

National Park Service Note

**The Following items are not included in this NPS release of:
Cunard Line Limited Proposal for Cruise Ship Services 2000-2004**

Materials generally available to the public or which repeats information included (available on request):

Cunard Line Limited 1997 Annual Financial Report (2 pages)

Carnival Corporation 1997 Annual Report (36 pages)

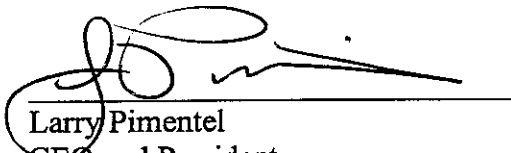
Forms 10-Q Securities and Exchange Commission (69 pages)

Proposal for Concession Operation

**James Brady, Superintendent
Glacier Bay National Park and Preserve
Attention: Division of Concession Program Management
P.O. Box 140
Gustavus, AK 99826**

Dear Mr. Brady:

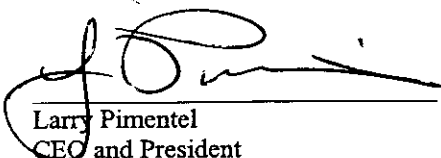
We hereby offer to provide cruise ship and services at Glacier Bay National Park & Preserve, in accordance with the terms and conditions as specified in your Prospectus and to execute the draft permit contained in the prospectus without substantive modification (except as may be required by NPS pursuant to the terms of the Prospectus and/or inclusion of items from the selected offer which are beneficial to the government). We are enclosing the required "APPLICATION" which, by this reference, is made a part hereof. We certify that the information furnished herewith is true to the best of our knowledge and belief. In addition, we agree to complete the execution of the Concession Permit within fifteen working days after it is presented by the National Park Service.



Larry Pimentel
CEO and President
6100 Blue Lagoon Drive
Suite 400
Miami, Florida 33126

CERTIFICATE OF CORPORATE OFFICER

I, Larry Pimentel, certify that I am the Chief Operating Officer and President of the corporation named as Cunard Line Limited herein; that Larry Pimentel, who signed this proposal on behalf of Cunard Line Limited, was then Chief Operating Officer and President of said corporation; that said proposal was duly signed for and on behalf of the corporation by authority of its governing body within the scope of corporate powers.



Larry Pimentel
CEO and President

Application

SUBMISSION OF OFFERS

- *Response Period for Submission of Offers*

Ninety (90) days will be allowed from the date that this Prospectus was announced for responses to be received for the initial allocation of up to 68 cruise ship entries during June 1 - August 31. Specific dates applicable are on the cover page of this Prospectus. Ninety days is a sufficient response time because the necessary information on which to base an offer is readily available, there is not a requirement for a substantial capital investment, and there is not a requirement for a building and improvement program. Therefore, there are no exceptional circumstances warranting a longer or shorter response period.

The offer to apply for cruise ship entries into Glacier Bay National Park shall remain open throughout the term of the permits offered, or until the allocation number is filled or another prospectus is issued, and companies may submit a proposal at any time. It is expected that all of the entries during the June 1 - August 31 period will be awarded during the initial allocation, but the open offer will allow additional companies to submit proposals at any time to operate during the rest of the year.

- *Separate Offers*

As explained in "Business Opportunity", up to 68 entries are divided into the following six separate categories. This is necessary to give satisfactory incumbent concessioners their statutory right of preference in categories "B - F".

The best proposal(s) will be selected by the NPS in each of these six separate categories. The entries will be awarded to the best proposal(s) in each of the six separate categories.

Offerors may specify they want to apply and compete in all six categories in order to maximize their opportunity. If an offeror does not wish to compete in all categories, they must specify which of the following categories and the number of entries they are applying for:

Category A. A maximum of 38 entries for which there is no incumbent concessioner with a right of preference in renewal.

Category B. A maximum of 13 entries in permit LP-GLBA003-92. This permit expires Dec. 31, 1999 and is currently assigned to Princess Cruises, which has a right of preference in renewal.

Category C. A maximum of four entries in permit LP-GLBA043-92. This permit expires Dec. 31, 1999 and is currently assigned to Cunard Line Limited, which has a right of preference in renewal.

Category D. A maximum of seven entries in permit LP-GLBA007-92. This permit expires Dec. 31, 1999 and is currently assigned to Kloster Cruise Limited, which has a right of preference in renewal.

Category E. A maximum of four entries in permit LP-GLBA006-92. This permit expires Dec. 31, 1999 and is currently assigned to World Explorer Cruises, which has a right of preference in renewal.

Category F. A maximum of two entries in permit LP-GLBA036-95. This permit expires Dec. 31, 1999 and is currently assigned to Crystal Cruises, Inc., which has a right of preference in renewal.

- ***Form in Which Offer Must Be Submitted***

The proposed concession permit, which sets forth the terms and conditions under which the concession operation is to be conducted, is attached. OFFERORS SHOULD CAREFULLY READ AND CONSIDER THE PERMIT AS WELL AS THE OTHER INFORMATION IN THIS PROSPECTUS AND THE DOCUMENTS REFERENCED IN THE APPENDIX BEFORE COMPLETING THE ATTACHED APPLICATION. The NPS reserves the right to modify the terms and conditions of this PROSPECTUS by notice to all OFFERORS.

The APPLICATION, including the "OFFEROR's Transmittal Letter," must be used in applying for the concession opportunity. These documents must be completed in full in accordance with the instructions included within them and within this Prospectus. If an OFFEROR fails to complete any part of the APPLICATION, the offer may be considered to be non-responsive and the offer may be rejected.

The format provides for latitude in presentation. A complete APPLICATION will include comments and information added to the basic format. Please number added pages to correspond to their proper location in the document. The numbering system should allow reviewers to be sure they have all of the submitted information.

The APPLICATION should be completed with the information provided in the Prospectus in mind. In the preparation of all proposal materials and when framing the requested answers, OFFERORS should keep in mind the nature of the operations to be conducted. OFFERORS should feel free to add to the APPLICATION while staying within its organizational framework.

- ***Where and How to Submit An Offer***

Offers and any modifications of them should be submitted to the National Park Service at the address and by the due date and time shown on the cover of this Prospectus. Offers may be delivered in any manner convenient to the offeror during normal business hours for the receiving office. It is the responsibility of the offeror to have the offer at the correct place at no later than the appointed date and hour as described on the inside cover of this prospectus. Offers or modifications of offers received after the due date will not be considered.

Offers and modifications of them shall be enclosed in sealed envelopes marked "CONCESSION OFFER, MAIL ROOM DO NOT OPEN." In addition, the offeror shall show on the envelope the date specified on the face of this Prospectus for receipt by the National Park Service, and the name and address of the offeror.

Two identical copies of the proposal are required.

- ***Offers May Be Considered As Public Documents***

ALL OFFERS SUBMITTED IN RESPONSE TO THIS PROSPECTUS MAY BE DISCLOSED BY THE DEPARTMENT OF THE INTERIOR TO ANY PERSON UPON REQUEST PURSUANT TO THE FREEDOM OF INFORMATION ACT. If the offeror believes that the offer contains trade secrets or confidential commercial or financial information exempt from disclosure under the Freedom of Information Act (5 USC 552), the cover page of each copy of the offer shall be marked with the following legend:

The information specifically identified on pages of this offer constitutes trade secrets or confidential commercial and financial information that the offeror believes to be exempt from disclosure under the Freedom of Information Act. The offeror requests that this information not be disclosed to the public, except as may be required by law.

The offeror shall also specifically identify what it considers to be trade secret information and confidential commercial and financial information on the page of the offer on which it appears and shall mark each page with the following legend:

This page contains trade secrets or confidential commercial and financial information that the offeror believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the legend contained on the cover page of this offer.

Information so identified shall not be made public by the National Park Service except as may be otherwise permitted by law as determined by the National Park Service.

CRITERIA FOR EVALUATION OF OFFERS AND SELECTION

- ***How Offers Are Reviewed And A Selection Made***

Evaluation Factors

Concessioners are selected through an evaluation of the timely offers received upon application of the factors that are described in 36 CFR 51. The three principal factors are (1) the experience and related background of the offeror; (2) conformance to the terms and conditions of the prospectus in relation to quality of service to the visitor; and (3) the offeror's financial capability. A franchise fee offer in excess of the specified minimum amount is a secondary factor.

"A" and "B" level CRITERION and Questions

The APPLICATION identifies the principal evaluation factors and contains, as part of those factors, criteria and specific questions, which require a response. All of the principal evaluation factor CRITERION have an "A" and some have a "B" level. Below each criterion are questions which focus offerors on the required information. Some of the questions are framed for yes or no responses.

The *A level* identifies the requirements considered necessary to meet the basic objectives of the National Park Service with respect to the principal evaluation factors. There may be questions related to an *A level* CRITERION which require a yes or no answer. These questions are used to determine, in part, whether an

offer is responsive. A non-responsive offer is one which fails to meet the material terms and conditions of the prospectus. Failure to answer "yes" to any of the *A level* criterion questions calling for a yes or no answer makes the offer non-responsive and is cause for rejection of the offer.

Answering "yes" where called for but indicating in further response to the criterion or elsewhere in the offer that the "yes" answer is in fact inaccurate because the offer conditions or otherwise indicates non-acceptance of the criterion's requirements, likewise will make the offer non-responsive. Offers may indicate preferences or recommendations for changes to mandatory requirements so long as they nonetheless commit unconditionally to carrying out the requirements as contained in the criterion.

