

List of Questions for Okanogan-Wenatchee - responses prepared July 9, 2019

1. We understand that the Forest Service will use the local SBDC to evaluate the business plans that are submitted with the applications... will the SBDC use the same "scoring" system as the forest service, as given in the prospectus, i.e. Blue (Exceeds), Green (Acceptable), Yellow (Marginal), Red (Unacceptable)? If not, what scoring system will they use?

Yes, a similar color-coded scoring system will be used.

2. Page 31 of the Prospectus states that the Forest Service evaluation panel will "evaluate each application using the non-fixed weight method." Please explain what this means.

The non-fixed weight method is a qualitative, rather than quantitative, evaluation method. The non-fixed weight method uses adjectives to describe the relative importance of criteria, without assigning specific points or percentages.

3. We understand that the Forest Service will evaluate applications according to the criteria listed in the prospectus (page 31 and 32) and that they are listed in descending order of importance. Please explain HOW MUCH WEIGHT each of the criterion will have in the evaluation.

Since a non-fixed weight method is being used, there are no weights assigned to each criterion. Each application will be evaluated for each of the five listed criteria and a qualitative factor assigned for each (using the color-coded system: blue, green, yellow, red). The application with the greatest number of blue and/or green-colored "scoring" is the recommended applicant. If there are few differences between two or more applications, reference checks may be conducted as well as the relative merits considered of each application according to the general evaluation criteria in order of importance (as identified in the prospectus on page 34).

4. For the Business Plan, in part 2., we are wondering about the "Cash Flow Projection (or Cash Flow Budget) by Month: Year One" document... this table looks like a monthly income statement projection (very similar to the "Income Projection by Month: Year One" table also provided in the Sample Business Plan). A Cash Flow Statement takes Net Income from the income statement and add/subtracts cash flows from three categories: operating activities, financing activities, and investing activities. Our question is: does the Forest Service/SBDC want two different versions of an income statement projection, as provided in the Sample) or should we provide an ACTUAL cash flow statement projection and ignore the incorrect one in the Sample?

Applicants should provide all completed financial information and documentation as requested in the prospectus. This includes both the Monthly Cash Flow Projection and the Start-up Income Statement Projection. Provision of this information and completion of the two associated forms are included as review criterion in the financial component of the evaluation process. As is specified in the prospectus, the "Income Projection by Month: Year One" form is provided as an example and can be modified to fit your particular business operation.

5. On page 29 of the prospectus it states that "Applicants are required to submit two copies of their business plan." Please clarify if this means ONLY two copies total, two copies in addition to the five required for the application for a total of seven, or two copies with each application package for a total of 10 copies?

Applicants are required to submit only two copies of their business plan. Applicants should submit five copies of all other application materials and supporting documents.

6. Who will be on the evaluation team for the applications received? Will the FS use employees and/or managers of the Okanogan-Wenatchee NF? Will the FS use the Forest Service Enterprise Team for the evaluation? Will the FS use any outside, i.e. non-FS employees, for the evaluation and if so, where are they from and will they be allowed to “score” the applications and/or “vote” on the award?

The evaluation team will include Forest Service employees that are technical experts in outdoor recreation management. The team will include employees from the Okanogan-Wenatchee National Forest as well as other National Forest(s) in the Pacific Northwest Region. Neither the Forest Service Enterprise Team nor “outside” personnel will be on the team.

7. Does the FS commit to providing applicants with a debriefing for this solicitation, whether or not the applicant is awarded the permit? If yes, please explain whether it will be a written or verbal debriefing, the contents of the debriefing, and the requirements for requesting the debriefing? If not, why not?

The Forest Service will consider requests for a post-selection debriefing after a selection has been made and all applicants notified of the outcome. Requests for a debriefing should be made to Suzanne Cable at [suzanne.cable@usda.gov](mailto:suzanne.cable@usda.gov).