

## **Part 5**

### **Administrative Documentation and Prospectus Overview**

# **Lake Berryessa Concession Prospectus**

**Department of the Interior  
Bureau of Reclamation  
Mid-Pacific Region**

## **Proposal to Operate**

Water Based Recreation Support and Associated Hospitality Services and  
Facilities at Lake Berryessa

Date: Month XX, 2015

Due Date:

All submittals and any modifications must be received at the following address:

Bureau of Reclamation  
Central California Area Office  
7794 Folsom Dam Road  
Folsom, CA 95630-1799  
916-989-7211

Federal Express Address: Same as Above

Official Contact Person: Ms. Peggi Brooks  
Telephone: 916-989-7128

No Later Than: MONTH XX, 2015  
By Close of Business: 4 p.m.

## **Lake Berryessa Concession Prospectus**

### **Special Note to Bidders**

For a bid to be considered responsive, it must include the letter beginning on the following page or another letter that effectively covers ALL the points outlined in this draft letter. This letter in the format and sequence provided without alterations is an agreement from the bidder to abide by or adhere to various non-negotiable conditions and requirements stipulated in the prospectus including the draft contract (PART 6 to the prospectus). Failure to submit a signed letter that covers ALL the points outlined in the sample letter will result in a bid being determined nonresponsive and not considered for award in this concession opportunity.

It is recommended that the following letter be used exactly as presented and not reconstituted in a different format or order. Although changes in format and order could still result in an adequate acceptance of the stipulated requirements, there could be an inadvertent alteration or omission resulting in a finding by Reclamation of a nonresponsive bid.

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## **Proposal for Concession Operation**

Bureau of Reclamation  
Central California Area Office  
Chief, Recreation Resources Division  
7794 Folsom Dam Road  
Folsom, CA 95630

Re: Proposal Submittal on Lake Berryessa Concession Opportunity

Dear **Ms. Peggi Brooks:**

(I)(We) hereby offer to provide visitor services and facilities at Lake Berryessa in accordance with the opportunity presented in the prospectus issued by the Bureau of Reclamation on MONTH XX, 2015.

This proposal applies to(my)(our) interest in operating the concession area(s) known as [in this location identify the specific operation or operations that this proposal applies to, i.e., Monticello Shores only, or Monticello Shores and Berryessa Point combined, etc. You may list up to three areas if you wish to have this proposal considered ONLY as a combined approach. If you wish to be considered for several different locations but not reviewed as a combined approach, then you need to submit individual proposals for each location].

(I)(We) realize this is a unique concession prospectus with five individual concession opportunities being offered. (I)(We) have reviewed Section K of PART 3 in the prospectus and further realize that bidders may make proposals for multiple individual concession operations or proposals for a combined group of concession operations or any mixture of the two. (I)(We) further realize that if any bidders are selected as the successful bidder on more than one individual location that Reclamation intends to combine those locations into a single Concession Contract.

As identified and requested in various sections of the prospectus, this proposal identifies the number and type of facilities (i.e., cabins, Recreational Vehicle (RV) park, camping, marina, etc.) (I)(We) intend to operate. Also identified is the proposed plan for development of new facilities to accomplish all aspects of the proposal. Furthermore, this proposal outlines (my) (our) qualifications and experience for developing and managing the proposed business. This proposal identifies the financial support for accomplishing the project and the financial projections of the business anticipated. The proposal also provides other requested support plans and documents.

(I)(We) are enclosing the required PROPOSAL which, by this reference, is made a part hereof.

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(I)(We) certify that the information furnished herewith is true to the best of (my) (our) knowledge and belief.

(I)(We) agree to meet all the minimum requirements of the Concession Contract, specified in Part A of this PART 5 of the prospectus. (I)(We) have provided all the mandatory information specified in the prospectus.

(I)(We) certify in accordance with 43 CFR Part 12 regarding debarment, suspension, ineligibility, and voluntary exclusion the following:

None of the individuals or entities seeking participation in this Concession Contract is currently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from a public transaction by a Federal department or agency.

Within the 3 years preceding submission of the proposal, none of the individuals or entities seeking participation in this Concession Contract has been convicted of or had a civil judgment rendered against him or her 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 seeking participation in this Concession Contract 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 offenses.

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 3-year period preceding the submission of the proposal.

(I)(We), by submitting this proposal, hereby agree, if selected for award of the new Concession Contract:

1. To accept the minimum requirements of the prospectus as identified in this proposal.
2. To limit any discussions/negotiation to the contents of Articles 1.A(Term of Contract), 2.(Services and Operations), 6.A (Franchise Fee) 7.F (Bonding).

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3. To complete the execution of the final Concession Contract within 30 working days after it is presented by Reclamation, with extensions of this timeframe based upon Reclamation's determination.
4. To commence operations under the new Concession Contract on the effective date of the new Concession Contract. The effective date of the new Concession Contract will be \_\_\_\_\_ unless approved in writing, by Reclamation, for an alternate date.
5. Improvements shall be appraised for Market Value by Federal Government (Government) appraisers or Government contracted appraisers. Any dispute over appraised values or the determination of the remaining service life will be addressed through Department of the Interior processes

By \_\_\_\_\_  
(Person authorized to sign as bidder)

Date: \_\_\_\_\_

Title \_\_\_\_\_  
(Type or print name and date)

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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### Certificate of Corporate Bidder

(Bidders who are not corporations should skip this certificate)

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.

By \_\_\_\_\_

Date: \_\_\_\_\_

Title: \_\_\_\_\_

Type or print name and date

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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## Part A

**The minimum requirements for the new Concession Contract are identified in this Part A of the prospectus. Unless the bidder in his or her proposal agrees to all the following minimum requirements, the proposal will be considered nonresponsive. By using the wording from the preceding letter (Proposal for Concession Operations) as presented and signing it as indicated the bidder is agreeing to all of the following stipulations that comprise Part A.**

(I) (We) agree to comply with all terms and conditions in the Concession Contract, including, without limitation, all applicable laws, environmental protection and conservation laws, Department of the Interior Concessions Policy and Reclamation Manual Policy and Directives and Standards. We acknowledge that laws and policies and directives are subject to change during the term of the contract and we will comply with those changes as they apply to the concessions contract.

(I)(We) agree to charge rates for concession basic goods and services during the term of the Concession Contract that are comparable to rates charged for similar goods and services at comparable facilities in the region. All proposed rates and increases are subject to approval by Reclamation prior to implementation.

(I)(We) agree to accept the concession facilities (if any) and any Government lands, facilities, or personal property assigned to the concession as required by the Concession Contract, “as is.”

(I)(We) agree to carry out the Concession Facilities Improvement Program identified in our proposal according to the stipulations outlined in the prospectus and transferred to an eventual final Concession Contract, including but not limited to, Exhibit H and the specified time frame(s) established by Reclamation, without condition.

(I) (We) agree to make deposits into and manage a Reserve Account for Facilities Improvement (RAFI) described in the Concession Contract and in Exhibit K. Deposits will be in the amount of three percent (3.0%) of gross revenues annually. We further agree to make a deposit into a RAFI at the start of the Concession Contract term, depositing into the RAFI \$10,000 to serve as an initial working balance that will offset contractually required RAFI payments until this \$10,000 is covered and to assume the administrative responsibilities of the account.

(I)(We) agree that if we opt to establish an account for, and collect, a Supplemental Surcharge on all services and goods not subject to fuel sales, that we will use, administer and provide required reports on the funds as outlined in the Concession Contract.



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(I)(We) agree to adhere to all Applicable Laws including but not limited to 43 CFR Part 423, Rules of Public Conduct on Federal Lands and 43 CFR 429.

(I)(We) agree to implement the Maintenance Plan (I) (We) have presented in (My) (Our) proposal addressing all the elements identified in the Concession Contract Section 4 – Land and Facilities Used in the Operation, and Exhibit F: Maintenance Plan, without condition.

(I)(We) agree to implement the Operating Plan (I) (We) have presented in (My) (Our) proposal addressing all the elements identified in the Concession Contract Section 4 – Land and Facilities Used in the Operation, and Exhibit G: Operating Plan, without condition.

(I)(We) agree to develop and implement an effective Risk Management Program (health and safety program) according to the requirements of the Concession Contract and the information in Exhibit M for such programs.

(I)(We) agree to develop and implement an effective Environmental Management Program (EMP) according to the requirements of the Concession Contract in Section 3 and Exhibit O for such programs.

(I) (We) further agree to furnish an appropriate form of Subdivision or Site Improvement bond or other bonding or insurance as required by Reclamation in an amount reasonable for the circumstances and acceptable to Reclamation to ensure faithful performance of development, construction, remediation or any corrective actions undertaken relative to environmental compliance.

(I)(We) agree to develop a public liability and property insurance package that fulfills the identified minimum parameters as described in Section 7 of the Draft Concession Contract and Exhibit I: Insurance requirements.

(I)(We) agree to implement Reclamation Annual Financial Report forms and reporting requirements identified in the Concession Contract Section 8 – Accounting Records and Reports, and Exhibits J1 and J2: Financial Reporting Forms, without condition and without modification.

(I) (We) agree to implement an equal opportunity program and comply with the terms of the equal opportunity and American Disabilities Act (ADA) requirements identified in Exhibit A of the Concession Contract.

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### Part B

*The following introduction to PART B that address the Principal Factors and associated Criteria may appear somewhat repetitive. These Principal Factors and Criteria will be directly responded to by bidders and evaluated and scored by Reclamation. Reclamation believes it is singularly important for all bidders to thoroughly grasp the following issues discussed because of the significant impacts to final evaluation scoring. The actual presentation of a bid may be impacted by understanding the following.*

The rating panel for this Lake Berryessa concession opportunity may have representatives from multiple land management agencies with responsibilities for concessions management. The rating panel will discuss in detail all aspects of the various proposals and the responses to the several criterion and other requirements of the prospectus presented by bidders. They will reach a decision on all ratings and produce final recommendations. The rating panel will make use of 'Subject Matter Experts' (SME's) to assist the panel in particularly complex areas of the prospectus or to provide local area clarification or facts that may be necessary to fully analyze the proposals. Some likely SME involvement could include a Certified Public Accountant, individual(s) very knowledgeable about the current operations both public and private at Lake Berryessa, individual(s) with a strong management background in all aspects of concessions management, and prospectus development, and attorney(s) familiar with the challenges of public land administration and knowledge regarding issues similar to Concession Contracts.

### How Proposals Will be Evaluated

*Bidders must provide the following information for their proposals to (1) qualify for consideration and (2) be evaluated with respect to other qualifying competitive proposals submitted. A proposal will not qualify for further consideration if it receives a rating of nonresponsive or unsatisfactory for any one of the Principal Factors identified below. Please also review Section K of PART 3 of this prospectus in relation to the completion of this section.*

*Reclamation's evaluation panel when scoring the individual Principal Factors (PF) will consider the responses to the 'Criteria' and 'Sub-Criteria' under each PF but will not assign scoring to the individual Criteria or Sub-Criteria themselves. Panel members will determine an overall score for each individual PF after a thorough examination and consideration of the combined aspects of those sub units. This approach will allow panel members to give credit to bidders when a response in one Criterion or Sub-Criterion overlaps in fulfilling the requirements of an associated Criterion or Sub. Therefore, there will be a single score for each of the five (5) individual Principal Factors but no individual scoring for sub sections of those Principal Factors. The panel will consider the quality of the responses in determining a final PF score. The point totals shown after each of the following Principle Factors is a MAXIMUM amount that can be given for that PF and that maximum would only be assigned to a bid that is clearly superior and in excess of what would be considered as satisfactory and/or exceeding the basic standards expected for a particular PF. Being assigned a score of less than the maximum shown for any PF is not necessarily considered as an unsatisfactory bid. Being assigned a zero on any of the PF's would be considered as a disqualification for further consideration. Failure to provide the requested and required documentation as identified in the Principal Factors and all sub-parts of those Principal Factors may result in a score of zero being assigned to the relevant Principal Factor(s), resulting in disqualification from further consideration.*

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### Principal Factors

**There is the possibility for bidders to score as high as 55 ‘Value Points’ in this Part B.** Those points are outlined on the following pages under each of the 5 ‘Principal Factors’ and their associated ‘Criteria’. In the process of evaluating and scoring the following 5 ‘Principal Factors’ and the individual ‘Criteria’ it is possible in all instances for bidders to be awarded the maximum number of points indicated or any amount down to zero depending upon how well their proposal is judged in addressing the requested information.

### Principal Factor 1

The Responsiveness of the Proposal to the Objectives of Preserving and Protecting the Extended Environment and the Specific Resources of the Lake Berryessa Area

**(Total Evaluation Points for Principle Factor # 1 = 10 Pts.)**

***Note: When preparing the documentation to this Principal Factor re: the Environmental Program and the associated Criterion (Sub-criteria 1-16), bidders must present their responses in the exact order as presented below. Furthermore, responses need to be as complete as possible and the bidder should resist the inclination to refer rating panel members to search other parts of the proposal. If it is necessary to use the support of other proposal sections then identify them clearly by exact section and page number.***

#### **Criterion B1 - Description of the Environmental Management Program**

Reclamation is committed to the protection of the natural and cultural resources of the area. Submit with your offer a proposed detailed Environmental Management Program (EMP) addressing the elements identified below and any others you believe are appropriate. The EMP should demonstrate your understanding of environmental requirements and sensitivity as it applies to the hospitality industry in natural areas, the specific site location, and any potential or existing environmental issues. The EMP should be tailored for the specific needs of the area of operation and should not be a generic or standardized EMP. For example, your EMP might include specific Best Management Practices\* that you will apply in your operation (including the provision of visitor services, accessibility, construction, and maintenance) to further the protection, conservation, and preservation of the area and its resources. This EMP, upon approval by Reclamation, will become Exhibit O to the Concession Contract.

***\*An acceptable definition of Best Management Practices as it pertains to this Section - Policies and practices that apply the most current and advanced means and technologies available to the Concession Contractor to undertake***

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***and maintain a superior level of environmental performance reasonable in light of the circumstances of the operations conducted under this Concession Contract. Best Management Practices are expected to change from time to time as technology evolves.***

The EMP shall account for all activities with potential environmental impacts conducted by the Concession Contractor or to which the Concession Contractor contributes. The scope and complexity of the EMP may vary according to the type, size, and number of Concession Contractor activities (i.e. lodging, F&B, marina, retail, RV/Camping etc.) under this Concession Contract.

The EMP shall include, but not be limited to, the following elements:

1. Goals and Targets – The EMP shall provide environmental goals established by the Concession Contractor consistent with all EMP objectives as stated in the Concession Contract. The EMP shall also identify ‘specific targets’ (i.e., measurable results and schedules) to achieve these goals.
2. Responsibilities and Accountability - The EMP shall identify a key employee with the overall environmental responsibility for the proposed operation at Lake Berryessa, their qualifications, and identify where that person falls within the management hierarchy. The EMP will also identify environmental responsibilities for all levels of Concession Contractor employees and contractors.
3. Reporting - The EMP shall describe and implement a system for reporting environmental issues and actual or potential emergency situations.
4. Documentation Control and Information Management System - The EMP shall describe and implement document control and information management systems to maintain knowledge of applicable laws and practices. In addition, the EMP shall identify how the Concession Contractor will manage environmental information, including without limitation, plans, permits, certifications, reports, and correspondence.
5. Monitoring, Measurement, and Corrective Action – The EMP shall describe how the Concession Contractor will continually self-assess its performance under the EMP. The results of the self assessment will be annually submitted to Reclamation.
6. Training - The EMP shall describe the environmental training program and how it applies to all levels of employees and management. This training program should include identification of staff to be trained, training subjects, frequency of training, and how training will be documented.