B levels will provide direction on the manner in which an offeror can improve its offer by furthering specific National Park Service objectives for the park. By following this direction, the offeror may pursue making an offer superior to one that meets the basic NPS objectives as set forth in *A level* requirements. The phrasing of the *B levels* will either set particular better offer circumstances or requirements, or give guidance as to how making a better offer within that CRITERION should be approached.

Evaluation of A and B Levels

In the Appendix to this Prospectus are the Evaluation Panel instructions. These explain the procedures to be used to evaluate offers.

Preferences

See "Preferences" in the Business Opportunity Section of the prospectus for a discussion of the several preferences applicable to award of these permits.

Effect of Not Meeting A Levels

Offers must provide all of the information requested and agree to meet the A level requirements included in the APPLICATION. If there are yes or no questions included in the A level Criteria, you must answer yes to have made a responsive offer. Careful and thorough answers are encouraged. Over responding is better than a minimum response.

Questions

If, as a potential offeror, you do not understand the questions or what is wanted, you should ask, in writing, for an explanation in advance of the submittal date. Any response to such questions will be made in writing and to all potential offerors. Sufficient time to inform all interested parties of such questions and answers must be allowed for by those with questions. If there is not sufficient time to ensure all offerors have equal information, the question will not be answered.

Congressional Review

Contracts and permits negotiated for a term of FIVE (5) years or more, or when the annual gross receipts exceed \$100,000, are required by law to be submitted to the Congress for SIXTY (60) days before they may be awarded. This Contract action requires such a submittal. A minimum of 90 days is required to complete this action from the date of transmittal from the NPS's Alaska Regional office to the National Park Service, Washington, D.C.

• ***Cautions to Offerors About Submission and Evaluation of Offers***

1. Grouped under the three principal evaluation factors, the application includes, in bold capital letters, the criteria to be used by the national park service to evaluate offers. Offerors should ensure that they address the criteria provided. The responses to the criteria are what will be evaluated to determine if the principal evaluation factors have been addressed sufficiently. The questions provided beneath the criteria should be individually addressed. However, they are not intended to be the only information one could or should provide in addressing those criteria.
2. The facilities and/or services requested, generally as described herein, will be sufficient for the park's needs. Offers of expansion generally not in accordance with the scope of facilities and/or services requested by this Prospectus will not be considered as elements of a better offer.
3. Offers to provide direct or indirect monetary or other benefits to the park or government that are not within the scope, requirements, purpose, and control of the permit or National Park Service will not be considered as elements of a better offer.
4. Offers for financial commitments will be closely reviewed against balance sheet and income statement projections and the National Park Service's knowledge of the operating costs of businesses similar to this business. Predictable, stable, and well-run businesses consistently offering maximum service to the public are most consistent with the National Park Service's objectives of public service. Financial commitments that appear inconsistent with these objectives and/or that do not appear to allow the concessioner a reasonable opportunity for a profit from the operations authorized hereunder, based on the capital invested, are not acceptable. However, not-for-profit or non-profit proposals will be evaluated as such.
5. The APPLICATION and related materials submitted should reflect the entire offer being made. Offerors should keep in mind that their written submissions will be considered by the National Park Service as their full and final offer in response to the Prospectus.
6. Offerors, including existing concessioners, are cautioned that nothing should be assumed to be known about the offer or about the offeror or be presumed to be in the possession of the National Park Service from previous correspondence or submissions. Each offer should be complete when submitted.
7. The National Park Service may request written clarification of points as it feels necessary from one or more offerors. This is for the purpose of eliminating minor irregularities, informalities, or apparent clerical mistakes in the offer. It will not evaluate supplemental information not requested or alterations of the offer made that are submitted after the closing of the time period for receipt of offers, nor will it consider any additional information that is not specifically requested, in writing, by the National Park Service.
8. To apply an OFFEROR must respond to the CRITERIA and the questions in the APPLICATION and to the requirements of the Prospectus.
9. It is the intention of the National Park Service to select a concessioner from the offers made without further submittals or presentations. However, the National Park Service reserves the right to request additional information or presentations from the OFFERORS which submitted the more advantageous offers if a "best offer" cannot be selected from the initial submittal and/or to request improved offers from all responsive offerors. (See item 5. above)
10. This prospectus and related documents reflect the views and objectives of the National Park Service with regard to the proposed concession operation. Should an OFFEROR consider any statement in the prospectus inaccurate, it must submit its objections or questions to the National Park Service in writing no later than 30 days prior to the closing time period for receipt of offers. Send such comments to the office named on the inside front cover for the receipt of offers. Comments or objections relating to the contents of the prospectus that are made after this date will be considered to have been waived and will not be considered. (For questions, see the above section "Questions").

Format Of Offer Letter

The OFFEROR's letter set forth below requires the Offeror to accept the terms and conditions of the concession opportunity as set forth in the Prospectus. However, the National Park Service will review the entire application to determine whether the OFFEROR's proposal in fact accepts without condition the terms and conditions of the Prospectus. If not, the offer may be considered non-responsive or as failing to meet A level Criteria even though an unconditional OFFEROR's letter was submitted.

Proposal for Concession Operation

Submit To:

James Brady, Superintendent
Glacier Bay National Park and Preserve
Attention: Division of Concession Program Management
P.O. Box 140
Gustavus, AK 99826

Dear Mr. Brady:

We hereby offer to provide cruise ship and services at Glacier Bay National Park & Preserve, in accordance with the terms and conditions as specified in your Prospectus and to execute the draft permit contained in the prospectus without substantive modification (except as may be required by NPS pursuant to the terms of the Prospectus and/or inclusion of items from the selected offer which are beneficial to the government). We are enclosing the required "APPLICATION" which, by this reference, is made a part hereof. We certify that the information furnished herewith is true to the best of our knowledge and belief. In addition, we agree to complete the execution of the Concession Permit within fifteen working days after it is presented by the National Park Service.

Signature & Date
Printed Name
Title
Address

(Offerors who are not corporations should skip the following certification)

CERTIFICATE OF CORPORATE OFFICER

I, _____, certify that I am the _____ of the corporation named as *Offeror* herein; that _____, who signed this proposal on behalf of the *Offeror*, was then _____ of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

Signature

Factors, Criteria and Questions

- ***PRINCIPAL FACTOR 1. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR***

CRITERION 1A. (1) THE COMPETENCE OF THE OFFEROR, AS REFLECTED IN THE APPLICATION, TO MANAGE AND OPERATE A CRUISE SHIP BUSINESS SIMILAR TO THAT DEFINED IN THE PROSPECTUS. (2) THE ENTITY WITH WHICH NPS WILL CONTRACT AND ITS RELATIONSHIP TO SUPERIOR AND SUBORDINATE ENTITIES IS CLEARLY DEFINED.

- 1. Identify the "OFFEROR" (or "PROPOSED ENTITY[S]," that the offeror intends to establish for the purpose of operating this concession) making this application. Clearly identify both the formal structure of the primary business ENTITY with which the National Park Service will be dealing, and its owner(s).**
- 2. Provide materials to explain the financial circumstances, legal form, and ownership of that ENTITY.**
- 3. Identify related, subordinate, and superior ENTITIES and any other organization, ENTITY, contractor, or subcontractor that will have a role in managing, directing, operating, or otherwise carrying out the service to be provided.**
- 4. Where there are layers of Entities, subordinate or superior entities, significant contractors/subcontractors, or other organizations or individuals that will act in concert to provide the services required, describe each of them and the relationship between or among them.**
- 5. Using the format and instructions on the next page (duplicate the form as needed) identify the Offeror, each ENTITY, the New Concessioner, and the Operator and all similarly involved parties or people. Add information as necessary to make the relationships clear.**

PLEASE SEE ADDENDUM TO APPLICATION PAGES 1-2

OFFEROR, ENTITY, NEW CONCESSIONER, OPERATOR IDENTIFICATION FORM

(Enter the name of the person submitting the offer: The concession permit would be issued to this person)

Entity Name	CUNARD LINE LIMITED
Address	6100 BLUE LAGOON DRIVE SUITE 400 MIAMI, FLORIDA 33126
Contact Person	LYALL J. DUNCAN, ESQ.
Telephone Number	(305) 463-3136
FAX Number	(305) 463-3030
E-mail Address	

Form of business

Corporation Partnership Individual (Sole Proprietor) Other (Explain)

Describe the expected role in providing this concession service:

ALL SALES, MARKETING, PLANNING AND CONTROL OF THE CRUISE SHIP OPERATIONS ARE THROUGH THE CORPORATE HEADQUARTERS LOCATED IN MIAMI.

Structure of the Business: (how is it related to the other entities you have identified):

N/A

Ownership:

Name and Address of Owners (Corporations: Show controlling interest, Close Corporation: Show all interest)	Number and Type of Shares or Percentage of Ownership	Total Value of Investment
CARNIVAL CORPORATION	68.33 %	
CHRISTINANIA MARKETS	19.26 %	
ATLE BRYNSTAD	12.41 %	
Total of all Owners:		\$500 MILLION
Total Shares Outstanding:	NOT PUBLICLY TRADED	

ANILCA Section 1307 Preferred Operator

Refer to the ANILCA Section 1307 regulations in the appendix to answer the following questions:

6. Is the entity making this offer a local resident, as defined in 36 CFR 13.81(f), for the services offered under this prospectus? If yes, provide documentation to support this determination, as described in these regulations.

