses to questions
  - c. Web site and other sources of information
  - d. Safety information

**Subfactor 3(c): Offeror's Marine Casualty History****There is no page limit for this subfactor:**

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

For purposes of this subfactor, the following definitions apply:

**Documents** will include, without limitation, citations, letters, letters of deficiency, audit deficiencies, notices of violation, penalties, fines, marginal public health inspections, or other communications issued by a Regulator.

**Offeror** will mean the Offeror, its affiliates, parent, subsidiaries, predecessor companies, or Offeror-Guarantor any other related business entity, as well as any of its principals and employees (collectively, the "Business Entities").

**Marine casualty** will have the definition set forth in the USCG regulations set forth at 46 CFR 4.03-1. The term must include but not be limited to, grounding, loss of primary propulsion, passengers required to transfer from one vessel to another vessel during a tour, collision, flooding, capsizing, explosion, loss of life or reportable injury.

**Marine operations** will mean all maritime operations including, but not limited to, vessel fitness, vessel safety, and safety of operations of vessels, as well as marine casualty.

**Reporting Period** will mean the period beginning ten years prior to the date of this Prospectus.

**Regulator** will mean any federal, state, or local government entity which has jurisdiction over marine operations and vessel fitness, safety and operation. An example of a Regulator is the USCG.

- 1) Provide all documents related to incidents occurring as a result of marine operations issued to the Offeror during the Reporting Period by any Regulator. Please ensure that these documents are logically organized, for example, in reverse chronological order, for ease of review.

- 2) Describe each incident or occurrence that is the subject of each document (collectively, the Incidents) and correlate the description with the relevant documents. For example, if you received 5 pieces of correspondence related to one incident, (for example, a grounding), state that documents 1 through 5 relate to that incident.
- 3) In your description, include the following information to the extent applicable:
  - a) Name of Business Entity involved;
  - b) Name of captain involved;
  - c) Date of the Incident;
  - d) Name of the vessel involved;
  - e) How the matter was resolved. If the matter has not been resolved, describe its current status.
  - f) How have you ensured that the concerns raised by each Incident are addressed for the future

For each Incident involving a marine casualty, complete the incident-reporting table below.

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

If you report no infractions, using not more than 1 pages, describe your safety program.

**FORM 1**

**BUSINESS ORGANIZATION INFORMATION**  
**CORPORATION, LIMITED LIABILITY COMPANY, PARTNERSHIP**  
**OR JOINT VENTURE**  
**(PRINCIPAL SELECTION FACTOR 3)**

Complete a separate form for the submitting business entity and all Offeror-Guarantors.

<b>Name of Entity and Trade-name, 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>	

OWNERSHIP	PERCENTAGE OF OWNERSHIP INTERESTS	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest and/or key principals of the 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 parent entities to the Offeror with respect to funding and management.

**FORM 2**

**BUSINESS INFORMATION  
INDIVIDUAL\* OR SOLE PROPRIETORSHIP  
(PRINCIPAL SELECTION FACTOR 3)**

<b>Name of Individual and Trade name, 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.

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

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

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

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

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

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.

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

Submit the Offeror's audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements must be provided for any individual Offerors, general partners in a partnership, and all venturers in a joint venture. If the Offeror is not yet formed, submit audited financial statements for each Offeror-Guarantor.

**If audited financial statements are not available:** Explain in detail why they are not available **AND** submit:

- **Reviewed financial statements.**

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

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

If business financial statements are not available, explain in detail why they are not available and submit:

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

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

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

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

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

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

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

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

- 1) If funds are to be obtained from cash on hand or operating cash flows from the Offeror's current business, document each source and the availability of these funds by providing your previous and current audited financial statements for the two most recent fiscal years, with all notes to the financial statements (see 4(b) above if audited financial statements are not available). Depending on the Offeror's form of entity, provide audited financial statements for any individual Offerors, general partners in a partnership, and all venturers in a joint venture. If the Offeror is not formed and the Offeror-Guarantor is funding the required start-up costs, provide for each Offer-Guarantor the documentation for the appropriate type of Offer-Guarantor (individual, business entity) as described below.

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

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

**BUSINESS HISTORY INFORMATION FORM  
(PRINCIPAL SELECTION FACTOR 4 - SUBFACTOR 4A)**

Business history information should be provided for the Offeror AND all Offeror-Guarantors. If the Offeror is not yet formed, provide a business history form for each Offeror-Guarantor.

The information provided below is for the entity: \_\_\_\_\_

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

YES                       NO

If YES, provide full details of the circumstances.

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

NONE

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

NONE

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

NONE

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

NONE

**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:

- **One and two tenths percent (1.2%) of annual gross receipts up to and including \$1,500,000, and**
- 
- **Five percent (5.0%) of annual gross receipts greater than \$1,500,000 and up to and including \$2,000,000, and**
- 
- **Ten percent (10.0%) of annual gross receipts greater than \$2,000,000.**

The offer of a higher franchise fee 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 on gross receipts below. 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.

\_\_\_\_\_ percent of annual gross receipts up to and including \$1,500,000

\_\_\_\_\_ percent of annual gross receipts of \$1,500,001 and up to and including \$2,000,000.

\_\_\_\_\_ percent of annual gross receipts of \$2,000,001 and above

## SECONDARY SELECTION FACTORS

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

**Service Objectives Note to Offeror:** The subfactors for Secondary Selection Factor 1 focus on environmental management programs and activities that promote general environmental objectives such as waste reduction, fuel efficiency, recycling, etc. Avoid overlap in your responses here and in Principal Selection Factor 1.