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7. Hazardous materials and waste management - The EMP shall describe how you will reduce or eliminate the use of all hazardous materials in your operations.
8. Recycling of solid waste - The EMP shall describe plans that address solid waste control and disposal, including reduction of solid waste and all types of recycling.
9. Fuel storage and delivery systems - The EMP shall describe how you will meet all applicable designs, laws and industry standards regarding storage and delivery storage requirements regarding fuel systems.
10. Emergency response - The EMP shall describe emergency planning and response.
11. Use of environmentally preferable cleaning products- The EMP shall describe the extent of the use of environmentally preferable cleaning products and identify those products and introduce the practice of 'green procurement'.
12. Protection of night skies from light pollution - The EMP shall describe how your plan will eliminate and/or reduce light pollution. (Reclamation is requiring that all outdoor lights must be covered and not project light towards the sky.)
13. Reduction of noise and protection of natural quiet - The EMP shall describe how your plan will reduce noise and protection of natural quiet to enhance the visitor experience.
14. Landscaping plans - The EMP shall describe landscaping plans addressing native versus non-native species.
15. Water and energy conservation - The EMP shall describe the steps you will take to practice water and energy conservation in daily operations and in the design, construction, and rehabilitation of facilities and use of alternative energy devices.
16. Public awareness and education - The EMP shall describe practices into all operations that deal directly with the general public/customers that either directly or subliminally educates them on the need and value of an integrated environmental approach.

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Bidders may get some benefit from also reviewing Section 3 of the Draft Concession Contract (PART 6 of this prospectus) and PART 7.5 of this prospectus.

***Note to Bidders: PART 7.5 of the Prospectus Package provides Chapter 12 of Reclamations Concessions Management Guidelines titled “Environmental Protection and Pollution Prevention” can provide some assistance in the preparation of your response to this Principle Factor, but it should not be simply copied in part as your proposal. Reclamation expects to see that you have developed an individual sensible and pragmatic Environmental Program as your response to this requirement.***

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## Principal Factor 2

The Responsiveness of the Proposal to the Objectives of Providing Quality\* Visitor Services

(Total Evaluation Points for Principle Factor # 2 = 15 Pts.)

**QUALITY\*** – *It is important for all bidders to understand Reclamation’s intent and definition of the term ‘Quality’ as used in this Principal Factor. It does not mean expensive, lavish or significant amenities that otherwise become unattainable based upon price to average users. A Quality operation as identified here would fulfill or exceed the expectations of a customer’s anticipated level of experience and similarly enhance their visit to Lake Berryessa.*

*Note: All bidders must agree on Criteria B2 (a-c) that they are obligated to use and perform at the level indicated in the corresponding attachments to the Draft Contract (PART 6) for these three plans/programs (Maintenance, Operating and Risk Management Plans). At such time that the bidder becomes a successful bidder and Reclamation approves and accepts the bidder’s replacement plan for any or all of these plans, then that will become the specific plan in effect for the actual final contract. For this reason, it is important that bidders give serious thought to preparing their proposed plans as part of their bid.*

### Criterion B2 (a) Maintenance Plan

The bidder must accept the proposed Maintenance Plan (PART 6 Exhibit F) as a minimum condition. The Concession Contract requires the new Concession Contractor to maintain the facilities and assigned lands to the satisfaction of Reclamation and in accordance with the Maintenance Plan attached to the Concession Contract. If you could make changes to the Maintenance Plan that would improve services to the visitors with respect to maintenance, please describe any additions or changes that you would propose to make. You can respond affirmatively to Part A and still respond to this criterion.



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### **Criterion B2 (b) Operating Plan**

The bidder must accept the proposed Operating Plan (PART 6 Exhibit G) as a minimum condition. If you could make changes to the Operating Plan that would improve services to the visitors with respect to operations, please describe any additions or changes that you would propose to make. You can respond affirmatively to Part A and still respond to this criterion.

### **Criterion B2 (c) Risk Management Program**

Submit a Risk Management Program tailored to the area of operation that addresses the elements of an effective Risk Management Program (health and safety program), according to the requirements of the draft Concession Contract for such a program. In preparing the program, consider the relevance and functional aspects of each of the following:

- Management's (yours) policy statement, duties, employee responsibilities, and administration
- Accident Prevention
- Inspection and abatement
- Accident investigation and reporting
- Safety and health committee
- Training
- Emergency procedures

Note to Bidders: Review Section 3.O. of the Draft Concession Contract and Exhibit M to the Draft Concession Contract while developing your Risk Management (Safety) Program.

### **Criterion B2 (d) Required Services**

Describe your specific plans for providing each of the Required services identified in Section 2 of the Draft Contract.

Further detail on the facilities and services 'Required and Authorized' will be detailed in an amendment to be released approximately 30 days after the prospectus.

For bids that include Monticello Shores, please identify those services that you are designating as required. Remember that the more complete and well developed your plans are and the more thorough your knowledge on the subject appears the better your likely score. Bidders should plan on providing all Required Services according to the schedules for development. The actual time frame for build-out will vary depending upon each of the five locations as they have varying types and amounts of Required Services. The actual date for construction to be completed will be ultimately approved by Reclamation but bidders should display projected completion dates as a part of their submittal package. Earlier completion dates may receive a higher score in this Principal Factor.

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### **Criterion B2 (e) Authorized Services \*\***

Describe your specific plans to provide Authorized Services and identify those authorized services you commit to providing. These ‘Authorized’ Services are outlined in Section 2 of the draft Contract (Part 6 of this prospectus)

If you intend to provide any of the Authorized Services outlined in this prospectus those Authorized Services must be included in your financial pro-forma

### **Criterion B2 (f) Enhancing Customer/Visitor Experience**

How will you train your employees to establish a high level of professionalism in their individual responsibilities and in direct interaction with customers’ and area visitors? Outline how you will also prepare employees to become knowledgeable and genuinely committed, regardless of their assigned duties, to interpret and provide information to visitors about area resources and the purpose and significance of the area of operation, surrounding areas, and Reclamation? Will reservations be available online through Recreation.gov or a service similar? What marketing plan for public outreach will be engaged in to inform potential visitors of recreational opportunities?

### **Criterion B2 (g) Enhancing Access to Facilities**

In addition to required accommodations, identify specifically how you will enhance access to facilities, services, and programs for those members of the public who have disabilities that make it impossible or difficult to negotiate shorelines or standard marina gangways. Proposals may include a system that provides a complimentary ‘On Demand’ electric cart transport, a funicular tram, an approved ADA paths, outdoor recreation routes, and gangways, or a mixture of these and other appropriate approaches that address fluctuating lake levels. In preparing a proposal, it must be outlined in detail so bid reviewers can fully understand the proposal and the cost and financial impacts to the overall bid must be clearly outlined in the bidder financial pro forma package and described in the Planned Asset Acquisition or the Other Investments sections of the Investment Assumptions.

### Principal Factor 3

The experience and related background of the bidder, including the past performance and management expertise of the bidder relevant to providing the same or similar visitor services as those specified in this prospectus and the draft concession contract.

**(Total Evaluation Points for Principle Factor # 3 = 15 Pts.)**

Using the following format and instructions, clearly identify the business organization and all key individuals that will be involved in management of the proposed concession operation. Include any additional information that you feel necessary to make the relationships clear. Each of the following components should be addressed to present the information requested in this section.

***[Notes to the Bidder: No sub-concessionaires are permitted. The selected bidder will be entirely and exclusively responsible for providing all concession services and operating all concession facilities. Once the successful bidder has entered into a Concession Contract with Reclamation, a sale and transfer of the contract will not be permitted to another entity without Reclamation's approval.]***

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### Criterion B3 (a) Business Structure

Identify the legal structure of the bidder's organization. Indicate how long this business organization has been in existence or whether it will be organized specifically to operate the concession.

Enter the following information for your business organization:

1. Name: \_\_\_\_\_
2. Present address: \_\_\_\_\_  
\_\_\_\_\_
3. Contact person: \_\_\_\_\_
4. Present telephone number: \_\_\_\_\_
5. FAX number: \_\_\_\_\_
6. Website and Email address: \_\_\_\_\_
7. Form of Business Organization (Check One or explain)
  - Corporation \_\_\_\_\_
  - Partnership \_\_\_\_\_
  - Individual \_\_\_\_\_
  - Sole Proprietorship \_\_\_\_\_
  - Other (explain) \_\_\_\_\_  
\_\_\_\_\_
8. Ownership:

Table 5 - 1: Ownership Details

Names and Addresses of Owners (Corp: Show All Interest; Close Corp: Show All)	Number and Type of Shares or Percentage of Ownership	Total Current Value of Investment
Total of all owners		
Total shares outstanding		

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9. If a corporation, list the names, addresses, and titles of corporate officers and the names and affiliations of the members of the Board of Directors:

Table 5 - 2: Names and Addresses of Owners (show all)

Name	Address	Title

10. State of incorporation: \_\_\_\_\_
11. The following attachments must be provided as applicable for bidders and Concession Contractors who are corporations:
- Articles of Incorporation.
  - Bylaws.
  - Certificate from the State of incorporation indicating that the corporation is in “good standing.”
12. The following attachments must be provided as applicable for bidders and Concession Contractors who are partnerships:
- Partnership agreements or joint venture agreements.
13. If the entity that is to be the Concession Contractor is not formally in existence as of the time of submission of the Proposal, demonstrate that the individual(s) or organization(s) that intend(s) to establish the entity that will become the Concession Contractor has (have) the ability and is (are) legally obligated to create and participate in managing the entity. This can be done by providing a narrative explanation at this spot in the order of information provided by the bidder and by including appropriate attachments similar to those outlined for Corporations and Partnerships as applicable.
14. Have the bidder or the principals ever defaulted or been issued a notice of default or been terminated from a management or Concession Contract or been forbidden from contracting by a public agency or private company? If the answer is yes, provide full details of the circumstances.

YES ☐

NO ☐

15. Describe any filings for bankruptcy, fines, or penalties levied by Government agencies, including but not limited to any and all legal

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proceedings against the bidder (or its principals) that are related to the bidder's (or its principals) past performance in providing facilities and services similar to those described in the prospectus. Include the date of those occurrences and all related information.

16. The entity that will operate the concession services must provide a clear, complete, and understandable internal organizational chart. In addition, an external organizational chart must show the relationship between the entity that will operate the concession service and any superior organization(s), all subsidiaries or affiliates, and any parent organization with management, financial, or legal relationships to that entity. Show the lines of authority between individuals within all the business organization(s) in full. Within both organization charts, show the names of individuals, as well as titles. Include resumes for those individuals, indicating their relevant experience.

### **Criterion B3 (b) Management Capability**

Reclamation is seeking a business organization(s) that has experience in managing the types of services outlined Section 2 of the Draft Concession Contract (PART 6 of this prospectus. Describe the ownership, management, legal, and financial relationship and structure of the business organization(s) that would provide the concession services. Clearly identify any related subsidiaries, affiliates, parent, or superior business organizations that will have a substantial role in managing, directing, operating, or otherwise carrying out the services to be provided. If the business organization is to be created, describe any performance guarantees that will be provided.

Demonstrate the bidder's competence to manage and operate the specific types of business activities proposed. Respond to the following:

1. Identify and describe specific examples of previous and current business operations conducted by the bidder that demonstrate any current or previous relevant experience.
  - a. Which key individuals proposed for active management in this concession operation are or have been involved in those previous or current operations? Indicate dates that subject individuals have served in the identified capacity and their job titles.
  - b. Include the names and telephone numbers of references able to testify to your organizations and its key individual's performance in those previous or current operations.
  - c. Describe involvement in any Federal or other Public Agency concession operation and provide the name, address and phone number of an agency person that would be aware of your organizations' performance.

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2. Identify all individuals who will provide key management or other functions in the concession operations. Provide detailed resumes for each.
  - a. Identify the specific role the individual is to play and describe that person's qualifications to play that role.
  - b. Include the names and telephone numbers of references able to testify to the performance of the key individuals in those previous or current operations.
  - c. When discussing individuals work experience, be specific about:
    - Size of operation.
    - Dates of engagement.
    - Location of operation.
    - Specific duties.
    - Number of people supervised.
  - d. Describe the individuals:
    - Training.
    - Education.
    - Qualifications, courses, designations, ratings, and licenses obtained.
3. Provide an organizational chart for on-site employees indicating the lines of authority between departments or functional areas and managers.
  - a. Include all key managerial and on-site managerial positions (planning, legal, finance, administration, operations, maintenance, etc.). Provide names and resumes of individuals, as described above. If the specific responsible individuals have not yet been identified, identify positions and duties to be performed.
  - b. Describe the decision making authority to be delegated to the on-site manager(s) and those that are retained in a central headquarters (if any). Who will be the local management decision maker? With whom will Reclamation deal regarding day-to-day operations and issues? Provide a brief description of your local management's ability to make final decisions in working on day to day issues with Reclamation staff.
4. Describe key aspects of your management structure and system.
  - a. Indicate the number of employees in each department and provide summary descriptions of basic functions where the basic functions are not obvious by title. In addition, provide a description of any training programs to be used to ensure core competency and provide opportunities for advancement of employees.
  - b. Provide proposed wage levels and estimated hours per week for each position or group of positions.
  - c. What standards or procedures will you apply to the pre-screening, training, termination, and hiring of personnel? (Describe

## Lake Berryessa Concession Prospectus

- application procedures, drug testing, law enforcement clearances, reference checks, interview requirements, etc.)
- d. Describe how you intend to initiate and maintain a drug-free environment and eliminate substance abuse in your work force. What will you do to identify individuals who abuse drugs or alcohol? How will you initiate a drug abuse and alcohol abuse educational program? What type of referral- for-treatment program will you provide? What types of commitment do you or will you propose to help those who need assistance?
  - e. How will you achieve a constant standard level of knowledge among the staff about the area (for example, Lake Berryessa) and its rules, regulations, and special programs?
  - f. If the concession, or parts of it, will be making a significant phase-up in operations after a period of closure or near closure, such as winter shutdown, describe the training program that will prepare the staff for reopening the business.

### **Criterion B3 (c) Development Capability**

Reclamation is seeking a business organization(s) that has experience in constructing the types of services outlined Section 2 of the Draft Concession Contract (PART 6 of this prospectus). Describe the ownership, management, legal, and financial relationship and structure of the business organization(s) that would construct the concession services. Clearly identify any related subsidiaries, affiliates, parent, or superior business organizations that will have a substantial role in constructing the services or facilities to be provided. If the business organization is to be created, describe any performance guarantees that will be provided.

Demonstrate the bidder's competence to develop and construct the specific types of business activities proposed. Respond to the following:

1. Identify and describe specific examples of previous and current facilities and services developed and constructed by the bidder that demonstrate any current or previous relevant experience.
  - a. Which key individuals proposed for active management in this development and construction of a concession operation are or have been involved in those previous or current construction operations? Indicate dates that subject individuals have served in the identified capacity and their job titles.
  - b. Include the names and telephone numbers of references able to testify to your organizations and its key individual's performance in those previous or current construction activities.
  - c. Describe involvement in development and construction of any Federal or other Public Agency concession services and facilities and provide the name, address and phone number of an agency person that would be aware of your organizations' performance.



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2. Identify all individuals who will provide key management or other functions in the development and construction of concession services and facilities. Provide detailed resumes for each.
  - a. Identify the specific role the individual is to play and describe that person's qualifications to play that role.
  - b. Include the names and telephone numbers of references able to testify to the performance of the key individuals in those previous or current development and construction process.
  - c. When discussing individuals work experience, be specific about:
    - Size of operation.
    - Dates of engagement.
    - Location of operation.
    - Specific duties.
    - Number of people supervised.
  - d. Describe the individuals:
    - Training.
    - Education.
    - Qualifications, courses, designations, ratings, and licenses obtained.