Yes

No

7. Are you applying for "most directly affected Native corporation" status, as defined in 36 CFR 13.85? If yes, provide the documentation to support this determination, as described in these regulations.

Yes

No

Preference for New and Small Operators

8. Do you provide cruise ship services within Glacier Bay National Park under a current limited permit with the National Park Service?³

Yes

No

9. If yes, does the number of cruise ship entries from June 1 to August 31 exceed 19 entries (14 percent of 139 cruise ship entries allocated for Glacier Bay from June 1 - August 31)?

Yes

No

NOT APPLICABLE

³ Answers will be used by the NPS to help identify offers from new prospective cruise ship concessioners or existing operators which have been allocated less than 14% of the available entries into Glacier Bay. Responsive offers from any qualified entity with less than 14% of the available entries (<14% offeror) will receive additional consideration during the selection process. If two or more offers, where at least one or more is a <14% offeror, are determined to be substantially equal offers by the NPS, additional consideration will be given to any <14% offeror in the selection process.

This policy is to "favor" new prospective concessioners or existing operators with less than 14% of the available entries. The policy is not meant to circumvent the established selection process contained in 36 CFR 51. Therefore, an offer which is determined by the NPS to best meet the overall objectives of the National Park Service will be selected. This selection criteria favors more rather than fewer cruise ships operators in compliance with the *Glacier Bay Cruise Ship Management Plan* (see business opportunity section, "preferences"). At such time as at least seven concessioners (separate ownership and control) are in operation, the policy will be reconsidered.

10. Do any of the above have operations or interest in other operations in areas adjacent to this national park area or operations in other national parks? *If Yes, please identify.*

Yes

No

11. The NPS is looking for an ENTITY that has demonstrated experience in managing this type of business activity. Give specific examples of business operations undertaken by ENTITY. Detail the OFFEROR's experience and skills in developing efficient, effective, defined, targeted goals for business programs according to pre-established management parameters.

12. Describe the business management qualifications and experience of the ENTITY and the NEW CONCESSIONER proposed to manage and operate this business.

13. Does the ENTITY have experience providing services under contract for an agency like NPS, United States Forest Service, Bureau of Land Management, city, state, large corporation, or other organization with significant philosophical and operational constraints? *If Yes, please identify.*

Yes

No

14. Use the format on the following page and add to it as necessary, or use your own format as long as it provides all of the requested information. Provide detailed resumes for all current and proposed partners, sole proprietors, and key management employees who will be actively involved in the management of this business and key ship-board personnel who will be operating in Glacier Bay. Identify the specific role the individual is to play and establish that person's ability to play that role.

When discussing work experience, be specific with respect to size of operation, dates, area of operation, specific duties, number of people supervised, hours worked per week, and other factors that would be helpful to reviewers in establishing a clear understanding. Do not omit training and education and do not omit special qualifications, ratings, or licenses that are needed in some special occupations.

Use the *Individual Experience Form* on the following page and add to it as necessary, or use your own format providing it includes *all* of the requested information.

Individual Experience and Related Background of Key Managers

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name Johann Hannes Furlan		Employer Cunard Line, Ltd.	
Address 1627 Brickell Ave. Miami, FL 33129		Employer Address 6100 Blue Lagoon Drive, Suite 400 Miami, FL 33126	
Employee Phone Number (305) 463-3800	Date of Birth or SSN	Employer Phone Number (305) 463-3000	Employer Fax Number (305) 463-3010
Position Vice President, Hotel Operations	Hours/Week	Number of People Supervised. Shoreside: 2	Employer e-mail (optional)
Duties & Responsibilities		Shipboard: 42 Dept. Heads	
Responsible for operation of onboard Hotel Operations for Cunard Line fleet. Handling of day-to-day responsibilities for all passenger areas.			
Role in Proposed Business and Estimated Hours Per Week			
Establish all standards and procedures for passenger service areas.			
Qualifications for This Role			
19 years of Cruise Line experience. Have sailed Alaskan waters and Glacier Bay for many years while with Royal Viking Star and Sea. Being responsible for Health and Hygiene of the entire Cunard fleet, I am fully aware of all sensitive environmental issues.			

CRITERION 1B. NONE.

Individual Experience and Related Background of Key Managers

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name CAPTAIN TORE LURA		Employer CUNARD LINE LIMITED	
Address ROGALANDSGATEN 159 HAUGESUND NORWAY, 5500		Employer Address 6100 BLUE LAGOON DRIVE SUITE 400 MIAMI, FLORIDA 33126	
Employee Phone Number	Date of Birth or SSN	Employer Phone Number (305) 436-3000	Employer Fax Number (305) 463-3010
Position MASTER	Hours/Week ON CALL 24 HOURS A DAY	Number of People Supervised 470	Employer e-mail (optional)
Duties & Responsibilities OVERALL RESPONSIBILITY OF THE SAFE NAVIGATION AND OPERATION OF THE ROYAL VIKING SUN.			
Role in Proposed Business and Estimated Hours Per Week TO DISPLAY TO THE ONBOARD GUESTS THE SUPERB SCENERY AND UNTOUCHED NATURE OF GLACIER BAY, WHILST IMPRESSING UPON THEM THE IMPORTANCE OF PRESERVING THIS UNIQUE AREA.			
Qualifications for This Role VISITED GLACIER BAY SEVERAL TIMES ONBOARD THE SAGAFJORD. PERSONAL INTEREST IN SHOWING PASSENGERS THE SPLENDID, UNSPOILED BEAUTY OF THE AREA. HAVE ALWAYS HAD VERY GOOD RELATIONSHIPS WITH THE VARIOUS RANGERS IN THE AREA, CO-OPERATING AND FOLLOWING THEIR SUGGESTIONS TO ENSURE A SAFE AND ENJOYABLE VISIT FOR EVERYONE.			

CRITERION 1B. NONE.

Individual Experience and Related Background of Key Managers

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name YVES WENKER		Employer CUNARD LINE LIMITED	
Address #8 RUE DE NIEDERHAUSBERGEN 67800 BISCHHEIM		Employer Address 6100 BLUE LAGGON DRIVE SUITE 400 MIAMI, FLORIDA 33126	
Employee Phone Number 011 47 67 11 1200	Date of Birth or SSN	Employer Phone Number (305) 463-3000	Employer Fax Number (305) 463-3010
Position HOTEL MANAGER	Hours/Week ON CALL 24 HOURS	Number of People Supervised 90	Employer e-mail (optional)
Duties & Responsibilities OVERALL MANAGEMENT OF HOTEL OPERATIONS ON BOARD THE SEABOURNE LEGEND			
Role in Proposed Business and Estimated Hours Per Week TO DISPLAY TO THE GUESTS THE BEAUTY OF GLACIER BAY AND IMPOSE UPON THEM THE IMPORTANCE OF PRESERVATION AS WELL AS APPRECIATION.			
Qualifications for This Role VISITED GLACIER BAY IN THE 1997, HAVE A PERSONAL INTEREST IN THE PRESERVATION OF ITS UNSPOILED NATURAL BEAUTY AND WISH TO SHARE THIS WITH OUR ONBOARD GUESTS.			

CRITERION 1B. NONE.

Individual Experience and Related Background of Key Managers

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name PAUL NORREGAARD		Employer CUNARD LINE LIMITED	
Address 1011 N.E. 72nd STREET MIAMI, FLORIDA 33138 USA		Employer Address 6100 BLUE LAGOON DRIVE SUITE 400 MIAMI, FLORIDA 33126	
Employee Phone Number	Date of Birth or SSN	Employer Phone Number (305) 463-3000	Employer Fax Number (305) 436-3010
Position MANAGER HOTEL OPERATIONS	Hours/Week 40	Number of People Supervised.	Employer e-mail (optional)
Duties & Responsibilities MANAGEMENT OF THE HOTEL OPERATIONS OF THE FIVE CUNARD VESSELS: QE2, ROYAL VIKING SUN, VISTAFJORD, SEA GODDESS AND SEA GODDESS II.			
Role in Proposed Business and Estimated Hours Per Week TO ENSURE THAT HOTEL OPERATIONS ON BOARD THE CUNARD VESSELS ENTERING THE BAY DISPLAY THE PURE BEAUTY OF GLACIER BAY TO OUR GUESTS WHILST EMPHASIZING THE IMPORTANCE OF PRESERVING THIS RARE NATURAL OCCURENCE.			
Qualifications for This Role FIFTEEN YEARS IN THE CRUISE AND TRAVEL INDUSTRY, HAVING BEEN SEVERAL TIMES TO GLACIER BAY WHILE WORKING ON BOARD THE ROYAL VIKING STAR. A PERSONAL INTEREST IN PRESERVING GLACIER BAY AS UNTOUCHED AND UNIQUE AS IT IS TODAY.			

CRITERION 1B. NONE.