### Service Objectives

The Service seeks environmentally friendly business practices, notably in the areas of sustainability and energy conservation; reduction of greenhouse gas emissions, purchasing of environmentally preferable products, fixtures and merchandise; solid waste reduction; recycling; and other similar proactive actions from a Concessioner. In responding to this Secondary Selection Factor, Offerors should review the provisions in the Draft Contract, including its Exhibits (especially Exhibit E, Maintenance Plan) for the baseline provisions required by the Service.

### **Subfactor 1(a). Solid Waste Management, Fuel, Energy, and Water Conservation**

***Limit your response to no more than three (2) pages for Subfactor 1(a).***

- 1) Describe how you will minimize solid waste generated by your operation. At a minimum your response must describe a recycling program, including training, signage, containers, and other infrastructure needed to support this effort. Do not propose capital improvements that could be eligible for Leasehold Surrender Interest.
- 2) Describe the ways you will manage solid waste generated by your operation that cannot be recycled, composted, or reused. Your response should include training, signage, containers, and other assets needed to support this effort.
- 3) Describe your measurable goals and how you will track and evaluate your success at reducing solid waste.
- 4) Describe how you will reduce greenhouse gas emissions and energy consumption generated by ferry vessels, vehicles, HVAC, and appliances associated with Concessions operations (e.g. deliveries from vendors, commuting employees, etc.).
- 5) Outline the specific steps you will take above and beyond the requirements of the Maintenance Plan (Part C, Section 1(G)) to ensure that all departments (e.g. ferry, food & beverage, equipment rental, etc.) will conserve water and reduce use throughout the term of the Draft Contract.
- 6) Outline the specific steps you will take above and beyond the requirements of the Maintenance Plan (Part C, Section 1(G)) to ensure that all departments (e.g. ferry, food & beverage, equipment rental, etc.) will conserve water and reduce use throughout the term of the Draft Contract.
- 7) Describe how you intend to measure and monitor the effectiveness of the steps described above.

**SECONDARY SELECTION FACTOR 2. THE ABILITY AND EXPERTISE OF THE OFFEROR TO MARKET AND PROMOTE BOTH THE CONCESSION OPERATION AND THE PARK EXPERIENCE (0-2 POINTS).****Service Objectives**

The Service would like to ensure that visitors are aware of the Concessioner-operated ferry, food and beverage, retail, shuttle transportation, and bicycle rental services available within the Park, as well as how to locate and access the Concessioner's ferry embarkation locations in Pensacola and Pensacola Beach, and that information about these opportunities is accessible to all. The Park is also particularly interested in strategies for promoting use of the ferry by local residents, in addition to non-resident visitors, as well as marketing the ferry utilizing various third-party outlets. Refer to the Operating Plan, Section 10) C)), for the minimum requirements regarding advertisements and promotional material.

**Subfactor 2(a). Marketing and Promotion****Limit your response to no more than five (2) pages for Subfactor 2(a).**

Describe your marketing plan for the Concession operation. In particular, explain how you will market the Required and Authorized Services (as described in Section 3 of the Draft Contract). Specifically, describe how you would:

- 1) Implement promotional strategies and advertising campaigns to increase knowledge of the Pensacola Bay ferry service.
  - a. Describe ideas, concepts, and examples of the advertising campaign you will initially use to market the ferry and land-based services.
  - b. Identify target markets and how you plan to reach these markets.
  - c. Identify media and organizations you will use to implement the marketing strategy.
  - d. Describe your planned use of third-party ticket sales and discount packages through established recreation oriented enterprises, attractions and organizations such as local lodging operators, popular regional attractions, Visit Pensacola and other parties in the Pensacola area.
  - e. Promote greater ridership during the shoulder seasons.
  - f. Promote ridership among youth groups, educational groups, and families.
  - g. Promote ridership among other large groups (e.g., rate discounts for groups of 20+, etc.)
- 2) Encourage local residents of the Pensacola area to utilize the Fort Pickens ferry service.

**SECONDARY SELECTION FACTOR 3. THE ABILITY OF THE OFFEROR TO PROVIDE QUALITY FOOD & BEVERAGE AND RETAIL SERVICES MEETING SERVICE REQUIREMENTS AND OBJECTIVES (0-3 POINTS).****Service Objectives**

The Operating Plan, Exhibit A to the Draft Contract, states in Section 5)C)(6) *"The Concessioner must apply the National Park Service Healthy Food Standards."* Section 5)C)(7) of the Operating Plan similarly states *"The Service encourages the Concessioner to apply the National Park Service Sustainable Food Guidelines where*

*appropriate.*" The Service is interested in learning how Offerors intend to implement the Healthy and Sustainable Food Standards and Guidelines in your operations (see Attachment 1 to Exhibit A. Operating Plan for more information regarding the NPS Healthy Food Standards and Sustainable Food Guidelines).

Section 5)D)(2) of the Operating Plan states that *"The Concessioner must develop and implement a merchandise plan that incorporates the Area's interpretive themes, environmental issues, educational themes, and recyclable products."* The Service is interested in learning how Offerors intend to implement these retail requirements.

### **Subfactor 3(a). Operation of Food and Beverage and Retail Meeting Service Objectives**

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

- 1) Please describe your strategies and commitments to incorporating the Healthy Food Standards, Sustainable Food Guidelines, and Food and Beverage Product Specifications outlined in Exhibit A Operating Plan in your operations.
- 2) Describe how you will provide high quality retail services to Fort Pickens visitors while supporting the Service objectives to educate visitors about the historical and cultural significance of the Park. Retail operations in the Park should provide visitors with high-quality merchandise that appeal to a wide range of visitors at a variety of price points. Retail merchandise should also reflect the Park's interpretive themes, and some items should relate to the period of historical significance of Fort Pickens. Please describe how you will promote these Park objectives.