### Principle Factor 4

The Bidders's understanding of the Financial Needs of the Business and the Financial Capability to Meet the Necessary Financial Obligations

**(Total Evaluation Points for Principle Factor # 4 = 10 Pts.)**

*The purpose of Principal Factor 4 is to establish certain information through responses to a series of questions that may be confirmed through reference checks, thus establishing compelling evidence of credibility and financial capability of the bidder. Financial commitments are often presented as being much firmer than they actually are; therefore, the reference check is very important. Collateral offered may actually be committed to other obligations and not truly available. Moreover, personal net worth offered to back the proposed venture is often neither as great nor as liquid as claimed, or it may be in the possession of people who are not as committed to the venture as asserted in the proposal. Reference checks are the only way to verify such information.*

*Note: In the event the bidder is not the legal entity who is to be the Concession Contractor, provide the information described below with respect to both the bidder, including all partners in a joint venture, and the proposed Concession Contractor. Also describe the bidder's financial relationship to the proposed Concession Contractor.*

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*[Note: When preparing the documentation to this Principal Factor re: the Financial Parameters of operating a concession at Lake Berryessa and the associated 4 Criterion (Sub-criterion a-d), bidders must present their responses in the exact order as presented below. Furthermore, responses need to be as complete as possible and the bidder should resist the inclination to refer rating panel members to search other parts of the proposal. If it is necessary to use the support of other proposal sections then identify them clearly by exact section and page number.]*

### **Criterion B4 (a): Financial Health and History of Meeting Financial Obligations**

Demonstrate that you are financially sound and have a history of meeting your financial obligations by providing the following:

1. The completed Business Credit Information form provided at the end of this Section (Principal Factor 4 - Attachment No. 1).
2. Audited financial statements for the five most recent fiscal years including tax returns, with all notes to the financial statements. Financial statements should be provided for the bidder AND all parent companies. Personal financial statements and tax returns must be provided for any owners of a sole proprietorship or general partners within a partnership.
3. A current credit report (within the last six months) from a major credit reporting company such as Equifax, Experian or Dunn & Bradstreet.

### **Criterion B4 (b): Understanding of Financial Obligations and Operations Needs**

Demonstrate your understanding of the financial obligations of the specific and unique business operations that you are proposing in this response for Lake Berryessa by providing the following:

Provide your estimate of the acquisition and start-up costs of your proposed business using the Acquisition and Start-Up Cost form included at the end of this section (Principal Factor 4 – Attachment No. 2). 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 fully understand how the estimates were determined.

Provide audited financial statements for the five most recent fiscal years with all notes to the financial statements for other concession contracts with any federal, state, or local government that the bidder has operated under.

### **Criterion B4 (c): Funding and Sources of Funds**

Demonstrate your ability to obtain the required funds by providing the following:

## Lake Berryessa Concession Prospectus

Identify the source(s) of the funds previously presented in your response to Criterion B4 (b). Provide compelling documentation of your ability to obtain the funds from these sources. Explain fully the financial arrangements you propose:

1. Explain and document each source and availability of all funds with your current audited financial statements, financing agreements, letters of commitment, or similar supporting documents.
2. Provide documentation of your ability to secure the necessary subdivision bonds, including letters from bonding agents identifying their willingness to bond your development at specified terms.
3. If funds are to be obtained from lending institutions (banks, savings and loans, etc.), include a letter that has been sent by you to any specific lender (containing all appropriate bank contact information) permitting the lender to release any information to Reclamation concerning the financing arrangements of this opportunity and your specific proposal. Include the contact name of the institution official who Reclamation may contact in the letter or identify that person and his/her phone number when responding to this criterion.
4. If funds are to be obtained from an individual or a corporation whose primary fund source is an individual, provide the following as appropriate:
  - Current personal financial statement for the primary source of funds.
  - Documentation of any assets to be sold.
  - Written funding commitment from the individual or corporation.
  - Any other assurances or documentation that makes a compelling demonstration that the funds are available.

### **Criterion B4 (d): Financial Viability of the Proposal**

Using the MS EXCEL forms provided in the package entitled 'PROPOSAL PACKAGE FINANCIAL FORMS' located at the end of this section (PART 5b- Principal Factor 4 –Attachment No. 2), follow the six guidelines/instructions below and provide projected estimates of the revenues and expenses of your proposed concession business in the form of annual prospective: (1) Income Statement, (2) Operating Assumptions (3) Cash Flow statements, and (3) Operating Assumptions; for the entire term of the contract proposed by you. The term may not exceed thirty years. Reclamation has provided forms that request the information in the format that Reclamation desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. Reclamation does NOT request that the prospective financial statements be reviewed in accordance with GAAS. In situations where the information requested departs from GAAS, Reclamation requests that the information be provided in the format requested and NOT in conformance with GAAS.

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Additional guidelines/instructions regarding the MS EXCEL forms:

1. Specify and incorporate the annual inflation rate and estimates of real growth you anticipate.
2. You may expand on the information requested on the form but do not change the order of items. If you wish to provide additional information, do so by adding on to the sections provided or in additional spreadsheets, outside of the ones provided. If you wish, an Excel Spreadsheet can be established to provide your information in the order displayed here. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. If there are areas on the form where you have no information to enter, just signify by placing an 'NA' for 'Not Applicable' in that spot. Identify the fiscal year beginning and end dates (month and day) that the bidder proposes to operate within.
3. Fully explain the method of preparing the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to allow a reviewer to determine the basis for the estimates and make a determination of whether or not the projections are realistic.
4. In particular, if you intend to assess a Management Fee, or other form of corporate overhead and profit, you must **clearly** describe what this fee is comprised of (Officers' salaries, human resources, accounting, marketing, profit, etc.)
5. Complete all of the forms provided and submit both hard copy and Excel Spreadsheet files. Failure to provide all of the information requested on these forms may result in a reduced score. Use the outline included in the Operating Assumptions – Prospective Income Statement form. Revenue estimates should be provided by department, and should calculate directly from the bases presented. The financial basis of any projections that show significantly increased revenues and/or decreased expenses from the projections provided in the prospectus must be fully explained.
6. Only projected receipts and expenses related to the services "required and authorized" by the Contract are to be included in your prospective statement. Your response must also identify who prepared the estimates and their qualifications to do so.

### Special Notes to This Section

1. Reclamation realizes that all business proposals may not neatly fit in the categories provided in the forms at the end of this section. Bidders may establish or build-in additional areas within the forms to enter information

## **Lake Berryessa Concession Prospectus**

that they believe necessary for Reclamation to fully understand their unique business proposal for Lake Berryessa; however, bidders should use the basic format provided and at a minimum provide all of the type of information requested in this section of the prospectus.

2. As a part of the review and rating of all proposals, Reclamation intends to have a financial ‘Subject Matter Expert,’ with specific knowledge in the types of businesses being considered for Lake Berryessa, as a part of the rating panel to specifically analyze all of the above discussed information and business pro-forma’s as it applies generally within the Recreation Hospitality Industry and specifically to the individual bidder’s proposal for Lake Berryessa. Financial proposals that are determined to demonstrate returns and general financial health that are not well-supported and/or that present projected returns in excess of reasonable business expectations will not be rated as high as those that provide well documented and supportable business levels based upon the bidder’s unique proposal.

Please provide all the information requested in the order presented.

## Principal Factor 4 – Attachment No. 1

### Business Credit Information

1. Has bidder 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 Foreclosures, Bankruptcies, and Transfers in Lieu of Foreclosure and/or Work-Out/Loan Modification Transactions during the past 10 years. (If none, so indicate)

Table 5 - 3: Property Details – Foreclosures, Bankruptcies, Transfers

Name of Property	City State	Property Type	Approximate Loan Amount	Lender	Year of Event

Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.

1. Describe any fines or penalties levied by government agencies during the past 10 years (if none, so indicate) in regard to business operations under the management of principles of this prospectus proposal.
2. Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the bidder.

## **Lake Berryessa Concession Prospectus**

### **Principal Factor 5**

#### **Financial Benefit to the Government**

**(Total Evaluation Points for Principle Factor # 5 = 5Pts.)**

**Criterion B5 Franchise Fee** – Bidders are expected to propose a franchise fee level as a part of their bid. Not only do bidders need to propose a franchise fee, but they also need to provide a well-developed and defensible discussion on how and why they arrived at their position. Reclamation will only consider a franchise fee minimum of one percent (1.0%). Bidders that wish to commit to a franchise fee in excess of the minimum amount may do so and could receive additional credit so long as they adequately demonstrate that a higher franchise fee did not make their overall bid financially unfeasible.

Franchise fees due the Government are secondary in importance to the appropriate development of facilities, provision of services to the public, and a reasonable opportunity for a Concession Contractor to realize a profit. Reclamation recognizes there will be demands on a new Concession Contractor at Lake Berryessa (Putah Canyon, Monticello Shores, Berryessa Point, Spanish Flat, and Steele Canyon) to provide funding for various improvements that will be proposed by any successful bidder. Everything being equal between two bids, a higher franchise fee will be considered a better bid than a lower fee. Reclamation will very closely review franchise fee proposals in conjunction with the overall financial pro-forma's submitted in response to this prospectus. Proposals that are judged to be unsupportable or economically infeasible may be found nonresponsive in total or at the least be rated much lower than proposals judged to be economically reasonable. It should be apparent that this Principal Factor is closely tied to the preceding Principal Factor 4 and will be evaluated and based, in part, on the overall financial picture and the services and facilities proposed.

The response to this prospectus may also specify an opportunity for the bidder to propose a tiered franchise fee. That is, the fee might be at a lower level for revenues up to a certain amount, then at an increased level for revenues over a certain amount. This would allow Concession Contractors to minimize their risk while also allowing Reclamation to benefit from higher concession revenues.

State the amount of franchise fee you propose. Such fee must at least equal the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts, i.e. \_X.X percent of annual gross receipts.



## **Principal Factor 4 – Attachment No. 2**

The forms included in this document are an illustration of the forms that will need to be completed and submitted as part of the bid. They are included here for illustrative purposes only and are not intended for use. Excel versions of these forms are available at the posting of this prospectus on [www.FBO.gov](http://www.FBO.gov).

## **Lake Berryessa Concession Prospectus**

## **Part 5 – Principal Factor 4**

### **Attachment No. 2: Berryessa Point Financial Forms**

# Lake Berryessa Concession Prospectus

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# Lake Berryessa Concession Prospectus

## Investments Forms

Grey Cells Are Input Cells

Name of Offeror

Location of Operation

---

**Assets**

**Existing Assets**  
Assets necessary to the operation of the Concession, already owned by the Offeror, that will be allocated to the operation of the Lake Berryessa Contract.

Real Property (not within the Recreation Area)	\$	<input type="text"/>
Personal Property	\$	<input type="text"/>
Inventory and Supplies	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
Subtotal		<input type="text" value="0"/>

**Planned Asset Acquisition/Construction**  
Assets necessary to Operate the Concession, that will be acquired or constructed by the Offeror if awarded the Lake Berryessa Contract.

Campground Construction Costs	\$	<input type="text"/>
Marina Construction Costs	\$	<input type="text"/>
Real Property Construction Costs	\$	<input type="text"/>
Real Property (not within the Recreation Area)	\$	<input type="text"/>
Personal Property Acquisition	\$	<input type="text"/>
Inventory and Supplies	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
Subtotal		<input type="text" value="0"/>
Total		<input type="text" value="0"/>

---

**Other**

Start-Up Expenses	\$	<input type="text"/>
Working Capital	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
Total		<input type="text" value="0"/>

Total Initial Investments and Start-up Expenses

Figure 1: Initial Investments and Start-Up Expenses Form

### Notes

1. Formulas included in this form are provided by the BOR as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Investments Assumptions" worksheet.
3. All Offerors must include their estimate of the value of all property intended, whether planned for acquisition or currently owned, for use in the Contract.
4. The items indicated above are the estimated planned expenditures for initial investment, defined as one-time costs in either the year prior to or the first year after the start of the Contract.

## **Lake Berryessa Concession Prospectus**

5. Expenditures entered in this form should be in addition to that of typical annual capital investments and operating expenses of the first year of the Contract.
6. Expenditures entered into this form should not be included in the proforma income statement.
7. Expenditures entered in this form should be included in the cash flow proforma as capital expenditures in either the year prior to or the first year after the start of the Contract.

### **Definitions**

- **Start-up Expenses**  
One-time expenses incurred prior to the beginning of the Contract, or during the first year of the Contract, if needed, to implement your proposal.
- **Working Capital**  
Additional funds for working capital current assets such as pre-paid expenses, contingencies, and other necessary cash flow requirements. This should not be confused with Net Working Capital (current assets-current liabilities).

## Investments Assumptions

Grey Cells Are Input Cells	
Name of Offeror	0
Location of Operation	Berryessa Point
<b>Assets</b>	
<b>Existing Assets</b>	
Assets necessary to the operation of the Concession, <u>already owned by the Offeror</u> , that will be allocated to the operation of the Lake Berryessa Contract.	
Real Property (not within the Recreation Area)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Other (describe)	Describe

Figure 2: Initial Investments and Start – Up Expenses Assumptions

# Lake Berryessa Concession Prospectus

Grey Cells Are Input Cells	
Name of Offeror	<input type="text" value="0"/>
Location of Operation	<input type="text" value="Berryessa Point"/>
<b>Planned Asset Acquisition</b>	
Assets necessary to Operate the Concession, that <u>will be acquired</u> by the Offeror if awarded the Lake Berryessa Contract.	
Campground Construction Costs	Describe
Marina Construction Costs	Describe
Real Property Construction Costs	Describe
Real Property (not within the Recreation Area)	Describe
Personal Property Acquisition Costs	Describe
Inventory and Supplies	Describe
Other (describe)	Describe
<b>Other</b>	
Start-Up Expenses	Describe
Working Capital	Describe
Other (describe)	Describe

Figure 3: Initial Investments and Start – Up Expenses Assumptions (Continued)

## Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined. If necessary, please attach additional spreadsheets or other information to fully explain your plans and assumptions for construction and acquisition costs.