Individual Experience and Related Background of Key Managers

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name ERIK LUND ANDERSON		Employer CUNARD LINE LIMITED	
Address KONDUKTOERUEGEN 21 2200 KONGSUINGER NORWAY		Employer Address 6100 BLUE LAGOON DRIVE SUITE 400 MIAMI, FLORIDA 33126	
Employee Phone Number 011 47 67 11 1200	Date of Birth or SSN	Employer Phone Number (305) 463-3000	Employer Fax Number (305) 463-3010
Position MASTER	Hours/Week ON CALL 24 HOURS	Number of People Supervised. 158	Employer e-mail (optional)
Duties & Responsibilities OVERALL RESPONSIBILITY FOR THE SAFE NAVIGATION OF THE SEABOURNE LEGEND			
Role in Proposed Business and Estimated Hours Per Week TO DISPLAY TO OUR GUEST THE MAJESTIC BEAUTY OF GLACIER BAY AS WELL AS MAKE THEM AWARE OF THE IMPORTANCE OF PRESERVATION OF ECOLOGY AND WILDLIFE IN THE REGION.			
Qualifications for This Role VISITED GLACIER BAY DURING THE 1997 SEASON, PERSONAL INTEREST IN PRESERVATION OF THE UNSPOILED BEAUTY OF THE AREA.			

CRITERION 1B. NONE.

Individual Experience and Related Background of Key Managers

Use the following format to detail duties, qualifications, references, and contact information for the offeror and key managers. This information should cover employment history for a minimum of 10 years (if available).

Name COLLISON, RICHARD		Employer CUNARD LINE LIMITED	
Address KINGLAVEN COTTAGE SHREWTON WILT, SP3 1EQ UK		Employer Address 6100 BLUE LAGOON DRIVE SUITE 400 MIAMI, FLORIDA 33126	
Employee Phone Number	Date of Birth or SSN	Employer Phone Number (305) 463-3000	Employer Fax Number (305) 463-3010
Position HOTEL MANAGER	Hours/Week ON CALL 24 HOURS	Number of People Supervised. 392	Employer e-mail (optional)
Duties & Responsibilities OVERALL MANAGEMENT OF HOTEL OPERATION ONBOARD ROYAL VIKING SUN, INCLUDING OVERSEEING LECTURES/ANNOUNCEMENTS TO PASSENGERS			
Role in Proposed Business and Estimated Hours Per Week TO DISPLAY TO THE ONBOARD GUESTS THE SUPERB SCENERY AND UNTOUCHED NATURE OF GLACIER BAY, WHILST IMPRESSING UPON THEM THE IMPORTANCE OF PRESERVING THIS UNIQUE AREA.			
Qualifications for This Role SERVICE WITH CUNARD FOR 35 YEARS, INCLUDING 3 SEASONS IN ALASKA WHICH FEATURED VISITS TO GLACIER BAY ON CUNARD PRINCESS. A STRONG PERSONAL INTEREST IN THE PRESERVATION OF THE ECOLOGY AND WILDLIFE AS WELL AS PROFESSIONAL KNOWLEDGE OF THE LEGALITIES AND CONVENTION UNDER WHICH SHIPS MUST OPERATE.			

CRITERION 1B. NONE.

• **PRINCIPAL FACTOR 2. CONFORMANCE TO THE TERMS AND CONDITIONS OF THE PROSPECTUS IN RELATION TO QUALITY OF SERVICE TO THE VISITOR**

CRITERION 2A. THE OFFEROR AGREES TO PROVIDE THE SERVICES AS REQUIRED BY THIS PROSPECTUS.

1. Indicate below whether you agree to provide the required services under the conditions specified in the Permit.

Yes

No

2. Provide a basic description of the ship(s) which the offeror proposes to operate in the park, including, as a minimum, the following, and any other vessel design information the offeror feels is pertinent.

Ship Name ROYAL VIKING SUN	Former Names	Registry BAHAMAS
Gross Tonnage 37,845	Builder GARTSILA MARINE IND.	Date Launched 1988
Length (ft.) 669	Beam (ft.) 95	Date of Last Refit DUE SEPTEMBER 1998
Draft (ft.) 23	Stack Height (ft.) 148	Propellers (no. & type) 2 x LIAREN, CONTROABLE PITCH
Propulsion type (diesel electric, etc.) 4 x WARTSILA DIESEL	Propulsion power (kW or HP) 28,300 BHP	Fuel (type/weight) IF 380
Passenger Capacity (basis 2) 758	Passenger Capacity (all berths) 828	Cabin Size (mean sq. ft.) VARIOUS- MOSTLY 200 SQ. FT.
Passenger/space ratio (basis 2) APPROX. 100 SQ. FT.	No. of Cabins 380	No. of Wheel Chair accessible cabins 4
Officer Nationality NORWEIGIAN/ BRITISH	Crew Nationality (approx. % each) INTERNATIONAL	

3. Do you agree not to use a substitute ship without the approval of the park superintendent and that any substitute must meet or exceed the standards of the ship approved in the proposal?

Yes

No

4. Specify the total number of cruise ship entries into Glacier Bay from June 1 - August 31 for which you are applying.

Number of Entries (maximum is 68)

30

• PRINCIPAL FACTOR 2. CONFORMANCE TO THE TERMS AND CONDITIONS OF THE PROSPECTUS IN RELATION TO QUALITY OF SERVICE TO THE VISITOR

CRITERION 2A. THE OFFEROR AGREES TO PROVIDE THE SERVICES AS REQUIRED BY THIS PROSPECTUS.

1. Indicate below whether you agree to provide the required services under the conditions specified in the Permit.

Yes No

2. Provide a basic description of the ship(s) which the offeror proposes to operate in the park, including, as a minimum, the following, and any other vessel design information the offeror feels is pertinent.

Ship Name SEABOURNE LEGEND	Former Names QUEEN ODYSSEY, ^{ROYAL} VIKING QUEEN	Registry NORWAY
Gross Tonnage 9.975	Builder SCHICHLAU SEEABECKUERFT, GERMANY	Date Launched 1992
Length (ft.) 438	Beam (ft.) 62.3	Date of Last Refit DECEMBER 1996
Draft (ft.) 18.7	Stack Height (ft.) AIRDRAFT 115	Propellers (no. & type) TWO-VARIABLE PITCH
Propulsion type (diesel electric, etc.) DIESEL	Propulsion power (kW or HP) 10,000HP	Fuel (type/weight) HEAVY FUEL OIL 380 CST
Passenger Capacity (basis 2) 204	Passenger Capacity (all berths) 204	Cabin Size (mean sq. ft.) 277
Passenger/space ratio (basis 2)	No. of Cabins 102	No. of Wheel Chair accessible cabins 4
Officer Nationality NORWEIGIAN 28%	Crew Nationality (approx. % each) INTERNATIONAL	

3. Do you agree not to use a substitute ship without the approval of the park superintendent and that any substitute must meet or exceed the standards of the ship approved in the proposal?

Yes No

4. Specify the total number of cruise ship entries into Glacier Bay from June 1 - August 31 for which you are applying.

Number of Entries (maximum is 68)
30

As explained in "Business Opportunity", up to 68 entries are divided into the following six categories. This is necessary in order to give the incumbent concessioners their statutory right of preference in categories "B - F".

5. Do you wish to apply and compete in all categories in order to maximize your opportunity:

Yes No

If "NO", specify the category or categories under which you are applying and the number of entries as follows:

Category	Entries (enter number)
Category A (maximum 38 entries)	
Category B* (maximum 13 entries)	13
Category C* (maximum 4 entries)	4
Category D* (maximum of 7 entries)	7
Category E* (maximum of 4 entries)	4
Category F* (maximum of 2 entries)	2

The best proposal will be selected in each of the above six categories.

* An incumbent concessioner has a right of preference in renewal for these entries (see "Application of Preference in Renewal", this section - above).

6. Do you intend to utilize all entries authorized throughout the term of the permit? (Unforeseen events or circumstances that intermittently interfere with operations may, with the approval of the superintendent, be excused.)

Yes No

7. Do you agree to notify the NPS of any unused entries that may become available in a timely manner and, if necessary, assist to facilitate the reallocation of the unused entry?

Yes No

CRITERION 2B. DESCRIBE WHAT ADDITIONAL SERVICES AND/OR FACILITIES WILL BE PROVIDED AND/OR HOW THE COMPANY WILL IMPROVE UPON THE SERVICES OR SCHEDULES REQUIRED BY THIS PROSPECTUS, TO PROVIDE A SUPERIOR PARK EXPERIENCE FOR ITS PASSENGERS.

The National Park Service expects that concessioners will support the NPS in its mission to inform park visitors and concession employees about park resources and values. Some examples of services and facilities which might improve the visitor experience:

- a. Offer Native Alaskan art and handcrafts prominently in shipboard gift shops.
- b. Provide an expanded library of resource materials on Glacier Bay, Alaska, Native Culture including standard references, books, periodicals, videos, maps, etc.
- c. Feature local Alaskan artists and craftspersons in shipboard displays and in gift shops.
- d. Insure that ship board activities, gift shop items etc. contribute to visitor understanding of the area (e.g. gift shops offer only stuffed toy animals which are native to the area).
- e. Implement corporate and/or shipboard programs related to protection of the (marine) environment.
- f. Establish minimum standards of knowledge about Glacier Bay and the National Park Service for officers and crew members.

1. Describe the services and facilities related to the above that you propose to offer.

Management Policies Manual, Chapter VIII. "Promoting the sale of United States made handcrafts including Native American handcrafts relating to the culture, historical, natural and geographic characteristics of park areas is encouraged and there shall be a continuing effort to enhance the scope and supply of local handcrafts where they exist and to establish them where they do not."

2. Describe what measures the company will take to implement this policy in your service.

3. Describe other services, facilities, programs, itineraries, etc., your company will implement that will provide a superior park experience for the visitor.