# Lake Berryessa Concession Prospectus

## Income Statement Form

Step 1: Enter Input Cells

Name of Offeror:

Location of Operation:

**Prospective Income Statement**

The BOR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Revenue</b>												
Campground												
RV Sites (Authorized)												
Marina Mooring, Slip Rentals, Dry Storage (Authorized)												
Fuel Sales (Authorized)												
Day Use Rentals (Authorized)												
Retail (Authorized)												
Restaurant (Authorized)												
Authorized Other Services (Specify)												
Authorized Other Services (Specify)												
<b>Total Gross Revenue</b>		0	0	0	0	0	0	0	0	0	0	0
<b>Cost of Sales</b>												
Restaurant COGS												
Recreation Supply Store												
Marina Fuel												
Authorized Other Services (Specify)												
Authorized Other Services (Specify)												
<b>Total Cost of Sales</b>		0	0	0	0	0	0	0	0	0	0	0
<b>Gross Profit</b>		0	0	0	0	0	0	0	0	0	0	0
<b>Direct Expenses</b>												
<b>Campground (to include RV Sites, Camper Cabins)</b>												
Labor												
Other Departmental Expenses												
<b>Total Campground Expenses</b>			0	0	0	0	0	0	0	0	0	0
<b>Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Supply Store, Boat Repair, Fuel Sales, and Boat Rentals)</b>												
Labor												
Other Departmental Expenses												
<b>Total Marina Expenses</b>			0	0	0	0	0	0	0	0	0	0
<b>Day Use Rentals</b>												
Labor												
Other Departmental Expenses												
<b>Total Day Use Rental Expenses</b>			0	0	0	0	0	0	0	0	0	0
<b>Retail</b>												
Labor												
Other Departmental Expenses												
<b>Total Restaurant Expenses</b>			0	0	0	0	0	0	0	0	0	0
<b>Restaurant</b>												
Labor												
Other Departmental Expenses												
<b>Total Restaurant Expenses</b>			0	0	0	0	0	0	0	0	0	0
<b>Authorized Other Services (Specify)</b>												
Labor												
Other Departmental Expenses												
<b>Total Authorized Services Expenses</b>			0	0	0	0	0	0	0	0	0	0
<b>Authorized Other Services (Specify)</b>												
Labor												

Figure 4: Income Statement Form – Year 2015 through 2026

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Prospective Income Statement												
The BOR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.												
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Other Departmental Expenses												
<b>Total Other (Specify) Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Direct</b>												
Utilities												
Repair and Maintenance Expense												
<i>This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.</i>												
Operating Supplies												
Vehicle Expense												
Other Direct												
<b>Total Other Direct</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Undistributed Expenses</b>												
Wages Salaries												
Office Supplies												
Telephone												
Management / Overhead												
Advertising												
Other Admin												
Other Undistributed												
<b>Total Undistributed Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Fixed Expenses</b>												
Insurance												
Property Taxes												
Property Rental												
RAPI (Reserve Account for Facilities Improvement)												
<i>This expense references your annual estimated costs associated with replacing major building components (items with a useful life of longer than 7 years).</i>												
Reserve for Personal Property Replacement												
Other (Specify)												
<b>Total Fixed Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>EBITDA Before FF</b>	0	0	0	0	0	0	0	0	0	0	0	0
Franchise Fee												
<b>EBITDA</b>	0	0	0	0	0	0	0	0	0	0	0	0
Interest Expense												
Depreciation												
Amortization												
<b>Net Profit Before Taxes</b>	0	0	0	0	0	0	0	0	0	0	0	0
Income Tax												
<b>Net Income</b>	0	0	0	0	0	0	0	0	0	0	0	0

Figure 5: Income Statement Form – Year 2015 through 2026 (Continued)

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Name of Offeree																														
Location of Operation																														
<b>Prospective Income Statement</b> <small>The BCR anticipates that there will be no revenue generated by the operation until 2016, but the offeree may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.</small>																														
	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045											
<b>Revenue</b>																														
Campground																														
RV Sites (Authorized)																														
Marina, Mooring, Slip Rental, Dry Storage (Authorized)																														
Fuel Sales (Authorized)																														
Day Use Rentals (Authorized)																														
Retail (Authorized)																														
Restaurant (Authorized)																														
Authorized Other Services (Specify)																														
Authorized Other Services (Specify)																														
<b>Total Gross Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Cost of Sales</b>																														
Restaurant COGS																														
Recreation Supply Store																														
Marina Fuel																														
Authorized Other Services (Specify)																														
Authorized Other Services (Specify)																														
<b>Total Cost of Sales</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Gross Profit</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Direct Expenses</b>																														
<b>Campground (to include RV Sites, Camper Cabins)</b>																														
Labor																														
Other Departmental Expenses																														
<b>Total Campground Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Marina (to include Mooring, Slip Rental, Dry Storage, Recreation)</b>																														
Labor																														
Other Departmental Expenses																														
<b>Total Marina Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Day Use Rentals</b>																														
Labor																														
Other Departmental Expenses																														
<b>Total Day Use Rental Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Retail</b>																														
Labor																														
Other Departmental Expenses																														
<b>Total Restaurant Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Restaurant</b>																														
Labor																														
Other Departmental Expenses																														
<b>Total Restaurant Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Authorized Other Services (Specify)</b>																														
Labor																														
Other Departmental Expenses																														
<b>Total Authorized Services Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
<b>Authorized Other Services (Specify)</b>																														
Labor																														

Figure 6: Income Statement Form – Year 2027 through 2045 (Continued)

# Lake Berryessa Concession Prospectus

Prospective Income Statement		2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040 2041 2042 2043 2044 2045																		
Other Documented Expenses																				
Total Other (Specify) Expenses		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
Other Direct																				
Rental and Maintenance Expense																				
Operating Supplies																				
Vehicle Expense																				
Other Direct																				
Total Other Direct		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
Total Direct Expenses		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
Undistributed Expenses																				
A/G Expenses																				
Office Expenses																				
Telephone																				
Management / Overhead																				
Advertising																				
Other Admin																				
Other Undistributed																				
Total Undistributed Expenses		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
Fixed Expenses																				
Insurance																				
Property Taxes																				
Property Rental																				
Depreciation/Amortization (for Facilities Improvements)																				
This expense references your annual scheduled costs associated with replacing major building components items with a useful life of over 7 years																				
Reserve for Personal Property Replacement																				
Other (Specify)																				
Total Fixed Expenses		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
Total Operating Expenses		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
EBITDA Before FF		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
Franchise Fee																				
EBITDA		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
Interest Expense																				
Depreciation																				
Amortization																				
Net Profit Before Taxes		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		
Income Tax																				
Net Income		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																		

Figure 7: Income Statement Form – Year 2027 through 2045 (Continued)

## Notes

1. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Income Statement Assumptions" worksheet.
3. Only projected receipts and expenses related to the services “required” by the contract and those you choose to operate under “authorized” services are to be itemized and included in your prospective statements. Please clearly identify, by service type, all revenues associated with authorized services.

## Definitions

**EBITDA FF** – Earnings before Interest, Taxes, Depreciation, Amortization, and Franchise Fee.

**Franchise Fees** – A percentage of gross receipts due to the Bureau of Reclamation

## Income Statement Assumptions

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Berryessa Point
<b>Revenue</b>	
See Operating Assumptions Tab	
<b>Cost of Sales</b>	
All Applicable Departments	Describe
<b>Direct Expenses</b>	
Labor	Describe
Utilities	Describe
Repair and Maintenance Expense	Describe
<i>This expense references your annual estimated costs associated with replacing building components with useful lives of</i>	
Operating Supplies	Describe
Vehicle Expense	Describe
Other Direct	Describe

Figure 8: Income Statement Assumptions

## Lake Berryessa Concession Prospectus

Grey Cells Are Input Cells

Name of Offeror	
Location of Operation	Berryessa Point
<b>Undistributed Expenses</b>	
Other Salaries	Describe
Office Supplies	Describe
Telephone	Describe
Management Fee / Overhead	Describe
Advertising	Describe
Other Admin	Describe
Other Undistributed	Describe
Other	Describe

Figure 9: Income Statement Assumptions (Continued)

## Lake Berryessa Concession Prospectus

Grey Cells Are Input Cells	
Name of Offeror <span style="background-color: #f2f2f2; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></span>	
Location of Operation	Berryessa Point
<b>Fixed Expenses</b>	
Insurance	Describe
Property Taxes	Describe
Property Rental	Describe
RAFI	Describe
<i>This expense references your annual estimated costs associated with replacing major building components (items with a useful life of longer than 7 years).</i>	
Reserve for Personal Property Replacement	Describe
<i>Describe your assumptions related to personal property replacement over the term of the contract (including rental boats)</i>	
Other	Describe

Figure 10: Income Statement Assumptions (Continued)

## Lake Berryessa Concession Prospectus

### Notes

1. In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
2. If you are going to offer authorized services, please clearly identify which service(s) you will offer and use additional separate rows for each authorized service department. Labor costs should be supported by a footnote identifying Full Time Equivalents (FTE) occupied for each operating department identified.
3. Clearly describe the composition of each item classified under Undistributed and Fixed Expenses. If the expense item is allocated from or shared with a parent or related entity, please describe the allocation method. In particular, if you intend to assess a Management Fee, or other form of corporate overhead and profit, you must clearly describe what this fee is comprised of (Officer salaries, human resources, accounting, marketing, profit, etc.).

### Expense Assumption Description Example

*\*\*\*The following example does not reflect the above opportunity and is provided for the purpose of clarification only.\*\*\**

Direct expenses are expected to surpass historical direct expenses, as fuel and insurance prices increase. Studies by the Department of Commerce indicate that fuel prices will to rise at a rate of 10% annually over the next ten years, as opposed to the historical ten year rate of 4% annually. Additionally, insurance costs, according to a nationwide insurance broker survey, are expected to rise at 15% annually for the next 10 years, as opposed to the 10 year historical rate of 2% annually. Accordingly, direct expenses associated with the operation are forecast to increase from an annual average of 10% of Gross Revenue to an annual average of 20% of Gross Revenues over the life of the Contract.



# Lake Berryessa Concession Prospectus

## Operating Assumptions

Grey Cells Are Input Cells		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Name of Offerer																	
Location of Operation		Berryessa Point															
Revenue Inflation																	
Expense Inflation																	
<b>Tent Sites (Required)</b>																	
Number of Sites																	
Days Open																	
Available Sites																	
Occupancy %																	
Occupied Site Nights																	
Average Monthly Rate																	
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Recreation Vehicle Campsites (Authorized)</b>																	
Number of Available Sites (type of site)																	
Days Open																	
Available Site Nights																	
Occupancy %																	
Occupied Site Nights																	
Average Daily Rate																	
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Marina Slip Rental (Authorized)</b>																	
Number of Slips																	
Months Open																	
Available Slip Months																	
Occupancy %																	
Occupied Slip Months																	
Average Monthly Rate																	
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Figure 11: Operating Assumptions – Year 2016 through 2031

# Lake Berryessa Concession Prospectus

Grey Cells Are Input Cells

Name of Offeror: \_\_\_\_\_

Location of Operation: Berryessa Point

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Marina Fuel Sales (Authorized)</b>																
Gallons of Gas Sold																
Price per Gallon																
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Group Use Shelter (Authorized)</b>																
Number of Group Shelter Rentals																
Price per Rental																
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Retail - Recreation Supply Store (Authorized)</b>																
Total Transactions																
Average Revenue Per Transaction																
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Restaurant (Authorized)</b>																
Number of Covers																
Price per Cover																
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other (describe)</b>																
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other (describe)</b>																
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other (describe)</b>																
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Figure 12: Operating Assumptions – Year 2016 through 2031

# Lake Berryessa Concession Prospectus

Name of Offeror														
Location of Operation														
	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Revenue Inflation														
Expense Inflation														
Additional Description														
<b>Tent Sites (Required)</b>														
Number of Sites														
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additional Description														
<b>Recreation Vehicle Campsites (Authorized)</b>														
Number of Available Sites (type of site)														
Day Open														
Available Site Nights														
Occupancy %														
Occupied Site Nights														
Average Daily Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additional Description														
<b>Marina Slip Rental (Authorized)</b>														
Number of Slips														
Months Open														
Available Slip Months														
Occupancy %														
Occupied Slip Months														
Average Monthly Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Figure 13: Operating Assumptions – Year 2032 through 2045 (Continued)

## Lake Berryessa Concession Prospectus

Name of Offeror																
Location of Operation																
		2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
<b>Marina Fuel Sales (Authorized)</b>																Additional Description
Gallons of Gas Sold																
Price per Gallon																
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Group Use Shelter (Authorized)</b>																Additional Description
Number of Group Shelter Rentals																
Price per Rental																
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Retail - Recreation Supply Store (Authorized)</b>																Additional Description
Total Transactions																
Average Revenue Per Transaction																
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Restaurant (Authorized)</b>																Additional Description
Number of Covers																
Price per Cover																
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>																Additional Description
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>																Additional Description
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>																Additional Description
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Figure 14: Operating Assumptions – Year 2032 through 2045 (Continued)

### Note

1. Please note that revenue projections must be based on rates determined by the approval methods set forth by the Bureau of Reclamation
2. The information on this form should fully explain and document your Gross Revenue build-up. State annual inflation rate assumptions, rate increase assumptions, utilization assumptions and any estimates of real growth you anticipate. If you have any additional descriptions of your assumptions, please use the "Additional Description" boxes to the right of each revenue department.
3. If you are going to offer authorized services, please clearly identify which service(s) you will offer and use additional rows to describe your revenue buildup for each authorized service.

### Examples

#### Revenue Assumption Description Example

**\*\*\*The following example does not reflect the above opportunity and is provided for the purpose of clarification only.\*\*\***

Revenue inflation is expected increase at the same rate as the Consumer Price Index which is predicted to grow at a rate of 2.7% annually, based upon historical growth as reported by the Bureau of Labor Statistics. No real growth is expected to occur, keeping in line with historical revenues at the concession. Therefore, overall revenue growth is forecast to occur at an average annual rate of 2.7% over the life of the Contract.

## Cash Flow Statement Form

Gray Cells Are Input Cells:

Name of Offeror: 0

Location of Operation: Berryessa Point

Prospective Cash Flow Statement

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Operating Activities</b>															
Net Income															
Depreciation															
Amortization															
Change in working capital															
Other (describe)															
<b>Net Cash Provided (Used) by Operating Activities</b>															
<b>Financing Activities</b>															
Dividend															
Sale/Repurchase of Stock															
Borrowings/ Repayment of Debt															
Other (describe)															
<b>Net Cash Provided (Used) by Financing Activities</b>															
<b>Investment Activities</b>															
Construction Costs															
Real Property Acquisition (not within the Recreation Area)															
Personal Property Acquisition															
Inventory and Supplies															
Start-Up Expenses															
Working Capital															
Other (describe)															
Other (describe)															
Other (describe)															
<b>Net Cash Provided (Used) by Investing Activities</b>															
<b>Total Cash Flow</b>															

Figure 15: Cash Flow Statement Form – Year 2016 through 2030

# Lake Berryessa Concession Prospectus

Prospective Cash Flow Statement																
Name of Offeror																
Location of Operation																
	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
<b>Operating Activities</b>																
Net Income																
Depreciation																
Amortization																
Change in working capital																
Other (describe)																
<b>Net Cash Provided (Used) by Operating Activities</b>																
<b>Financing Activities</b>																
Dividend																
Sale/Repurchase of Stock																
Borrowings/ Repayment of Debt																
Other (describe)																
<b>Net Cash Provided (Used) by Financing Activities</b>																
<b>Investment Activities</b>																
Construction Costs																
Real Property Acquisition (not within the Recreation Area)																
Personal Property Acquisition																
Inventory and Supplies																
Start-Up Expenses																
Working Capital																
Other (describe)																
Other (describe)																
Other (describe)																
<b>Net Cash Provided (Used) by Investing Activities</b>																
<b>Total Cash Flow</b>																

Figure 16: Cash Flow Statement Form – Year 2031 through 2046

## Notes

1. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Cash Flow Statement Assumptions" worksheet.
3. Estimates for capital expenditures in the Cash Flow Statements made prior to or during the first year after the start of the Contract should be reflective of estimates provide in the Initial Investment and Start-up Costs form.
4. Clearly delineate between personal and real property and define your rationale and assumptions for each category.

## Cash Flow Statement Assumptions

Grey Cells Are Input Cells:	
Name of Offeror <input type="text" value="0"/>	
Location of Operation <input type="text" value="Berryessa Point"/>	
Prospective Cash Flow Statement	
<b>Financing Activities</b>	
Financing Structure Details	Describe
<b>Investment Activities</b>	
Investment Activity Information	Describe anything you have not previously discussed in other parts of this form

Figure 17: Cash Flow Statement Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

# Lake Berryessa Concession Prospectus

## Recapture of Investment Form

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Berryessa Point
<b>Assets and Other</b>	
Ending Fair Market Value of Operation	\$
Real Property (not within the Recreation Area)	\$
Personal Property	\$
Inventory and Supplies	\$
Working Capital	\$
Other (describe)	\$
Other (describe)	\$
Other (describe)	\$
Total of Recapture of Investments at the End of the Contract Term	Total \$ 0

Figure 18: Recapture of Investment Form

### Notes

1. The value of ending Fair Market Value of Operation is only a best guess estimate neither offeror nor the BOR is bound by the number presented above.
2. Reference the Contract and exhibits for guidance on Ending Fair Market Value of the Operation and Personal Property.
3. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
4. Yellow cells represent categories that need to be explained on the "Recapture of Investment Assumptions" worksheet.
5. All Offerors must include their estimate of the ending value of all property and other assets at the end of the Contract.
6. Recapture amounts entered into this form should not be included in the proforma income statement.
7. Recapture amounts entered in this form should be included in the cash flow proforma as capital recapture in the final year of the Contract.



## Recapture of Investment Assumptions

Grey Cells Are Input Cells:

Name of Offeror	0
Location of Operation	Berryessa Point

  

**Assets and Other**

Please describe the method used to determine the values of the planned recoup of investments at the end of the Contract.

Ending Fair Market Value of Operation	Describe
Real Property (not within the Recreation Area)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Working Capital	Describe
Other (describe)	Describe
Other (describe)	Describe
Other (describe)	Describe

Figure 19: Recapture of Investment Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

## **Part 5 – Principal Factor 4**

### **Attachment No. 2: Putah Canyon Financial Forms**

# Lake Berryessa Concession Prospectus

## Contents

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## Investments Forms

Grey Cells Are Input Cells

Name of Offeror

Location of Operation

---

**Assets**

**Existing Assets**  
Assets necessary to the operation of the Concession, already owned by the Offeror, that will be allocated to the operation of the Lake Berryessa Contract.

Real Property (not within the Recreation Area)	\$ <input type="text"/>
Personal Property	\$ <input type="text"/>
Inventory and Supplies	\$ <input type="text"/>
Other (describe)	\$ <input type="text"/>
Subtotal	<input type="text" value="0"/>

**Planned Asset Acquisition/Construction**  
Assets necessary to Operate the Concession, that will be acquired or constructed by the Offeror if awarded the Lake Berryessa Contract.

Campground Construction Costs	\$ <input type="text"/>
Marina Construction Costs	\$ <input type="text"/>
Real Property Construction Costs	\$ <input type="text"/>
Real Property (not within the Recreation Area)	\$ <input type="text"/>
Personal Property Acquisition	\$ <input type="text"/>
Inventory and Supplies	\$ <input type="text"/>
Other (describe)	\$ <input type="text"/>
Subtotal	<input type="text" value="0"/>
Total	<input type="text" value="0"/>

---

**Other**

Start-Up Expenses	\$ <input type="text"/>
Working Capital	\$ <input type="text"/>
Other (describe)	\$ <input type="text"/>
Total	<input type="text" value="0"/>

**Total Initial Investments and Start-up Expenses**

Figure 1: Initial Investments and Start-Up Expenses Form

### Notes

1. Formulas included in this form are provided by the BOR as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Investments Assumptions" worksheet.
3. All Offerors must include their estimate of the value of all property intended, whether planned for acquisition or currently owned, for use in the Contract.
4. The items indicated above are the estimated planned expenditures for initial investment, defined as one-time costs in either the year prior to or the first year after the start of the Contract.

## **Lake Berryessa Concession Prospectus**

5. Expenditures entered in this form should be in addition to that of typical annual capital investments and operating expenses of the first year of the Contract.
6. Expenditures entered into this form should not be included in the proforma income statement.
7. Expenditures entered in this form should be included in the cash flow proforma as capital expenditures in either the year prior to or the first year after the start of the Contract.

### **Definitions**

- **Start-up Expenses**  
One-time expenses incurred prior to the beginning of the Contract, or during the first year of the Contract, if needed, to implement your proposal.
- **Working Capital**  
Additional funds for working capital current assets such as pre-paid expenses, contingencies, and other necessary cash flow requirements. This should not be confused with Net Working Capital (current assets-current liabilities).

# Lake Berryessa Concession Prospectus

## Investments Assumptions

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Putah Canyon
<b>Assets</b>	
<b>Existing Assets</b>	
Assets necessary to the operation of the Concession, <u>already owned by the Offeror</u> , that will be allocated to the operation of the Lake Berryessa Contract.	
Real Property (not within the Recreation Area)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Other (describe)	Describe
<b>Planned Asset Acquisition</b>	
Assets necessary to Operate the Concession, that <u>will be acquired</u> by the Offeror if awarded the Lake Berryessa Contract.	
Campground Construction Costs	Describe
Marina Construction Costs	Describe
Real Property Construction Costs	Describe
Real Property (not within the Recreation Area)	Describe
Personal Property Acquisition Costs	Describe
Inventory and Supplies	Describe
Other (describe)	Describe
<b>Other</b>	
Start-Up Expenses	Describe
Working Capital	Describe
Other (describe)	Describe

Figure 2: Initial Investments and Start – Up Expenses Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined. If necessary, please attach additional spreadsheets or other information to fully explain your plans and assumptions for construction and acquisition costs.

# Lake Berryessa Concession Prospectus

## Income Statement Form

Grey Cells Are Input Cells

Name of Offeror \_\_\_\_\_

Location of Operation Putah Canyon

**Prospective Income Statement**

*The BOR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Revenue</b>													
Campground (Required)													
RV Sites (Required)													
Park Models (Required/Authorized)													
Marina: Mooring, Slip Rental, Dry Storage (Required)													
Fuel Sales (Required)													
Group Day Use Rentals (Authorized)													
Retail (Authorized)													
Restaurant (Authorized)													
Authorized/Other Services (Specify)													
Authorized/Other Services (Specify)													
<b>Total Gross Revenue</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Cost of Sales</b>													
Restaurant COGS													
Recreation Supply Store													
Marina Fuel													
Authorized/Other Services (Specify)													
Authorized/Other Services (Specify)													
<b>Total Cost of Sales</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Gross Profit</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Direct Expenses</b>													
<b>Campground (to include Standard Sites, RV Sites, Park Models)</b>													
Labor													
Other Departmental Expenses													
<b>Total Campground Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Supply Store, Boat Repair, Fuel Sales, and Boat Rentals)</b>													
Labor													
Other Departmental Expenses													
<b>Total Marina Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Group Day Use</b>													
Labor													
Other Departmental Expenses													
<b>Total Group Day Use Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Retail</b>													
Labor													
Other Departmental Expenses													
<b>Total Retail Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Restaurant</b>													
Labor													
Other Departmental Expenses													
<b>Total Restaurant Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Authorized/Other Services (Specify)</b>		0	0	0	0	0	0	0	0	0	0	0	0
Labor													
Other Departmental Expenses													
<b>Total Authorized Services Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Authorized/Other Services (Specify)</b>													

Figure 3: Income Statement Form – Year 2015 through 2027

# Lake Berryessa Concession Prospectus

Grey Cells Are Input Cells:

Name of Offeror \_\_\_\_\_

Location of Operation Putah Canyon

**Prospective Income Statement**

*The BCR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Labor													
Other Departmental Expenses													
<b>Total Other (Specify) Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Direct</b>													
Utilities													
Repair and Maintenance Expenses <i>This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.</i>													
Operating Supplies													
Vehicle Expenses													
Other Direct													
<b>Total Other Direct</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Undistributed Expenses</b>													
AGG Salaries													
Office Supplies													
Telephone													
Management / Overhead													
Advertising													
Other Admin													
Other Undistributed													
<b>Total Undistributed Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Fixed Expenses</b>													
Insurance													
Property Taxes													
Property Rental													
RAFI (Reserve Account for Facilities Improvement) <i>This expense references your annual estimated costs associated with replacing major building components (items with a useful life of longer than 7 years).</i>													
Reserve for Personal Property Replacement													
Other (Specify)													
<b>Total Fixed Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0
<b>EBITDA Before FF</b>		0	0	0	0	0	0	0	0	0	0	0	0
Franchise Fee													
<b>EBITDA</b>		0	0	0	0	0	0	0	0	0	0	0	0
Interest Expense													
Depreciation													
Amortization													
<b>Net Profit Before Taxes</b>		0	0	0	0	0	0	0	0	0	0	0	0
Income Tax													
<b>Net Income</b>		0	0	0	0	0	0	0	0	0	0	0	0

Figure 4: Income Statement Form – Year 2015 through 2027 (Continued)



# Lake Berryessa Concession Prospectus

Prospective Income Statement		Year																														
Name of Operation																																
Location of Operation																																
Prospective Income Statement																																
The BOA anticipates that there will be no revenue generated by the operation until 2016, but the operator may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this																																
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
<b>Revenue</b>																																
Campground (Required)																																
RV Sales (Required)																																
Park Models (Required/Authorized)																																
Marina, Mooring, Slip Rental, Dry Storage (Required)																																
Full Sales (Required)																																
Group Day Use Permit (Authorized)																																
Retail (Authorized)																																
Restaurant (Authorized)																																
Authorized Other Services (Specify)																																
Authorized Other Services (Specify)																																
<b>Total Gross Revenue</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Cost of Sales</b>																																
Restaurant COGS																																
Recreation Supply Store																																
Marina Fuel																																
Authorized Other Services (Specify)																																
Authorized Other Services (Specify)																																
<b>Total Cost of Sales</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Gross Profit</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Direct Expenses</b>																																
<b>Campground (to include Standard Sites, RV Sites, Park Models)</b>																																
Labor																																
Other Departmental Expenses																																

Figure 5: Income Statement Form – Year 2028 through 2045 (Continued)

# Lake Berryessa Concession Prospectus

Key Items and Input Data:

Name of Offeror  
Location of Operation

**Prospective Income Statement:**  
The BCR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this

	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Labor																		
Other Departmental Expenses																		
<b>Total Other (Specify) Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Direct</b>																		
Utilities																		
Repair and Maintenance Expense: This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.																		
Operating Supplies: Vehicle Expense Other Direct																		
<b>Total Other Direct</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Undistributed Expenses</b>																		
ASG Salaries																		
Office Supplies																		
Telephone																		
Management / Overhead																		
Advertising																		
Other Admin																		
Other Undistributed																		
<b>Total Undistributed Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Fixed Expenses</b>																		
Insurance:																		
Property Taxes																		
Property Rental																		
SAIF (Reserve Account for 7 months improvement)																		
This expense references your annual estimated costs associated with replacing major building components (along with a useful life of longer than 7 years)																		
Reserve for Personal Property Replacement (Other (Specify))																		
<b>Total Fixed Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>EBITDA Before FF</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Franchise Fee																		
<b>EBITDA</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Expense																		
Depreciation																		
Amortization																		
<b>Net Profit Before Taxes</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Income Tax																		
<b>Net Income</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Figure 6: Income Statement Form – Year 2028 through 2045 (Continued)

## Notes

1. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Income Statement Assumptions" worksheet.
3. Only projected receipts and expenses related to the services “required” by the contract and those you choose to operate under “authorized” services are to be itemized and included in your prospective statements. Please clearly identify, by service type, all revenues associated with authorized services.

## Definitions

**EBITDA FF** – Earnings before Interest, Taxes, Depreciation, Amortization, and Franchise Fee.

**Franchise Fees** – A percentage of gross receipts due to the Bureau of Reclamation

# Lake Berryessa Concession Prospectus

## Income Statement Assumptions

Grey Cells Are Input Cells	
Name of Offeror <input type="text" value="0"/>	
Location of Operation <input type="text" value="Putah Canyon"/>	
<b>Revenue</b>	
See Operating Assumptions Tab	
<b>Cost of Sales</b>	
All Applicable Departments	Describe
<b>Direct Expenses</b>	
Labor	Describe
Utilities	Describe
Repair and Maintenance Expense <i>This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.</i>	Describe
Operating Supplies	Describe
Vehicle Expense	Describe
Other Direct	Describe
<b>Undistributed Expenses</b>	
Other Salaries	Describe
Office Supplies	Describe
Telephone	Describe
Management Fee / Overhead	Describe
Advertising	Describe
Other Admin	Describe
Other Undistributed	Describe
Other	Describe
<b>Fixed Expenses</b>	
Insurance	Describe
Property Taxes	Describe
Property Rental	Describe
RAFI <i>This expense references your annual estimated costs associated with replacing major building components (items with a useful life of longer than 7 years).</i>	Describe
Reserve for Personal Property Replacement <i>Describe your assumptions related to personal property replacement over the term of the contract (including rental boats).</i>	Describe
Other	Describe

Figure 7: Income Statement Assumptions

### Notes

1. In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
2. If you are going to offer authorized services, please clearly identify which service(s) you will offer and use additional separate rows for each authorized service department. Labor costs should be supported by a footnote identifying Full Time Equivalents (FTE) occupied for each operating department identified.
3. Clearly describe the composition of each item classified under Undistributed and Fixed Expenses. If the expense item is allocated from or

## Lake Berryessa Concession Prospectus

shared with a parent or related entity, please describe the allocation method. In particular, if you intend to assess a Management Fee, or other form of corporate overhead and profit, you must clearly describe what this fee is comprised of (Officer salaries, human resources, accounting, marketing, profit, etc.).

### **Expense Assumption Description Example**

*\*\*\*The following example does not reflect the above opportunity and is provided for the purpose of clarification only.\*\*\**

Direct expenses are expected to surpass historical direct expenses, as fuel and insurance prices increase. Studies by the Department of Commerce indicate that fuel prices will rise at a rate of 10% annually over the next ten years, as opposed to the historical ten year rate of 4% annually. Additionally, insurance costs, according to a nationwide insurance broker survey, are expected to rise at 15% annually for the next 10 years, as opposed to the 10 year historical rate of 2% annually. Accordingly, direct expenses associated with the operation are forecast to increase from an annual average of 10% of Gross Revenue to an annual average of 20% of Gross Revenues over the life of the Contract.

# Lake Berryessa Concession Prospectus

## Operating Assumptions

Name of Offeror																			
Location of Operation		Putah Canyon																	
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenue Initiation Expense Initiation																			
<b>Tent Sites (Required)</b>																			
Number of Sites																			
Days Open																			
Available Sites																			
Occupancy %																			
Occupied Site Nights																			
Average Monthly Rate																			
<b>Total Revenue</b>																			
<b>Standard Sites without Utilities (Required)</b>																			
Number of Sites																			
Days Open																			
Available Sites																			
Occupancy %																			
Occupied Site Nights																			
Average Monthly Rate																			
<b>Total Revenue</b>																			
<b>Standard Sites with Utilities (Required)</b>																			
Number of Sites																			
Days Open																			
Available Sites																			
Occupancy %																			
Occupied Site Nights																			
Average Monthly Rate																			
<b>Total Revenue</b>																			
<b>RV Site with Utilities (Required)</b>																			
Number of Sites																			
Days Open																			
Available Sites																			
Occupancy %																			
Occupied Site Nights																			
Average Monthly Rate																			
<b>Total Revenue</b>																			
<b>Park Models (5 Required, 1 Authorized)</b>																			
Number of Units																			
Days Open																			
Available Units																			
Occupancy %																			
Occupied Unit Nights																			
Average Monthly Rate																			
<b>Total Revenue</b>																			

Figure 8: Operating Assumptions – Year 2016 through 2033

# Lake Berryessa Concession Prospectus

Name of Offeree: <input type="text" value=""/>																			
Location of Operation: <input type="text" value="Putah Canyon"/>																			
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>Marina Slip Rental (Required)</b>																			
Number of Slips:																			
Months Open:																			
Available Slip Months:																			
Occupancy %:																			
Occupied Slip Months:																			
Average Monthly Rate:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Boat Storage (Required)</b>																			
Number of Slips:																			
Months Open:																			
Available Slip Months:																			
Occupancy %:																			
Occupied Slip Months:																			
Average Monthly Rate:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Marina Fuel Sales (Required)</b>																			
Gallons of Gas Sold:																			
Price per Gallon:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Boat Rentals (Required)</b>																			
Number of Boats Rented:																			
Price per Rental:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Group Line Shelter (Authorized)</b>																			
Number of Group Shelter Rentals:																			
Price per Rental:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Retail - Recreation Supply Store (Authorized)</b>																			
Total Transactions:																			
Average Revenue Per Transaction:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Restaurant (Authorized)</b>																			
Number of Covers:																			
Price per Cover:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Other (Describe):</b>																			
Number of Customers:																			
Average Revenue Per Customer:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Other (Describe):</b>																			
Number of Customers:																			
Average Revenue Per Customer:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Other (Describe):</b>																			
Number of Customers:																			
Average Revenue Per Customer:																			
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Figure 9: Operating Assumptions – Year 2016 through 2033 (Continued)

# Lake Berryessa Concession Prospectus

Name of Offeror														
Location of Operation														
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
Revenue Inflation														Additional Description
Expense Inflation														
<b>Tent Sites (Required)</b>														
Number of Sites														Additional Description
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
<b>Total Revenue</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Standard Sites without Utilities (Required)</b>														
Number of Sites														Additional Description
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
<b>Total Revenue</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Standard Sites with Utilities (Required)</b>														
Number of Sites														Additional Description
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
<b>Total Revenue</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>RV Site with Utilities (Required)</b>														
Number of Sites														Additional Description
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
<b>Total Revenue</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Park Models (5 Required, 1 Authorized)</b>														
Number of Units														Additional Description
Days Open														
Available Units														
Occupancy %														
Occupied Unit Nights														
Average Monthly Rate														
<b>Total Revenue</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	

Figure 10: Operating Assumptions – Year 2034 through 2045 (Continued)

# Lake Berryessa Concession Prospectus

Name of Offeror:		Location of Operation:											
		2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
<b>Marina Slip Rental (Required)</b>													
Number of Slips													
Monthly Open													
Available Slip Months													
Occupancy %													
Occupied Slip Months													
Average Monthly Rate													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Dry Boat Storage (Required)</b>													
Number of Slips													
Monthly Open													
Available Slip Months													
Occupancy %													
Occupied Slip Months													
Average Monthly Rate													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Marina Fuel Sales (Required)</b>													
Gallons of Gas Sold													
Price per Gallon													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Boat Rentals (Required)</b>													
Number of Boats Rented													
Price per Rental													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Group Use Shelter (Authorized)</b>													
Number of Group Shelter Rentals													
Price per Rental													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Retail - Recreation Supply Store (Authorized)</b>													
Total Transactions													
Average Revenue Per Transaction													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Restaurant (Authorized)</b>													
Number of Covers													
Price per Cover													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other (describe)</b>													
Number of Customers													
Average Revenue Per Customer													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other (describe)</b>													
Number of Customers													
Average Revenue Per Customer													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other (describe)</b>													
Number of Customers													
Average Revenue Per Customer													
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Figure 11: Operating Assumptions – Year 2034 through 2045 (Continued)

## Note

1. Please note that revenue projections must be based on rates determined by the approval methods set forth by the Bureau of Reclamation
2. The information on this form should fully explain and document your Gross Revenue build-up. State annual inflation rate assumptions, rate increase assumptions, utilization assumptions and any estimates of real growth you anticipate. If you have any additional descriptions of your assumptions, please use the "Additional Description" boxes to the right of each revenue department.
3. If you are going to offer authorized services, please clearly identify which service(s) you will offer and use additional rows to describe your revenue buildup for each authorized service.