CRITERION 3A. THE OFFEROR AGREES TO A FEE OF NOT LESS THAN THE AMOUNT DESCRIBED BELOW.

The NPS has determined that the fees described below is the minimum required offer:

\$5.00 per passenger (including both revenue and non-revenue passengers)

Please see the sample permit for specific details of the fee program.

CRITERION 2B PLEASE SEE ADDENDUM TO APPLICATION PAGE 3

1. Do you agree to this initial level of fees as shown above and in the sample permit?

Yes

No

CRITERION 3B. NONE

CRITERION 4A. THE OFFEROR PROPOSES TO PROVIDE INTERPRETIVE SERVICES (EITHER THOROUGH THE NPS INTERPRETIVE PROGRAM OR THOROUGH AN APPROVED CONCESSIONER PROGRAM) WHICH MEETS THE REQUIREMENTS OF THE PROSPECTUS AND PERMIT.

The National Park Service has determined that the following Interpretive program is the minimum acceptable program for cruise ship services in Glacier Bay.

Program Overview

The Interpretive program will support the missions of both the National Park Service and Glacier Bay National Park and Preserve. Please refer to the *National Park Service and its Mission* and the *Park Area and its Mission* sections in this Prospectus.

Staffing

A minimum of three staff (one supervisor and two interpreters) are needed to meet the minimum goals and objectives of the Interpretive Program.

Supervisor: The supervisor needs to exhibit the knowledge, skills and abilities to supervise employees, to direct an operation, to maintain cooperative working relationships, to communicate effectively orally and in writing and to demonstrate and teach interpretive methods and techniques. The supervisor needs a working knowledge of the area.

Interpreters: The interpreters must exhibit knowledge of the cultural and natural history of Glacier Bay and the skills and abilities to research, prepare and present professional quality interpretive programs to diverse audiences. The interpreters must utilize accepted interpretive techniques and principles found in the Support Materials list below.

Recruitment

In order to find applicants with extensive interpretive experience and education, recruit from a broad range of applicants with a comprehensive knowledge of cultural and natural history. As a minimum, Interpretive staff must have completed a 4-year course of study above high school leading to a bachelor's degree with 24 semester hours of job related course work; 1 year of relevant interpretive experience; a combination of 1 and 2 above; or knowledge, skills and abilities needed to perform the job by virtue of having lived in or near Glacier Bay National Park and Preserve.

Training

Provide a comprehensive training program that will result in an interpretive staff who are knowledgeable in the natural and cultural history of Glacier Bay, past and present research and park management issues. Training includes skills and techniques needed to prepare original thematically based presentations. A minimum of three days of orientation spent exploring Glacier Bay first hand from forest floor to glacial barrens. Interpreters will be provided with the opportunity to observe an experienced interpreter while

conducting interpretive programs. A fully trained interpreter will have a working knowledge of the references listed below in Support Materials. A returning interpreter (who has gone through the training shown above) will be given adequate time and materials to know and understand changes in research findings, new park issues, etc. prior to commencement of duties.

Supervision

The interpreter must demonstrate knowledge of interpretive skills and techniques to professionally convey the park's basic themes. In order to evaluate interpreter's effectiveness the supervisor will observe each of the interpretive activities during the first half of each season. Elements that the supervisor will be evaluating will include pace, flow, creativity, knowledge, accuracy, and thematic development presented in a meaningful and engaging manner. Guidance will be provided in a timely manner for both content and presentation skills.

Ship-board Commentary

Present a professional and comprehensive 30-minute commentary on Glacier Bay. An additional 10 minutes is added if Johns Hopkins is included in itinerary. Announcements should be approximately two minutes each, limited generally to the most important concepts. One subject per announcement following a strong park theme. Narration should point out significant landmarks and features. No commentary is given when stopped at glaciers, near wildlife sightings or in the vicinity of campers and kayakers.

Formal Program

Present a 30-minute auditorium program that is Glacier Bay specific using interpretive techniques as defined in Support Materials listed below. If slides, video or music are used in the auditorium program they need to be of the highest quality.

Information Desk

The information desk provides the visitor with an opportunity to ask Glacier Bay specific questions of the interpreter. The information desk is staffed while the commentary is in progress except during staff meals and while the ship is in front of glaciers. In addition to the interpreter, the information desk is stocked with reference materials of the natural and cultural history of Glacier Bay.

Informal Visitor Contacts

While at the glaciers interpreters will stroll the outside decks to answer visitor questions. This allows for a more in-depth explanation of concepts introduced during commentary and a chance to discuss the glacial features visible alongside the ship.

Program Evaluation

The cruise ship interpretive program will be evaluated for its effectiveness in meeting NPS mission goals referenced above. NPS standards for evaluation of interpretive programs are being developed and, when completed, will apply to cruise ship interpretive services.

Logistical Support

Provide the logistical support needed for the interpretive operation as outlined in the Draft Permit section 9.(p).

Support Materials (must be available to Interpretive staff for training and reference)

- "Environmental Interpretation, a Practical Guide" by Sam Ham
- "Principles in Interpretation" by Freeman Tilden.
- "The Interpreter's Guidebook, Techniques for Programs and Presentations" by K. Regnier

- “Interpreting for Park Visitors” by William Lewis
- “The Process of Interpretive Critiquing” by William Lewis
- “The Tlingit Indians” by G.T. Emmons
- “Glacier Bay Official National Park Handbook”
- “Glacier Bay, the Land and the Silence” by Dave Bohn
- “Blue Ice in Motion, The Story of Alaska’s Glaciers” by Sally D. Wiley
- “Glaciers of North America, A Field Guide” by Sue A. Ferguson
- “The Nature of Southeast Alaska” by R. O’Clair, R. Armstrong and R. Carstensen
- “Guide to Marine Mammals of Alaska” by Kate Wynne
- “Field Guide to the Birds of North America” by National Geographic Society
- “Plants of the Pacific Northwest Coast” by J. Poljar and A. Mackinnon
- “Glacier Bay, the Grand Design” video, NPS publication
- NPS Strategic Plan
- Glacier Bay NP Strategic Plan
- Glacier Bay NP Vessel Management Plan
- Glacier Bay NP General Management Plan
- Glacier Bay NP Interpretive Plan (when available)

1. Do you agree to provide an interpretive program meeting these minimum criteria?

Yes

No

The National Park Service offers cruise ship Concessioners the option of utilizing the *NPS Interpretive Program* on a cost-recovery basis (the Concessioner pays the prorated cost of the program). The NPS program exceeds the criteria stated above and the additional criteria identified in 4B (below) and consists of NPS trained Interpretive Rangers, who provide commentary, programs, interpretive materials, etc. as described below. The program includes pilot boat service for boarding and disembarking the Rangers as each ship enters and leaves Glacier Bay. The cost will range from \$0.75 to \$1.50 per passenger, based on actual program costs.

2. Will you participate in the NPS Interpretive Program (including cost-recovery)?

Yes

No

If you do not participate in the NPS Interpretive Program, submit a full description of your proposed interpretive program, including employment standards (resumes for existing interpretive staff or position descriptions for currently unfilled interpretive positions), staffing levels, staff and supervisory training program, monitoring and mentoring program, native and local hire program, procedures for updating interpretive program with current research and park management directives, sources for information, description of resource and reference materials available for the interpretive staff, description of slide file (or other media) available for audio-visual and other presentations, and other materials that would assist in evaluating the program. Minimum criteria for the Interpretive program (as stated above) must be met in order for the offer to be considered responsive.

CRITERION 4B. THE OFFEROR PROPOSES TO PROVIDE INTERPRETIVE SERVICES BEYOND THE MINIMUM LEVELS LISTED IN CRITERION 4A.

Optimal Itinerary

The NPS considers the following an optimal itinerary for a cruise ship visit to Glacier Bay: Vessel entry is scheduled so that the ship enters Glacier Bay from 0700 to 1100 (off Bartlett Cove), the ship then visits locations in the West Arm of Glacier Bay listed in the two examples below (in accordance with the provisions of this prospectus) and then departs Glacier Bay (off Bartlett Cove) from 1600 to 2100.

The following schedules give examples of an interpretive program resulting from specific arrival and departure times within these optimal arrival/departure time periods. Experience has shown that arrivals earlier than 0700 do not allow passengers adequate time to wake up, have breakfast and find a place where they can view the glaciers and listen to the commentary. Please note: arrival between 0700 and 0759 would result in an *afternoon* interpretive presentation. Arrival between 0800 and 1100 would result in a *morning* interpretive presentation. As an element of the *optimal itinerary*, Concessioners would confirm the interpretive program schedule for each ship with the Park's Chief of Interpretation at least two weeks prior to the first entry.

Example of Optimal Itinerary for an 0700 Arrival

(Please note the *afternoon interpretive presentation* time for early arriving ships)

Time	Activity
0700	Arrive Glacier Bay
0900	Queen Inlet, Begin commentary
1030-1130	View Margerie and Grand Pacific glaciers
1230-1330	View Lamplugh Glacier (Jaw Pt./Johns Hopkins if appropriate). Commentary ends on departure from last glacier
1400	Reid Inlet
1400	Interpretive presentation
1445	Second interpretive presentation, if needed
1600	Depart Glacier Bay

Example of Optimal Itinerary for a 1000 Arrival

(Please note the *morning interpretive presentation* time for late arriving ships)

Time	Activity
1000	Arrive Glacier Bay and make brief announcement about day's events on p.a. System
1030	Interpretive presentation
1115	Second interpretive presentation, if needed
1200	Queen Inlet, Begin commentary
1330-1430	View Margerie and Grand Pacific Glaciers
1530-1630	View Lamplugh (Jaw Pt./Johns Hopkins if appropriate). Commentary ends on departure from last glacier
1700	Reid Inlet
1900	Depart Glacier Bay

Muir Inlet is not part of the optimal itinerary because the NPS believes that the transit time needed for traveling to both the East and West arms of Glacier Bay could diminish the time spent at tidewater glaciers and thus passenger enjoyment and understanding of the park.