## Examples

### Revenue Assumption Description Example

\*\*\*The following example does not reflect the above opportunity and is provided for the purpose of clarification only.\*\*\*



## **Lake Berryessa Concession Prospectus**

Revenue inflation is expected increase at the same rate as the Consumer Price Index which is predicted to grow at a rate of 2.7% annually, based upon historical growth as reported by the Bureau of Labor Statistics. No real growth is expected to occur, keeping in line with historical revenues at the concession. Therefore, overall revenue growth is forecast to occur at an average annual rate of 2.7% over the life of the Contract.

## Cash Flow Statement Form

Grey Cells Are Input Cells															
Name of Offeror															
Location of Operation															
Prospective Cash Flow Statement															
<b>Operating Activities</b>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Net Income															
Depreciation															
Amortization															
Change in working capital															
Other (describe)															
<b>Net Cash Provided (Used) by Operating Activities</b>															
<b>Financing Activities</b>															
Dividend															
Sale/Repurchase of Stock															
Borrowings/ Repayment of Debt															
Other (describe)															
<b>Net Cash Provided (Used) by Financing Activities</b>															
<b>Investment Activities</b>															
Construction Costs															
Real Property Acquisition (not within the Recreation Area)															
Personal Property Acquisition															
Inventory and Supplies															
Start-Up Expenses															
Working Capital															
Other (describe)															
Other (describe)															
Other (describe)															
<b>Net Cash Provided (Used) by Investing Activities</b>															
<b>Total Cash Flow</b>															

Figure 12: Cash Flow Statement Form

Grey Cells Are Input Cells																
Name of Offeror																
Location of Operation																
Prospective Cash Flow Statement																
<b>Operating Activities</b>	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Net Income																
Depreciation																
Amortization																
Change in working capital																
Other (describe)																
<b>Net Cash Provided (Used) by Operating Activities</b>																
<b>Financing Activities</b>																
Dividend																
Sale/Repurchase of Stock																
Borrowings/ Repayment of Debt																
Other (describe)																
<b>Net Cash Provided (Used) by Financing Activities</b>																
<b>Investment Activities</b>																
Construction Costs																
Real Property Acquisition (not within the Recreation Area)																
Personal Property Acquisition																
Inventory and Supplies																
Start-Up Expenses																
Working Capital																
Other (describe)																
Other (describe)																
Other (describe)																
<b>Net Cash Provided (Used) by Investing Activities</b>																
<b>Total Cash Flow</b>																

Figure 13: Cash Flow Statement Form (Continued)

## **Lake Berryessa Concession Prospectus**

### **Notes**

1. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Cash Flow Statement Assumptions" worksheet.
3. Estimates for capital expenditures in the Cash Flow Statements made prior to or during the first year after the start of the Contract should be reflective of estimates provide in the Initial Investment and Start-up Costs form.
4. Clearly delineate between personal and real property and define your rationale and assumptions for each category.

## Cash Flow Statement Assumptions

Grey Cells Are Input Cells	
Name of Offeror <input type="text" value="0"/>	
Location of Operation <input type="text" value="Putah Canyon"/>	
Prospective Cash Flow Statement	
<b>Financing Activities</b>	
Financing Structure Details	Describe <input type="text"/>
<b>Investment Activities</b>	
Investment Activity Information	Describe anything you have not previously discussed in other parts of this form <input type="text"/>

Figure 14: Cash Flow Statement Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

# Lake Berryessa Concession Prospectus

## Recapture of Investment Form

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Putah Canyon
<b>Assets and Other</b>	
Ending Fair Market Value of Operation	\$
Real Property (not within the Recreation Area)	\$
Personal Property	\$
Inventory and Supplies	\$
Working Capital	\$
Other (describe)	\$
Other (describe)	\$
Other (describe)	\$
Total of Recapture of Investments at the End of the Contract Term	Total \$ 0

Figure 15: Recapture of Investment Form

### Notes

1. The value of ending Fair Market Value of Operation is only a best guess estimate neither offeror nor the BOR is bound by the number presented above.
2. Reference the Contract and exhibits for guidance on Ending Fair Market Value of the Operation and Personal Property.
3. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
4. Yellow cells represent categories that need to be explained on the "Recapture of Investment Assumptions" worksheet.
5. All Offerors must include their estimate of the ending value of all property and other assets at the end of the Contract.
6. Recapture amounts entered into this form should not be included in the proforma income statement.
7. Recapture amounts entered in this form should be included in the cash flow proforma as capital recapture in the final year of the Contract.

## Recapture of Investment Assumptions

Grey Cells Are Input Cells

Name of Offeror	
Location of Operation	Putah Canyon
<b>Assets and Other</b>	
Please describe the method used to determine the values of the planned recoup of investments at the end of the Contract.	
Ending Fair Market Value of Operation	Describe
Real Property (not within the Recreation Area)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Working Capital	Describe
Other (describe)	Describe
Other (describe)	Describe
Other (describe)	Describe

Figure 16: Recapture of Investment Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

## **Part 5 – Principal Factor 4**

### **Attachment No. 2: Spanish Flat Financial Forms**

# Lake Berryessa Concession Prospectus

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# Lake Berryessa Concession Prospectus

## Investments Forms

Grey Cells Are Input Cells

Name of Offeror

Location of Operation

---

**Assets**

**Existing Assets**  
Assets necessary to the operation of the Concession, already owned by the Offeror, that will be allocated to the operation of the Lake Berryessa Contract.

Real Property (not within the Recreation Area)	\$	<input type="text"/>
Personal Property	\$	<input type="text"/>
Inventory and Supplies	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
Subtotal		<input type="text" value="0"/>

**Planned Asset Acquisition/Construction**  
Assets necessary to Operate the Concession, that will be acquired or constructed by the Offeror if awarded the Lake Berryessa Contract.

Campground Construction Costs	\$	<input type="text"/>
Marina Construction Costs	\$	<input type="text"/>
Real Property Construction Costs	\$	<input type="text"/>
Real Property (not within the Recreation Area)	\$	<input type="text"/>
Personal Property Acquisition	\$	<input type="text"/>
Inventory and Supplies	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
Subtotal		<input type="text" value="0"/>
<b>Total</b>		<input type="text" value="0"/>

---

**Other**

Start-Up Expenses	\$	<input type="text"/>
Working Capital	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
<b>Total</b>		<input type="text" value="0"/>

**Total Initial Investments and Start-up Expenses**

Figure 1: Initial Investments and Start-Up Expenses Form

### Notes

1. Formulas included in this form are provided by the BOR as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Investments Assumptions" worksheet.
3. All Offerors must include their estimate of the value of all property intended, whether planned for acquisition or currently owned, for use in the Contract.
4. The items indicated above are the estimated planned expenditures for initial investment, defined as one-time costs in either the year prior to or the first year after the start of the Contract.

## **Lake Berryessa Concession Prospectus**

5. Expenditures entered in this form should be in addition to that of typical annual capital investments and operating expenses of the first year of the Contract.
6. Expenditures entered into this form should not be included in the proforma income statement.
7. Expenditures entered in this form should be included in the cash flow proforma as capital expenditures in either the year prior to or the first year after the start of the Contract.

### **Definitions**

- **Start-up Expenses**  
One-time expenses incurred prior to the beginning of the Contract, or during the first year of the Contract, if needed, to implement your proposal.
- **Working Capital**  
Additional funds for working capital current assets such as pre-paid expenses, contingencies, and other necessary cash flow requirements. This should not be confused with Net Working Capital (current assets-current liabilities).

## Investments Assumptions

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Spanish Flat
<b>Assets</b>	
<b>Existing Assets</b>	
Assets necessary to the operation of the Concession, <u>already owned by the Offeror</u> , that will be allocated to the operation of the Lake Berryessa Contract.	
Real Property (not within the Recreation Area)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Other (describe)	Describe
<b>Planned Asset Acquisition</b>	
Assets necessary to Operate the Concession, that <u>will be acquired</u> by the Offeror if awarded the Lake Berryessa Contract.	
Campground Construction Costs	Describe
Marina Construction Costs	Describe
Real Property Construction Costs	Describe
Real Property (not within the Recreation Area)	Describe
Personal Property Acquisition Costs	Describe
Inventory and Supplies	Describe
Other (describe)	Describe
<b>Other</b>	
Start-Up Expenses	Describe
Working Capital	Describe
Other (describe)	Describe

Figure 2: Initial Investments and Start – Up Expenses Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined. If necessary, please attach additional spreadsheets or other information to fully explain your plans and assumptions for construction and acquisition costs.

# Lake Berryessa Concession Prospectus

## Income Statement Form

Prospective Income Statement														
The BCR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.														
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Revenue</b>														
Campground (Required)														
RV Sites (Authorized)														
Lodging - Yurts, Rustic/Tent Cabins (Authorized)														
Marina Mooring, Slip Rental, Dry Storage (Required)														
Fuel Sales (Required)														
Retail (Authorized)														
Restaurant (Authorized)														
Authorized/Other Services (Specify)														
Authorized/Other Services (Specify)														
<b>Total Gross Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Cost of Sales</b>														
Restaurant COGS														
Recreation Supply Store														
Marina Fuel														
Authorized/Other Services (Specify)														
Authorized/Other Services (Specify)														
<b>Total Cost of Sales</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Gross Profit</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Direct Expenses</b>														
<b>Campground (to include RV Sites, Yurts, Rustic/Tent Cabins)</b>														
Labor														
Other Departmental Expenses														
<b>Total Campground Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Supply Store, Boat Repair, Fuel Sales, and Boat Rentals)</b>														
Labor														
Other Departmental Expenses														
<b>Total Marina Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Retail</b>														
Labor														
Other Departmental Expenses														
<b>Total Restaurant Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Restaurant</b>														
Labor														
Other Departmental Expenses														
<b>Total Restaurant Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Authorized/Other Services (Specify)</b>														
Labor														
Other Departmental Expenses														
<b>Total Authorized Services Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Authorized/Other Services (Specify)</b>														
Labor														
Other Departmental Expenses														
<b>Total Other (Specify) Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Direct</b>														

Figure 3: Income Statement Form – Year 2015 through 2028

# Lake Berryessa Concession Prospectus

Only Cells A-W Input Cells															
Name of Offeror															
Location of Operation		Spanish Flat													
<b>Prospective Income Statement</b>															
The Offeror anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.															
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Direct Expenses</b>															
Repair and Maintenance Expenses	This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.														
Operating Supplies															
Vehicle Expense															
Other Direct															
<b>Total Other Direct</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Undistributed Expenses</b>															
AGD Salaries															
Office Supplies															
Telephone															
Management / Oversight															
Advertising															
Other Admin															
Other Undistributed															
<b>Total Undistributed Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Fixed Expenses</b>															
Insurance															
Property Taxes															
Property Rental															
RAI (Reserve Account for Facilities Improvement)	This expense references your annual estimated costs associated with replacing major building component(s) (items with a useful life of longer than 7 years)														
Reserve for Potential Property Replacement															
Other (Specify)															
<b>Total Fixed Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>EBITDA Before FF</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Franchise Fee															
<b>EBITDA</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Expense															
Depreciation															
Amortization															
<b>Net Profit Before Taxes</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Income Tax															
<b>Net Income</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0

Figure 4: Income Statement Form – Year 2015 through 2028 (Continued)

# Lake Berryessa Concession Prospectus

Dry Cells Are Input Cells		Name of Offeror		Location of Operation																					
<b>Prospective Income Statement</b>																									
The BCR anticipates that there will be no revenue generated by the operation until 2018, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.																									
		2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045							
<b>Revenue</b>																									
Campground (Required)																									
RV Sites (Authorized)																									
Lodging - Yurts, Rustic/Tent Cabins (Authorized)																									
Marina, Mooring, Slip Rental, Dry Storage (Required)																									
Fuel Sales (Required)																									
Retail (Authorized)																									
Restaurant (Authorized)																									
Authorized/Other Services (Specify)																									
Authorized/Other Services (Specify)																									
<b>Total Gross Revenue</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Cost of Sales</b>																									
Restaurant COGS																									
Recreation Supply Store																									
Marina Fuel																									
Authorized/Other Services (Specify)																									
Authorized/Other Services (Specify)																									
<b>Total Cost of Sales</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Gross Profit</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Direct Expenses</b>																									
<b>Campground (to include RV Sites, Yurts, Rustic/Tent Cabins)</b>																									
Labor																									
Other Departmental Expenses																									
<b>Total Campground Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Marina (to include Mooring, Slip Rental, Dry Storage, Recreation)</b>																									
Labor																									
Other Departmental Expenses																									
<b>Total Marina Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Retail</b>																									
Labor																									
Other Departmental Expenses																									
<b>Total Restaurant Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Restaurant</b>																									
Labor																									
Other Departmental Expenses																									
<b>Total Restaurant Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Authorized/Other Services (Specify)</b>																									
Labor																									
Other Departmental Expenses																									
<b>Total Authorized Services Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Authorized/Other Services (Specify)</b>																									
Labor																									
Other Departmental Expenses																									
<b>Total Other (Specify) Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Other Direct</b>																									

Figure 5: Income Statement Form – Year 2029 through 2045 (Continued)

# Lake Berryessa Concession Prospectus

Daily Cells Are Input Cells																		
Name of Offeror																		
Location of Operation																		
<b>Prospective Income Statement</b>																		
The BCRH anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.																		
		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Utilities																		
Repair and Maintenance Expense	This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.																	
Operating Supplies																		
Vehicle Expense																		
Other Direct																		
<b>Total Other Direct</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Undistributed Expenses</b>																		
AKG Salaries																		
Office Supplies																		
Telephone																		
Management / Overhead																		
Advertising																		
Order Admin																		
Other Undistributed																		
<b>Total Undistributed Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Fixed Expenses</b>																		
Insurance																		
Property Taxes																		
Property Rental																		
GAFT (Reserve Account for Facilities Improvement)	This expense references your annual estimated costs associated with replacing major building components (items with a useful life of longer than 7 years).																	
Reserve for Potential Property Replacement																		
Other (Specify)																		
<b>Total Fixed Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>EBITDA Before FF</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Franchise Fee</b>																		
<b>EBITDA</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Expense																		
Depreciation																		
Amortization																		
<b>Net Profit Before Taxes</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Income Tax</b>																		
<b>Net Income</b>		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Figure 6: Income Statement Form – Year 2029 through 2045 (Continued)

## Notes

1. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Income Statement Assumptions" worksheet.
3. Only projected receipts and expenses related to the services “required” by the contract and those you choose to operate under “authorized” services are to be itemized and included in your prospective statements. Please clearly identify, by service type, all revenues associated with authorized services.

## Definitions

**EBITDA FF** – Earnings before Interest, Taxes, Depreciation, Amortization, and Franchise Fee.

**Franchise Fees** – A percentage of gross receipts due to the Bureau of Reclamation

# Lake Berryessa Concession Prospectus

## Income Statement Assumptions

Grey Cells Are Input Cells	
Name of Offeror <input type="text"/>	
Location of Operation <input type="text" value="Spanish Flat"/>	
<b>Revenue</b>	
See Operating Assumptions Tab	
<b>Cost of Sales</b>	
All Applicable Departments	<input type="text" value="Describe"/>
<b>Direct Expenses</b>	
Labor	<input type="text" value="Describe"/>
Utilities	<input type="text" value="Describe"/>
Repair and Maintenance Expense	<input type="text" value="Describe"/>
<i>This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.</i>	
Operating Supplies	<input type="text" value="Describe"/>
Vehicle Expense	<input type="text" value="Describe"/>
Other Direct	<input type="text" value="Describe"/>
<b>Undistributed Expenses</b>	
Other Salaries	<input type="text" value="Describe"/>
Office Supplies	<input type="text" value="Describe"/>
Telephone	<input type="text" value="Describe"/>
Management Fee / Overhead	<input type="text" value="Describe"/>
Advertising	<input type="text" value="Describe"/>
Other Admin	<input type="text" value="Describe"/>
Other Undistributed	<input type="text" value="Describe"/>
Other	<input type="text" value="Describe"/>
<b>Fixed Expenses</b>	
Insurance	<input type="text" value="Describe"/>
Property Taxes	<input type="text" value="Describe"/>
Property Rental	<input type="text" value="Describe"/>
RAFI	<input type="text" value="Describe"/>
<i>This expense references your annual estimated costs associated with replacing major building components (items with a useful life of longer than 7 years).</i>	
Reserve for Personal Property Replacement	<input type="text" value="Describe"/>
<i>Describe your assumptions related to personal property replacement over the term of the contract (including rental boats)</i>	
Other	<input type="text" value="Describe"/>

Figure 7: Income Statement Assumptions

### Notes

1. In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
2. If you are going to offer authorized services, please clearly identify which service(s) you will offer and use additional separate rows for each authorized service department. Labor costs should be supported by a footnote identifying Full Time Equivalents (FTE) occupied for each operating department identified.
3. Clearly describe the composition of each item classified under Undistributed and Fixed Expenses. If the expense item is allocated from or shared with a parent or related entity, please describe the allocation



## Lake Berryessa Concession Prospectus

method. In particular, if you intend to assess a Management Fee, or other form of corporate overhead and profit, you must clearly describe what this fee is comprised of (Officer salaries, human resources, accounting, marketing, profit, etc.).

### **Expense Assumption Description Example**

*\*\*\*The following example does not reflect the above opportunity and is provided for the purpose of clarification only.\*\*\**

Direct expenses are expected to surpass historical direct expenses, as fuel and insurance prices increase. Studies by the Department of Commerce indicate that fuel prices will rise at a rate of 10% annually over the next ten years, as opposed to the historical ten year rate of 4% annually. Additionally, insurance costs, according to a nationwide insurance broker survey, are expected to rise at 15% annually for the next 10 years, as opposed to the 10 year historical rate of 2% annually. Accordingly, direct expenses associated with the operation are forecast to increase from an annual average of 10% of Gross Revenue to an annual average of 20% of Gross Revenues over the life of the Contract.



# Lake Berryessa Concession Prospectus

Grey Cells Are Input Cells

Name of Offeree:

Location of Operation:

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Tent Cabins (Authorized)</b>																
Number of Units																
Days Open																
Available Units																
Occupancy %																
Occupied Unit Nights																
Average Monthly Rate																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Marina Slip Rental (Required)</b>																
Number of Slips																
Months Open																
Available Slip Months																
Occupancy %																
Occupied Slip Months																
Average Monthly Rate																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Marina Fuel Sales (Required)</b>																
Gallons of Gas Sold																
Price per Gallon																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Boat Rentals (Required)</b>																
Number of Boats Rented																
Price per Rental																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Retail - Recreation Supply Store (Authorized)</b>																
Total Transactions																
Average Revenue Per Transaction																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Restaurant (Authorized)</b>																
Number of Covers																
Price per Cover																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Other (describe)</b>																
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Other (describe)</b>																
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Other (describe)</b>																
Number of Customers																
Average Revenue Per Customer																
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

Figure 9: Operating Assumptions – Year 2016 through 2031 (Continued)

# Lake Berryessa Concession Prospectus

Name of Offeror															
Location of Operation															
	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
Revenue Initiation															Additional Description
Expense Initiation															
<b>Tent Sites (Required/Authorized)</b>															Additional Description
Number of Sites															
Days Open															
Available Sites															
Occupancy %															
Occupied Site Nights															
Average Monthly Rate															
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Standard Sites without Utilities (Authorized)</b>															Additional Description
Number of Sites															
Days Open															
Available Sites															
Occupancy %															
Occupied Site Nights															
Average Monthly Rate															
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>RV Sites with Utilities (Authorized)</b>															Additional Description
Number of Sites															
Days Open															
Available Sites															
Occupancy %															
Occupied Site Nights															
Average Monthly Rate															
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Hurts (Authorized)</b>															Additional Description
Number of Units															
Days Open															
Available Units															
Occupancy %															
Occupied Unit Nights															
Average Monthly Rate															
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Rustic Cabins (Authorized)</b>															Additional Description
Number of Units															
Days Open															
Available Units															
Occupancy %															
Occupied Unit Nights															
Average Monthly Rate															
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	

Figure 10: Operating Assumptions – Year 2032 through 2045 (Continued)

# Lake Berryessa Concession Prospectus

Name of Offeror																									
Location of Operation																									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
<b>Tent Cabins (Authorized)</b>																									
Number of Units																									
Days Open																									
Available Units																									
Occupancy %																									
Occupied Unit Nights																									
Average Monthly Rate																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Marina Slip Rental (Required)</b>																									
Number of Slips																									
Months Open																									
Available Slip Months																									
Occupancy %																									
Occupied Slip Months																									
Average Monthly Rate																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Marina Fuel Sales (Required)</b>																									
Gallons of Gas Sold																									
Price per Gallon																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Boat Rentals (Required)</b>																									
Number of Boats Rented																									
Price per Gallon																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Retail - Recreation Supply Store (Authorize)</b>																									
Total Transactions																									
Average Revenue Per Transaction																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Restaurant (Authorized)</b>																									
Number of Covers																									
Price per Cover																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>																									
Number of Customers																									
Average Revenue Per Customer																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>																									
Number of Customers																									
Average Revenue Per Customer																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>																									
Number of Customers																									
Average Revenue Per Customer																									
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Figure 11: Operating Assumptions – Year 2032 through 2045 (Continued)

## Note

1. Please note that revenue projections must be based on rates determined by the approval methods set forth by the Bureau of Reclamation
2. The information on this form should fully explain and document your Gross Revenue build-up. State annual inflation rate assumptions, rate increase assumptions, utilization assumptions and any estimates of real growth you anticipate. If you have any additional descriptions of your assumptions, please use the "Additional Description" boxes to the right of each revenue department.
3. If you are going to offer authorized services, please clearly identify which service(s) you will offer and use additional rows to describe your revenue buildup for each authorized service.

## Examples

### Revenue Assumption Description Example

\*\*\*The following example does not reflect the above opportunity and is provided for the purpose of clarification only.\*\*\*

## **Lake Berryessa Concession Prospectus**

Revenue inflation is expected increase at the same rate as the Consumer Price Index which is predicted to grow at a rate of 2.7% annually, based upon historical growth as reported by the Bureau of Labor Statistics. No real growth is expected to occur, keeping in line with historical revenues at the concession. Therefore, overall revenue growth is forecast to occur at an average annual rate of 2.7% over the life of the Contract.

## Cash Flow Statement Form

Grey Cells Are Input Cells

Name of Offeror		Location of Operation														
		Spanish Flat														
<b>Prospective Cash Flow Statement</b>																
<b>Operating Activities</b>		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Net Income																
Depreciation																
Amortization																
Change in working capital																
Other (describe)																
<b>Net Cash Provided (Used) by Operating Activities</b>																
<b>Financing Activities</b>																
Dividend																
Sale/Repurchase of Stock																
Borrowings/ Repayment of Debt																
Other (describe)																
<b>Net Cash Provided (Used) by Financing Activities</b>																
<b>Investment Activities</b>																
Construction Costs																
Real Property Acquisition (not within the Recreation Area)																
Personal Property Acquisition																
Inventory and Supplies																
Start-Up Expenses																
Working Capital																
Other (describe)																
Other (describe)																
Other (describe)																
<b>Net Cash Provided (Used) by Investing Activities</b>																
<b>Total Cash Flow</b>																

Figure 12 Cash Flow Statement Form

## Lake Berryessa Concession Prospectus

Gray Cells Are Input Cells

Name of Offeror																	
Location of Operation																	
<b>Prospective Cash Flow Statement</b>																	
<b>Operating Activities</b>		2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Net Income																	
Depreciation																	
Amortization																	
Change in working capital																	
Other (describe)																	
<b>Net Cash Provided (Used) by Operating Activities</b>																	
<b>Financing Activities</b>																	
Dividend																	
Sale/Repurchase of Stock																	
Borrowings/ Repayment of Debt																	
Other (describe)																	
<b>Net Cash Provided (Used) by Financing Activities</b>																	
<b>Investment Activities</b>																	
Construction Costs																	
Real Property Acquisition (not within the Recreation Area)																	
Personal Property Acquisition																	
Inventory and Supplies																	
Start-Up Expenses																	
Working Capital																	
Other (describe)																	
Other (describe)																	
Other (describe)																	
<b>Net Cash Provided (Used) by Investing Activities</b>																	
<b>Total Cash Flow</b>																	

Figure 13: Figure 12 Cash Flow Statement Form (Continued)

### Notes

1. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Cash Flow Statement Assumptions" worksheet.
3. Estimates for capital expenditures in the Cash Flow Statements made prior to or during the first year after the start of the Contract should be reflective of estimates provide in the Initial Investment and Start-up Costs form.
4. Clearly delineate between personal and real property and define your rationale and assumptions for each category.



## Cash Flow Statement Assumptions

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	
Spanish Flat	
Prospective Cash Flow Statement	
<b>Financing Activities</b>	
Financing Structure Details	Describe
<b>Investment Activities</b>	
Investment Activity Information	Describe anything you have not previously discussed in other parts of this form

Figure 14: Cash Flow Statement Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

# Lake Berryessa Concession Prospectus

## Recapture of Investment Form

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Spanish Flat
<b>Assets and Other</b>	
Ending Fair Market Value of Operation	\$
Real Property (not within the Recreation Area)	\$
Personal Property	\$
Inventory and Supplies	\$
Working Capital	\$
Other (describe)	\$
Other (describe)	\$
Other (describe)	\$
Total of Recapture of Investments at the End of the Contract Term	Total \$ 0

Figure 15: Recapture of Investment Form

### Notes

1. The value of ending Fair Market Value of Operation is only a best guess estimate neither offeror nor the BOR is bound by the number presented above.
2. Reference the Contract and exhibits for guidance on Ending Fair Market Value of the Operation and Personal Property.
3. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
4. Yellow cells represent categories that need to be explained on the "Recapture of Investment Assumptions" worksheet.
5. All Offerors must include their estimate of the ending value of all property and other assets at the end of the Contract.
6. Recapture amounts entered into this form should not be included in the proforma income statement.
7. Recapture amounts entered in this form should be included in the cash flow proforma as capital recapture in the final year of the Contract.

## Recapture of Investment Assumptions

Grey Cells Are Input Cells

Name of Offeror	
Location of Operation	Spanish Flat
<b>Assets and Other</b>	
Please describe the method used to determine the values of the planned recoup of investments at the end of the Contract.	
Ending Fair Market Value of Operation	Describe
Real Property (not within the Recreation Area)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Working Capital	Describe
Other (describe)	Describe
Other (describe)	Describe
Other (describe)	Describe

Figure 16: Recapture of Investment Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

## **Part 5 – Principal Factor 4**

### **Attachment No. 2: Steele Canyon Financial Forms**

# Lake Berryessa Concession Prospectus

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## Investments Forms

Grey Cells Are Input Cells.

Name of Offeror

Location of Operation

---

**Assets**

**Existing Assets**  
Assets necessary to the operation of the Concession, already owned by the Offeror, that will be allocated to the operation of the New Melones Contract.

Real Property (not within the Recreation Area)	\$	<input type="text"/>
Personal Property	\$	<input type="text"/>
Inventory and Supplies	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
Subtotal		<input type="text" value="0"/>

**Planned Asset Acquisition/Construction**  
Assets necessary to Operate the Concession, that will be acquired or constructed by the Offeror if awarded the New Melones Contract.

Campground Construction Costs	\$	<input type="text"/>
Marina Construction Costs	\$	<input type="text"/>
Real Property Construction Costs	\$	<input type="text"/>
Real Property (not within the Recreation Area)	\$	<input type="text"/>
Personal Property Acquisition	\$	<input type="text"/>
Inventory and Supplies	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
Subtotal		<input type="text" value="0"/>
<b>Total</b>		<input type="text" value="0"/>

---

**Other**

Start-Up Expenses	\$	<input type="text"/>
Working Capital	\$	<input type="text"/>
Other (describe)	\$	<input type="text"/>
<b>Total</b>		<input type="text" value="0"/>

**Total Initial Investments and Start-up Expenses**

Figure 1: Initial Investments and Start-Up Expenses Form

### Notes

- Formulas included in this form are provided by the BOR as guidance only. The Offeror is responsible for its financial projections and their accuracy.
- Yellow cells represent categories that need to be explained on the "Investments Assumptions" worksheet.
- All Offerors must include their estimate of the value of all property intended, whether planned for acquisition or currently owned, for use in the Contract.
- The items indicated above are the estimated planned expenditures for initial investment, defined as one-time costs in either the year prior to or the first year after the start of the Contract.

## **Lake Berryessa Concession Prospectus**

5. Expenditures entered in this form should be in addition to that of typical annual capital investments and operating expenses of the first year of the Contract.
6. Expenditures entered into this form should not be included in the proforma income statement.
7. Expenditures entered in this form should be included in the cash flow proforma as capital expenditures in either the year prior to or the first year after the start of the Contract.

### **Definitions**

- **Start-up Expenses**  
One-time expenses incurred prior to the beginning of the Contract, or during the first year of the Contract, if needed, to implement your proposal.
- **Working Capital**  
Additional funds for working capital current assets such as pre-paid expenses, contingencies, and other necessary cash flow requirements. This should not be confused with Net Working Capital (current assets-current liabilities).