Johns Hopkins Inlet is a secondary element of the optimal itinerary due to seasonal area closures, high concentrations of harbor seals and other factors that will often preclude going beyond, or even approaching, Jaw Point.

Other bays and inlets of Glacier Bay National Park (such as Dundas Bay, Lituya Bay) are not included due to potential conflicts of cruise ship activities with existing visitor uses.

Transit through **Glacier Bay National Park marine waters outside of headlands**: Icy Strait, Cross Sound and the outer coast open waters (the Park boundary extends three miles off shore) are considered an incidental use of the Park at this time. The NPS encourages cruise ship operators to develop appropriate ship-board programs to further passenger knowledge and appreciation of these remote areas of the park .

1. Do you propose to operate in accordance with an *optimal itinerary* shown above?

Yes

No

2. If NO, provide the proposed itinerary or itineraries, including, at a minimum, all areas to be visited, activities in each area and the times for each activity (one format for this is the table below).

Time(s)	Activity
	Glacier Bay Arrival
	Passing Queen Inlet northbound
	Begin Commentary
	Arrival at Margerie/Grand Pacific Glaciers
	Departure from Margerie/Grand Pacific Glaciers
	Interpretive presentation(s)
	Meals
	Times at other glaciers/inlets (specify)
	Activities which restrict interpretive commentary (specify activity)
	Departure from last glacier
	End Commentary
	Passing Reid Glacier southbound
	Depart Glacier Bay

The itinerary submitted should also include a list and timetable for all passenger activities, including meals, while in Glacier Bay, noting any activities that would restrict public address system interpretive commentary or impact the interpretive focus on the park.

3. If you answer yes to item 1, but would also like to propose possible alternative itineraries which you feel would provide a superior visitor experience, please do so here. Provide details of why you feel this would be a superior itinerary and whether or not this itinerary is an optional or integral element

of your proposal (*optional* meaning implementation of the itinerary would be at the NPS's discretion; *integral* meaning that, under your proposal, some entries would *need* to use the alternative itinerary).

Additional Elements of the NPS Interpretive Program

The following items are elements of the NPS Interpretive Program which exceed the minimum requirements listed in 4A. If you indicated in 4A #2. (above) that you would participate in the NPS Interpretive program, you will be credited with providing these additional items. Applicants who will not be participating in the NPS Interpretive Program would need to specifically address each item in order to receive consideration for exceeding minimum standards for that item.

- Provide interpreters with the opportunity to visit libraries, museums or institutions that have Alaska and Glacier Bay specific information or reference materials.
- Provide opportunity for interpreters to work with experts on interpretive program subjects such as communication and interpretive techniques.
- Offer mentoring program(s) for southeast Native individuals to introduce the field of interpretation and provide the passengers with cultural interpreters.
- Offer supplementary field trips both ashore and on the waters of Glacier Bay to provide interpreters with added personal experience to further enhance their programs.
- Provide the interpreters additional training and materials to develop more specialized and in-depth programs.
- Conduct focus groups and additional surveys to determine if passengers understand and appreciate the significance of Glacier Bay National Park and Preserve.

4. Do you propose to meet any or all of the elements shown above? [Applicable only if you will not be participating in the NPS Interpretive Program: the NPS Interpretive Program meets these elements.]

Yes

No

NOT APPLICABLE

Additional Elements Not Included in the NPS Interpretive Program

The following items are potential areas where applicants could exceed minimum interpretive program requirements whether they are participating in the NPS interpretive program or not. All applicants should provide details of how each item would be addressed or provided if the item is to be included in the applicant's operation.

- Schedule programs and provide materials specifically for children on board with a park related theme.
- Provide passengers and crew the opportunity to view video(s) about GLBA prior to arrival.

- Provide passengers and crew with supplemental materials about Glacier Bay prior to arrival in Glacier Bay.
- Provide programs for passengers by specialists on park related subjects, i.e. geology, ecology, natural history, Alaska history, native Alaskan culture and art, prior to arrival in Glacier Bay.

5. Do you propose to meet any or all of the elements shown above? If yes, provide details.

Yes

No

PLEASE SEE ADDENDUM TO APPLICATION
PAGE 4

Opportunity for Applicants to Propose Innovative Interpretive Program Elements

Applicants are encouraged to provide details of any additional interpretive services or interpretive program details (not listed above) which they propose to provide and which would result in improved interpretive program.

6. Do you propose to any additional interpretive elements or services? If yes, provide details.

Yes

No

CRITERION 5A. THE OFFEROR AGREES TO SUBMIT A POLLUTION MINIMIZATION PLAN

Park vessel regulations (see appendix) require the following:

To obtain or renew an entry permit, a cruise ship company must submit and, after approval, implement a pollution minimization plan. The plan must ensure, to the fullest extent possible, that any ship permitted to travel within Glacier Bay will apply the industry's best approaches toward vessel oil-spill response planning and prevention and minimization of air and underwater noise pollution while operating in Glacier Bay. The superintendent will approve or disapprove the plan." (36 CFR 13.65(b)(2)(ii)(A))

The *Pollution Minimization Plan* was first implemented for the 1996 season. The NPS offered some initial ideas and suggestions to existing operators to help guide preparation of these pollution plans (see appendix - *Pollution Minimization Plan Elements*). These initial ideas are by no means exhaustive, nor are they mandatory requirements, but are offered to provide general guidance to all potential applicants. The *Pollution Minimization Plan* is an essential element of the Glacier Bay Vessel Management Plan's carefully crafted approach of providing increased access to the park while also assuring the performance of the NPS's fundamental and predominant stewardship responsibility to protect the park's resources and values. Companies are strongly encouraged to go beyond the elements initially suggested for these plans and to propose innovative, creative, and cost effective strategies to minimize air, water and underwater noise pollution.

1. Do you agree to submit the required *Pollution Minimization Plan* as part of your application and, after approval, implement the plan as approved? If yes, attach the plan (see Criteria 5B for additional elements which may be included).

Helicopters - Helicopters are an intrusion on the quiet enjoyment of the park by visitors both on the ship and off. They may also disturb park wildlife. Although helicopters have been used by the companies in the past to take advertising photographs of their ships at the glacier faces, the NPS will consider an offer that agrees to minimize use of helicopters in the park as a component of a better offer. See the permit for conditions related to helicopter use.

Baseline Data Gathering - The NPS is interested in obtaining baseline data on stack emissions and vessel noise levels as part of the *Pollution Minimization Plan*. This information will assist NPS in evaluating the effects of vessels and will also be helpful in designing meaningful operating requirements. Examples of useful data would be: automatic opacity measurements every minute or less keyed to time and location; stack emission sampling, vessel sound signatures; and below waterline hull vibration measurements keyed to time and speed and machinery use. The NPS has not developed specific sampling criteria, but rather is interested in specific proposals from the cruise lines based on available sampling technology.

PLEASE SEE ADDENDUM PAGE 5-6

1. Do you offer to provide baseline data from your vessel(s), such as stack emission opacity or noise levels?

Yes

No

If yes, describe in detail the nature and format of the data, procedures for data submission and constraints, if any, for data use or distribution.

CRITERION 6A. THE OFFEROR'S PAST RECORD RELATED TO MARINE CASUALTIES, VIOLATION NOTICES AND FOOD SERVICE SANITATION.

The past record of marine casualties, violation notices and food service sanitation reports for *each cruise ship* must be included in the offeror's proposal. If there is less than a complete record for the time period described for any ship included in the proposal, establish a record for the company as a whole by providing the information requested for the company, including all cruise ships operated by the company.

1. Has the offeror had any reportable marine casualties (as defined by USCG regulations), including but not limited to grounding, loss of primary propulsion, collision, flooding, capsizing, fire, explosion, loss of life or reportable injury for the period beginning three years prior to the date this prospectus was issued through the present⁴? If yes, submit a copy of the official report (U.S. Coast Guard or other), except for injuries (submit a brief summary, including reason for each injury).

Yes

No

PLEASE SEE ADDENDUM #2
FOR OFFICIAL DOCUMENTS

2. Has the offeror received citations or notices of violation received from, or criminal information or indictments filed by local, state, or federal authorities in the United States, regardless of the outcome, for the period beginning three years prior to the date this prospectus was issued through the present? If yes, submit a copy of the citation, indictment, etc., and an explanation of the violation, settlement, penalty (if any), and any corrective actions taken by the offeror.

⁴ Information which comes to the attention of the National Park Service for the period of time after a prospectus is issued but prior to the actual award of a permit will be considered in the selection process.

Yes

No

3. Has the offeror received any unsatisfactory food service sanitation inspection reports from the U.S. Public Health Service for the period beginning two years prior to the date this prospectus was issued through the present? *If yes, submit the reports for these inspections and a summary of any corrective actions taken by the offeror.*

Yes

No

CRITERION 6B. NONE

• ***PRINCIPAL FACTOR 3. THE OFFEROR'S FINANCIAL CAPABILITY***

CRITERION 7A. THE OFFEROR DEMONSTRATES THAT NEEDED FUNDING (EQUITY AND/OR BORROWED) IS AVAILABLE AND IS DEMONSTRATED TO BE SUPPORTABLE WITHIN THE INCOME STATEMENT AND BALANCE SHEETS REQUIRED.

1. Provide the following information:

- a. For OFFERORS and CONCESSIONERS provide the latest financial statement for themselves and their parent company (if any) including the notes to the statements or similar explanatory material and the related audit report.
- b. For corporations, partnerships, or others that are OFFERORS, or that propose to provide the services or part of the services required: Provide the latest financial statement available including the notes to the statement or similar explanatory material and the related audit report.
- c. Sole proprietors and unconventional lenders and proposed individual investors: Provide personal financial statements.

2. Identify the source(s) of all needed funds. Document the source and availability of all funds with current audited financial statements, financing agreements, letters of commitment, and similar supporting documents from all sources. Present compelling evidence of offeror's ability to obtain the necessary funds. Be specific. Identify all sources and provide complete documentation. Explain fully the financial arrangements you propose to use.

- a. If funds are to be obtained from individuals, provide a current personal financial statement, documentation of assets to be sold, commitments from lenders, or other assurances that meet the need to make a compelling demonstration that the funds are available and committed.
- b. Funds from other sources must be supported by a current, audited balance sheet and income statement and whatever supporting documents are needed to provide compelling evidence that funds are available and committed.
- c. Funds obtained by the sale of assets must be supported by a description and condition of the assets and any encumbrances on those assets and/or the proceeds of their sale. Also, the condition of the market for such items should be indicated in a way that identifies both the ability to sell the asset at the necessary time and the ability to sell at a price sufficient to meet funding expectations. Qualified appraisals and other professional estimates of value must be provided. You must prove in a compelling way that the asset will yield the necessary funds at the necessary time.

3. Describe how your financing arrangements, taken as a whole, are advantageous terms for financing that both balance the financial interests of the NPS in this PERMIT and the need for a soundly financed concessioner with the least number of financing issues to be negotiated in the future.

PLEASE SEE ADDENDUM PAGE 7

FOR FINANCIAL STATEMENTS PLEASE SEE ADDENDUM #2, OFFICIAL DOCUMENTS

CRITERION 7B. NONE.**SECONDARY FACTOR(S). FRANCHISE FEE OFFERED ABOVE THE MINIMUM****CRITERION 8A. NONE****CRITERION 8B. A FRANCHISE FEE ABOVE THE LEVEL REQUIRED AT CRITERION 3A IS OFFERED.**

A franchise fee offer above the required level will be a secondary factor as explained by the terms of PL 89-249 (and Public Law 104-333, Section 704, below⁵). Secondary factors will be used in the evaluation of offers when a selection of the best offer cannot otherwise be made from the results of evaluating the three primary factors. Public Law 89-249, Section 3(d) and 36 CFR Part 51.4b(3), (Both are included in the Appendix) provides guidance as to franchise fees.

1. Do you propose to offer a franchise fee above the level required at Criterion 3A?
 Yes

 No
2. If yes, state the total franchise fee that you propose. Express this as a per passenger fee.

Year	Per Passenger Fee
2000	\$ 6.00
2001	\$ 6.00
2002	\$ 6.00
2003	\$ 6.00
2004	\$ 6.00

⁵Public Law 104-333, Section 704, states: "Fees paid by certain permittees for the privilege of entering into Glacier Bay shall not exceed \$5 per passenger. For the purposes of this subsection, 'certain permittee' shall mean a permittee which provides overnight accommodations for at least 500 passengers for an itinerary of at least 3 nights". Therefore, the NPS may not be able to accept a higher franchise fee from applicants who fit the definition of 'certain permittee', but may accept such an offer from other applicants.

ADDENDUM TO APPLICATION

TO: SUPERINTENDENT, GLACIER BAY
FROM: LYALL J. DUNCAN, ESQ.

CRITERIA 1

EXPERIENCE AND RELATED BACKGROUND OF OFFEROR CUNARD LINE LIMITED, D/B/A CUNARD

1. Cunard Line, with its flagship Queen Elizabeth 2 is one of the world's most recognized brand names, providing the ultimate in deluxe ocean travel experiences for the past 158 years. Cunard has been in the forefront of passenger shipping since Samuel Cunard began the first regularly scheduled transatlantic steamship service in 1840. During its history, Cunard has operated more than 190 ships, including such legends as the Queen Elizabeth, Queen Mary, Mauretania and Caronia. Today the Cunard fleet consists of the Queen Elizabeth 2, Royal Viking Sun, Vistafjord, Sea Goddess I and Sea Goddess II.

In May of 1998, a consortium of investors led by Carnival Corporation and a Norwegian banking group, Christiana Markets, purchased Cunard and simultaneously merged it with Seaborn Cruise Line to form Cunard Line Limited. The resulting eight ship fleet represents nearly 50 percent of the world's luxury cruise market and includes the five Cunard ships and Seaborn's three ships: Seaborn Pride, Seaborn Spirit and Seaborn Legend.

Cunard Line Limited has its principal place of at 6100 Blue Lagoon Drive, Suite 400, Miami, Florida, 33126. All correspondence should be directed to this address, attention of Lyall J. Duncan, Esq., Legal Counsel.

2. The new Cunard Line Limited is a Bahamian Corporation, formerly known as Seaborn Cruise Line. The assets and business of the former Cunard Line Limited (UK) were transferred to this entity upon completion of the purchase from Kvaerner ASA.

3. The ownership composition of Cunard Line Limited brings a wealth of shipping expertise. Carnival Corporation, the largest passenger cruise line in the world and Mr. Atle Brynestad, the majority owner of Seaborn Cruise Line, retain roughly 80% ownership of the stock of the Company, with the remaining stock held by Christiania Markets. Yet, Cunard Line Limited will operate and do business as an autonomous entity. The level of expertise in luxury cruising resulting from the combined

management and operations of the prior Cunard and Seaborn creates a vast potential for success. To date, we recently announced our plan to build a new vessel, the Queen Mary and further expansion of our fleet is expected.

12. PREVIOUS EXPERIENCE

Cunard has been at the forefront of the cruising industry for over 150 years. Additionally, Cunard has vast experience in sailing to the Alaskan and Arctic regions. Cunard held permits for entry into Glacier Bay until 1997. To this end, many of our current management and onboard personnel have had extensive experience in this region from sailing on our Dynasty, Sea Goddess I, Sea Goddess II, Sagafjord and previously owned vessels. Moreover, the Seabourn Legend completed a tour of the Alaskan region in 1997. Cunard Line was granted preferential rights of renewal for entry into Glacier Bay. Cunard Line Limited, under new ownership and with an influx of capital hopes to reestablish its ties with Glacier Bay in an effort to resume voyages to the park. We look forward to the opportunity to provide our passengers with the chance to visit such a beautiful and unspoiled natural destination, while emphasizing the importance of preserving this rare natural occurrence.

CRITERION 2B

ADDITIONAL SERVICES

- 1.** Cunard will make every effort to ensure that our passengers and crew are knowledgeable about the region and about the Native American culture and the importance of both understanding and preserving it.
- 2.** Cunard has previously hired Alaskan Cruise Lectures, a company that specializes in shipboard lectures educating the passengers and crew about the park, its wildlife and its unique environmental issues. Cunard shall institute a program with this company, or one like it, to supplement the NPS lectures prior to arrival and after departure from Glacier Bay.
- 3.** Cunard proposes to implement these objectives adding both excitement and credible information. We shall provide slide shows about ports, lifestyles, economies, ecology and Native culture, as well as commentary from the bridge where appropriate. These lectures also fulfill the role of naturalist, by providing information about the whales, other marine life, sea birds, glaciers and fjords. Programs directing passengers on shopping ideas and lecturers wearing Alaskan kuspuks and parkas will also be made available to create for our passengers a memorable Alaskan experience.

CRITERION 4B

ADDITIONS TO THE NPS PLAN

5. Cunard is pleased to confirm that the National Park Service Naturalist Program shall again be the priority on board program during each entry into Glacier Bay. Consistent with our efforts, we will provide any and all the assistance required by the National Park Service in connection with the naturalist program. In addition, Cunard shall:

- ◆ Assist the naturalist program by making available to the NPS naturalists unlimited access to the public address system and an appropriate public area for viewing the NPS slide program
- ◆ Assist with the sale and distribution of NPS program literature
- ◆ Ensure that complete and accurate information about the park is distributed to all passengers in advance of arrival at Glacier Bay
- ◆ Arrange for guest lectures by specialists on park related subjects
- ◆ Eliminate all competing on board activities during the cruise through Glacier Bay
- ◆ Schedule programs for children about park related subjects

CRITERION 5B- POLLUTION MINIMIZATION PLAN

- ◆ **Stack Emission-** The diesel engine plants for both vessels are both propulsion and electric. Performance will be maintained to their maximum, therefore we do not foresee any probability for excessive smoke emissions.
- ◆ **Discharge into Park Waters-** Both the Royal Viking Sun and the Seabourn Legend are equipped with sewage treatment systems complying with the latest applicable rules and regulations. In this regard, the vessels are self-contained and there shall be no sewage discharge into park waters at any time.
- ◆ **Underwater Noise-** The Royal Viking Sun and the Seabourn Legend will be operated well within the park's vessel operating restrictions. Our marine engineers do not believe that the vessel's slow cruising operation in Glacier Bay produces any significant noise radiation.
- ◆ **Wildlife Protection-** Both the Royal Viking Sun and the Seabourn Legend have cruised Alaska for many years and Cunard has extensive prior experience in visiting places like College Fjord, Hubbard and Columbia Glacier and Yukatat Bay where seabird colonies are present.
 - ◆ **Harbor Seals-** The Captains of both vessels will be instructed to avoid areas where large numbers of seals are hauled out on icebergs.
 - ◆ **Sea Birds-** All passengers and crewmembers shall be instructed not to feed sea birds particularly near nesting colonies at tidewater glaciers. Passenger and crew newsletters shall be distributed explaining why birds should not be fed in the park and in addition, all port lecturers shall continually advise passengers during lectures about the importance of not throwing food overboard to birds or other wildlife.
 - ◆ **Sea Bird Nesting Colonies-** Neither vessel shall approach within 150 feet to any sea bird nesting colonies or nesting birds while in Glacier Bay.
- ◆ **Litter-** Please note that long before ever cruising in the Alaskan waters, Cunard has cruised the Arctic Ocean for many years. Our vessels have been granted the unusual permission to land passengers and crew in the remote Magdalena Bay where environmental restrictions are extensive. Local praise was always received by the ship for the impeccable condition the Magdalena Bay area was left in after being visited by as many as 1,000 persons. This was achieved by educating passengers and crew on how to behave in arctic surroundings. This same respect for nature has been brought to our previous visits to Alaska and Glacier Bay in particular. We expect to continue this level of concern for the preservation of Glacier Bay. Neither the Royal Viking Sun nor the Seabourn Legend has ever discarded trash in or around Alaskan waters and will not in the future.

- ◆ **Ship Board Noise-** Cunard is keenly aware of the park restrictions on shipboard noise. Cunard will comply with these restrictions and in an effort to ensure that the region is not disturbed, Cunard shall make the passengers and crew aware of the need for a reduced noise level.

- ◆ **Helicopters-** Cunard has not and will not make any passenger shore excursion arrangements which include helicopter tours.

- ◆ **Baseline Data Gathering-** Cunard is pleased to assist NPS in the collection of Baseline Data. To assure the accuracy and completeness of the data submitted, the same will be provided, under separate cover, at a later date in an effort to meet the application deadline.



United States Department of the Interior

NATIONAL PARK SERVICE

Glacier Bay National Park and Preserve
P.O. Box 140
Gustavus, Alaska 99826-0140

IN REPLY REFER TO:

C38

December 4, 1998

Cunard Line Limited
Attention: Lyall J. Duncan, Legal Co-ordinator
6100 Blue Lagoon Drive, Suite 400
Miami, FL 33126

Dear Mr. Duncan:

This letter is to advise you that elements of your June 18, 1998 offer to provide cruise ship services require clarification. Your clarifications must be received at the address shown above by January 6, 1999 in order to be considered in the final selection process. *Include with your submission, a certified statement that the information you provide is to be incorporated into your original proposal.*

1. We note that the same person (Larry Pimentel) signed the offer letter and the *Certificate of Corporate Officer* statement at the bottom of the offer letter (Prospectus: Application section, page 6 of 26; first page of your offer). We need either an explanation and supporting documentation addressing the authority of the same person signing the offer letter and certification, or an offer letter and *Certificate of Corporate Officer* statement signed by the appropriate corporate officers.
2. You do not specifically answer question 5A (1) on application page 21 & 22 of 26 ("Do you agree to submit the required *Pollution Minimization Plan* ..."). In order to be considered, all questions must be specifically answered and required information submitted.
3. Financial information was not provided as required under Criterion 7A. You submitted an preliminary balance sheet but not explanatory material (current assets \$45M; current liabilities \$199M). This does not demonstrate that the needed funding will be available. Financial statements for the parent company were not included. Please submit the information required by 7A; adequate to demonstrate that needed funding will be available.

Please contact Chief of Concessions Management, Dave Nemeth, at 907-697-2230 if you have any questions.

Sincerely,

Tomie Lee
Superintendent

CUNARD
LINE LIMITED

January 5, 1998

United States Department of the Interior
National Park Service
Glacier Bay National Park and Preserve
P.O. Box 140
Gustavus, Alaska 99826-0140
ATTN: Tomie Lee, Superintendant

RE: C38
Cunard Line Limited
Glacier Bay Permit Application

*FAX COPY RECEIVED
1/5/99*

RECEIVED
JAN 13 1999
**GLACIER BAY NATIONAL PARK
& PRESERVE**

**CORPORATE
OFFICES**
Miami, Florida
San Francisco, Calif

UNITED KINGDOM
London
Southampton

GERMANY
Hamburg

ASIA/PACIFIC
Sydney

NORWAY
Oslo

Dear Sir:

In response to your correspondence of December 4, 1998 requesting clarification of points in our original Glacier Bay permit application, please find attached the following:

1. Original signed Proposal letter by our CEO, Larry Pimentel.
2. Original Certificate of Secretary signed by the Secretary of Cunard Line Limited, Jurgen Lund.
3. Statement of Operations and Balance Sheet for Cunard Line Limited through November 1998.
4. 1997 Annual Report of majority shareholder, Carnival Cruise Line and quarterly reports through August 1998.

As we indicated in our initial proposal, the vessels and assets of Cunard Line Limited (UK) were purchased in May 1998 by Carnival Corporation and a consortium of investors. We are an entirely new company. Thus, there is not a substantial amount of financial information to provide. You had expressed some consternation at the discrepancies in current assets and current liabilities in the previous preliminary balance sheet that we provided to you in our initial proposal. I am informed the nature of our business as a cruise line is such that we require passenger deposits to be paid well in advance of a cruise. Proper accounting requires a liability to be established for all unearned deposits and since most cruises are booked within one year of sailing, the deposit is considered current instead of long-term.

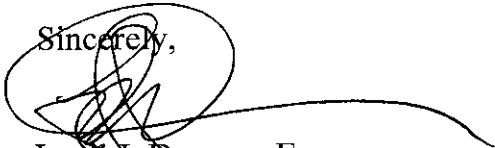
Please amend our application to reflect that we do not offer to provide baseline data from our vessels such as stack emission opacity or noise levels. We do not

possess the technology or expertise to provide this information at this time. However, Cunard Line Limited will take efforts to make itself and its vessels available for evaluation by the NPS. Furthermore, Cunard Line Limited is open to any suggestions and will endeavor to comply with any requirements established by the NPS in these areas. We apologize that question 5(A) 1 was answered in error and respectfully request that you amend our response accordingly.

I trust that the foregoing will sufficiently clarify the points raised by your correspondence. Should you have any further questions or comments, please do not hesitate to contact the undersigned at (305) 406-5047.

I hereby certify that the information contained herein is to be incorporated with our original proposal.

Sincerely,



Lyall J. Duncan, Esq.
Coordinator of Legal Affairs

STATE OF FLORIDA)
COUNTY OF DADE)

BEFORE ME<the undersigned authority, personally appeared Lyall J. Duncan, who after being duly sworn by me on oath, deposes and states that he executed the foregoing document as and for his own free act and deed, for the uses and purposes therein expressed.

SWORN TO and subscribed before me this 5th day of January, 1999.



BELINDA ROSALES
My Commission CC520930
Expires Dec. 25, 1999

Proposal for Concession Operation

**James Brady, Superintendent
Glacier Bay National Park and Preserve
Attention: Division of Concession Program Management
P.O. Box 140
Gustavus, AK 99826**

**CORPORATE
OFFICES**
Miami, Florida
San Francisco, Calif

UNITED KINGDOM
London
Southampton

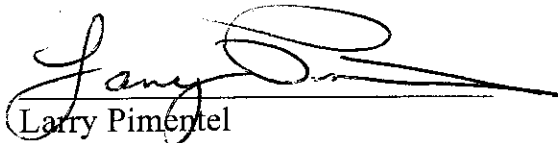
GERMANY
Hamburg

ASIA/PACIFIC
Sydney

NORWAY
Oslo

Dear Mr. Brady:

We hereby offer to provide cruise ship and services at Glacier Bay National Park & Preserve, in accordance with the terms and conditions as specified in your Prospectus and to execute the draft permit contained in the prospectus without substantive modification (except as may be required by NPS pursuant to the terms of the Prospectus and/or inclusion of items from the selected offer which are beneficial to the government). We are enclosing the required "APPLICATION" which, by reference, is made a part hereof. We certify that the information furnished herewith is true to the best of our knowledge and belief. In addition, we agree to complete the execution of the Concession Permit within fifteen working days after it is presented by the National Park Service.



Larry Pimentel
CEO and President
6100 Blue Lagoon Drive
Suite 400
Miami, Florida 33126

CERTIFICATE OF SECRETARY

I, Jorgen Lund, certify that I am the Secretary of Cunard Line Limited named as *Offeror* herein; that Larry Pimentel, who signed this proposal on behalf of *Offeror*, was then President and Chief Executive Officer of Cunard Line Limited; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.



**CORPORATE
OFFICES**
Miami, Florida
San Francisco, Calif

UNITED KINGDOM
London
Southampton

GERMANY
Hamburg

ASIA/PACIFIC
Sydney

NORWAY
Oslo