# Lake Berryessa Concession Prospectus

## Investments Assumptions

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Steele Canyon
<b>Assets</b>	
<b>Existing Assets</b>	
Assets necessary to the operation of the Concession, <u>already owned by the Offeror</u> , that will be allocated to the operation of the Lake Berryessa Contract.	
Real Property (not within the Recreation Area)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Other (describe)	Describe
<b>Planned Asset Acquisition</b>	
Assets necessary to Operate the Concession, that <u>will be acquired</u> by the Offeror if awarded the Lake Berryessa Contract.	
Campground Construction Costs	Describe
Marina Construction Costs	Describe
Real Property Construction Costs	Describe
Real Property (not within the Recreation Area)	Describe
Personal Property Acquisition Costs	Describe
Inventory and Supplies	Describe
Other (describe)	Describe
<b>Other</b>	
Start-Up Expenses	Describe
Working Capital	Describe
Other (describe)	Describe

Figure 2: Initial Investments and Start – Up Expenses Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined. If necessary, please attach additional spreadsheets or other information to fully explain your plans and assumptions for construction and acquisition costs.



# Lake Berryessa Concession Prospectus

## Income Statement Form

Gray Cells Are Input Cells

Name of Offeror \_\_\_\_\_

Location of Operation Steele Canyon

**Prospective Income Statement**

*The ECR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Revenue</b>															
Campground (Required/Authorized)															
RV Sites (Required/Authorized)															
Park Models, Cabins, Floating Campsites (Required/Authorized)															
Marina: Mooring, Slip Rental, Dry Storage (Required/Authorized)															
Boat Rental (Required)															
Fuel Sales (Required)															
Group Day Use Rentals (Authorized)															
Multi-Use Special Events Center (Authorized)															
Retail (Authorized)															
Restaurant (Authorized)															
Authorized/Other Services (Specify)															
Authorized/Other Services (Specify)															
<b>Total Gross Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Cost of Sales</b>															
Restaurant COGS															
Recreation Supply Store															
Marina Fuel															
Authorized/Other Services (Specify)															
Authorized/Other Services (Specify)															
<b>Total Cost of Sales</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Gross Profit</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Direct Expenses:</b>															
<b>Campground (to include RV Sites, Camper Cabins, Park Models, Floating Campsites)</b>															
Labor															
Other Departmental Expenses															
<b>Total Campground Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Supply Store, Boat Repair, Fuel Sales, and Boat Rentals)</b>															
Labor															
Other Departmental Expenses															
<b>Total Marina Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Boat Rental</b>															
Labor															
Other Departmental Expenses															
<b>Total Marina Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Group Day Use Sites</b>															
Labor															
Other Departmental Expenses															
<b>Total Group Day Use Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Multi-Use Special Events Center</b>															
Labor															
Other Departmental Expenses															
<b>Total Multi-Use Special Events Center Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Retail</b>															
Labor															
Other Departmental Expenses															

Figure 3: Income Statement Form – Year 2015 through 2029

# Lake Berryessa Concession Prospectus

Gray Cells Are Input Cells

Name of Offeror

Location of Operation

**Prospective Income Statement**

*The BOR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Total Restaurant Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restaurant															
Labor															
Other Departmental Expenses															
<b>Total Restaurant Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Authorized/Other Services (Specify)</b>															
Labor															
Other Departmental Expenses															
<b>Total Authorized Services Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Authorized/Other Services (Specify)</b>															
Labor															
Other Departmental Expenses															
<b>Total Other (Specify) Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Direct</b>															
Vehicle															
Repair and Maintenance Expense															
<i>This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.</i>															
Operating Supplies															
Vehicle Expense															
Other Direct															
<b>Total Other Direct</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Undistributed Expenses</b>															
AGG Salaries															
Office Supplies															
Telephone															
Management / Overhead															
Advertising															
Other Admin															
Other Undistributed															
<b>Total Undistributed Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Fixed Expenses</b>															
Insurance															
Property Taxes															
Property Rental															
RAE (Reserve Account for Facilities Improvement)															
<i>This expense references your annual estimated costs associated with replacing major building components/items with a useful life of longer than 7</i>															
Reserve for Personal Property Replacement															
Other (Specify)															
<b>Total Fixed Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>EBITDA Before IT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Franchise Fee															
<b>EBITDA</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Expense															
Depreciation															
Amortization															
<b>Net Profit Before Taxes</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Income Tax															
<b>Net Income</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Figure 4: Income Statement Form – Year 2015 through 2029 (Continued)

# Lake Berryessa Concession Prospectus

Prospective Income Statement																
The BOR anticipates that there will be no revenue generated by the operation until 2016, but the officer may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form.																
	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
<b>Revenue</b>																
Campground (Required/Authorized)																
RV Sites (Required/Authorized)																
Park Models, Cabins, Floating Campsites (Required/Authorized)																
Marina: Mooring, Slip Rental, Dry Storage (Required/Authorized)																
Boat Rental (Required)																
Fuel Sales (Required)																
Group Day Use Rentals (Authorized)																
Multi-Use Special Events Center (Authorized)																
Retail (Authorized)																
Restaurant (Authorized)																
Authorized/Other Services (Specify)																
Authorized/Other Services (Specify)																
<b>Total Gross Revenue</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Cost of Sales</b>																
Restaurant COGS																
Recreation Supply Store																
Marina Fuel																
Authorized/Other Services (Specify)																
Authorized/Other Services (Specify)																
<b>Total Cost of Sales</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Gross Profit</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Direct Expenses</b>																
Campground (to include RV Sites, Camper Cabins, Park Models, Labor)																
Other Departmental Expenses																
<b>Total Campground Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Labor)																
Other Departmental Expenses																
<b>Total Marina Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Boat Rental																
Other Departmental Expenses																
<b>Total Marina Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Group Day Use Sites																
Other Departmental Expenses																
<b>Total Group Day Use Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Multi-Use Special Events Center																
Other Departmental Expenses																
<b>Total Multi-Use Special Events Center Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retail																
Other Departmental Expenses																

Figure 5: Income Statement Form – Year 2030 through 2045 (Continued)

# Lake Berryessa Concession Prospectus

Prospective Income Statement																
The BCR anticipates that there will be no revenue generated by the operation until 2016, but the offeror may incur operating expenses in 2015. If you anticipate incurring expenses in 2015, please list them on this form:																
	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
<b>Total Restaurant Expenses:</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restaurant																
Labor																
Other Departmental Expenses																
<b>Total Restaurant Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Authorized Other Services (Specify)</b>																
Labor																
Other Departmental Expenses																
<b>Total Authorized Services Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Authorized Other Services (Specify)</b>																
Labor																
Other Departmental Expenses																
<b>Total Other (Specify) Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Direct</b>																
Offices																
Repair and Maintenance Expense																
<i>This expense references your annual estimated costs associated with replacing baking components with useful lives of between 3 and 7 years.</i>																
Operating Supplies																
Vehicle Expense																
Other Direct																
<b>Total Other Direct</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Undistributed Expenses</b>																
ABC Salaries																
Office Supplies																
Telephone																
Management / Overhead																
Advertising																
Other Admin.																
Other Undistributed																
<b>Total Undistributed Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Fixed Expenses</b>																
Insurance																
Property Taxes																
Property Rental																
Reserve (Reserve Account for Facilities Improvement)																
<i>This expense references your annual estimated costs associated with replacing major building components/items with a useful life of longer than 7</i>																
Reserve for Personal Property Replacement																
Other (Specify)																
<b>Total Fixed Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Expenses</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>EBITDA Before FF</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Franchise Fee</b>																
<b>EBITDA</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Interest Expense:</b>																
Depreciation																
Amortizations																
<b>Net Profit Before Taxes</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Income Tax</b>																
<b>Net Income</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Figure 6: Income Statement Form – Year 2030 through 2045 (Continued)

## Notes

1. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Income Statement Assumptions" worksheet.
3. Only projected receipts and expenses related to the services “required” by the contract and those you choose to operate under “authorized” services are to be itemized and included in your prospective statements. Please clearly identify, by service type, all revenues associated with authorized services.

## Definitions

## **Lake Berryessa Concession Prospectus**

**EBITDA FF** – Earnings before Interest, Taxes, Depreciation, Amortization, and Franchise Fee.

**Franchise Fees** – A percentage of gross receipts due to the Bureau of Reclamation

## Income Statement Assumptions

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Steele Canyon
<b>Revenue</b>	
See Operating Assumptions Tab	
<b>Cost of Sales</b>	
All Applicable Departments	Describe
<b>Direct Expenses</b>	
Labor	Describe
Utilities	Describe
Repair and Maintenance Expense <i>This expense references your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.</i>	Describe
Operating Supplies	Describe
Vehicle Expense	Describe
Other Direct	Describe
<b>Undistributed Expenses</b>	
Other Salaries	Describe
Office Supplies	Describe
Telephone	Describe
Management Fee / Overhead	Describe
Advertising	Describe
Other Admin	Describe
Other Undistributed	Describe
Other	Describe
<b>Fixed Expenses</b>	
Insurance	Describe
Property Taxes	Describe
Property Rental	Describe
RAFI <i>This expense references your annual estimated costs associated with replacing major building components (items with a useful life of longer than 7 years).</i>	Describe
Reserve for Personal Property Replacement <i>Describe your assumptions related to personal property replacement over the term of the contract (including rental boats)</i>	Describe
Other	Describe

Figure 7: Income Statement Assumptions

### Notes

1. In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
2. If you are going to offer authorized services, please clearly identify which service(s) you will offer and use additional separate rows for each authorized service department. Labor costs should be supported by a footnote identifying Full Time Equivalents (FTE) occupied for each operating department identified.
3. Clearly describe the composition of each item classified under Undistributed and Fixed Expenses. If the expense item is allocated from or shared with a parent or related entity, please describe the allocation

## Lake Berryessa Concession Prospectus

method. In particular, if you intend to assess a Management Fee, or other form of corporate overhead and profit, you must clearly describe what this fee is comprised of (Officer salaries, human resources, accounting, marketing, profit, etc.).

### **Expense Assumption Description Example**

*\*\*\*The following example does not reflect the above opportunity and is provided for the purpose of clarification only.\*\*\**

Direct expenses are expected to surpass historical direct expenses, as fuel and insurance prices increase. Studies by the Department of Commerce indicate that fuel prices will to rise at a rate of 10% annually over the next ten years, as opposed to the historical ten year rate of 4% annually. Additionally, insurance costs, according to a nationwide insurance broker survey, are expected to rise at 15% annually for the next 10 years, as opposed to the 10 year historical rate of 2% annually. Accordingly, direct expenses associated with the operation are forecast to increase from an annual average of 10% of Gross Revenue to an annual average of 20% of Gross Revenues over the life of the Contract.

# Lake Berryessa Concession Prospectus

## Operating Assumptions

Gray Cells Are Input Cells

Name of Offeror

Location of Operation

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue Inflation																	
Expense Inflation																	
<b>Tent Sites (Authorized)</b>																	
Number of Sites																	
Days Open																	
Available Sites																	
Occupancy %																	
Occupied Site Nights																	
Average Monthly Rate																	
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Standard Sites without Utilities (Authorized)</b>																	
Number of Sites																	
Days Open																	
Available Sites																	
Occupancy %																	
Occupied Site Nights																	
Average Monthly Rate																	
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Standard Sites with Utilities (Required/Authorized)</b>																	
Number of Sites																	
Days Open																	
Available Sites																	
Occupancy %																	
Occupied Site Nights																	
Average Monthly Rate																	
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>RV Sites with Utilities (Required/Authorized)</b>																	
Number of Available Sites (type of site)																	
Day Open																	
Available Site Nights																	
Occupancy %																	
Occupied Site Nights																	
Average Daily Rate																	
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Park Models (Required)</b>																	
Number of Units																	
Days Open																	
Available Units																	
Occupancy %																	
Occupied Unit Nights																	
Average Monthly Rate																	
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cabins (Required)</b>																	
Number of Units																	
Days Open																	
Available Units																	
Occupancy %																	
Occupied Unit Nights																	
Average Monthly Rate																	
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Floating Campsite (Authorized)</b>																	
Number of Units																	
Days Open																	
Available Units																	
Occupancy %																	
Occupied Unit Nights																	
Average Monthly Rate																	
<b>Total Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Figure 8: Operating Assumptions – Year 2016 through 2032



# Lake Berryessa Concession Prospectus

Gray Cells Are Input Cells																	
Name of Offeror																	
Location of Operation <u>Steele Canyon</u>																	
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Marina Slip Rental (Required/Authorized)</b>																	
Number of Slips																	
Months Open																	
Available Slip Months																	
Occupancy %																	
Occupied Slip Months																	
Average Monthly Rate																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Dry Boat Storage (Authorized)</b>																	
Number of Slips																	
Months Open																	
Available Slip Months																	
Occupancy %																	
Occupied Slip Months																	
Average Monthly Rate																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Boat Rentals (Required)</b>																	
Number of Boats Rented																	
Price per Gallon																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Marina Fuel Sales (Required)</b>																	
Gallons of Gas Sold																	
Price per Gallon																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Group Use Shelter (Authorized)</b>																	
Number of Group Shelter Rentals																	
Price per Rental																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Multi-Use Special Event Center (Authorized)</b>																	
Number of Special Event Rentals																	
Price per Rental																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Retail - Recreation Supply Store (Authorized)</b>																	
Total Transactions																	
Average Revenue Per Transaction																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Restaurant (Authorized)</b>																	
Number of Covers																	
Price per Cover																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Other (describe)</b>																	
Number of Customers																	
Average Revenue Per Customer																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Other (describe)</b>																	
Number of Customers																	
Average Revenue Per Customer																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
<b>Other (describe)</b>																	
Number of Customers																	
Average Revenue Per Customer																	
<b>Total Revenue</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$

Figure 9: Operating Assumptions – Year 2016 through 2032 (Continued)

# Lake Berryessa Concession Prospectus

Grey Cells Are Input Cells

Name of Offeror		Location of Operation													
		2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
Revenue Inflation															Additional Description
Expense Inflation															
<b>Tent Sites (Authorized)</b>															Additional Description
Number of Sites															
Days Open															
Available Sites															
Occupancy %															
Occupied Site Nights															
Average Monthly Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Standard Sites without Utilities (Authorized)</b>															Additional Description
Number of Sites															
Days Open															
Available Sites															
Occupancy %															
Occupied Site Nights															
Average Monthly Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Standard Sites with Utilities (Required/Auth)</b>															Additional Description
Number of Sites															
Days Open															
Available Sites															
Occupancy %															
Occupied Site Nights															
Average Monthly Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>RV Sites with Utilities (Required/Authorized)</b>															Additional Description
Number of Available Sites (type of site)															
Day Open															
Available Site Nights															
Occupancy %															
Occupied Site Nights															
Average Daily Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Park Models (Required)</b>															Additional Description
Number of Units															
Days Open															
Available Units															
Occupancy %															
Occupied Unit Nights															
Average Monthly Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Cabins (Required)</b>															Additional Description
Number of Units															
Days Open															
Available Units															
Occupancy %															
Occupied Unit Nights															
Average Monthly Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Floating Campsite (Authorized)</b>															Additional Description
Number of Units															
Days Open															
Available Units															
Occupancy %															
Occupied Unit Nights															
Average Monthly Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Figure 10: Operating Assumptions – Year 2033 through 2045 (Continued)

# Lake Berryessa Concession Prospectus

Gray Cells Are Input Cells

Name of Offeror		Location of Operation													
		2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
<b>Marina Slip Rental (Required/Authorized)</b>															Additional Description
Number of Slips															
Months Open															
Available Slip Months															
Occupancy %															
Average Monthly Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Dry Boat Storage (Authorized)</b>															Additional Description
Number of Slips															
Months Open															
Available Slip Months															
Occupancy %															
Average Monthly Rate															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Boat Rentals (Required)</b>															Additional Description
Number of Boats Rented															
Price per Gallon															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Marina Fuel Sales (Required)</b>															Additional Description
Gallons of Gas Sold															
Price per Gallon															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Group Use Shelter (Authorized)</b>															Additional Description
Number of Group Shelter Rentals															
Price per Rental															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Multi-Use Special Event Center (Authorized)</b>															Additional Description
Number of Special Event Rentals															
Price per Rental															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Retail - Recreation Supply Store (Authorized)</b>															Additional Description
Total Transactions															
Average Revenue Per Transaction															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Restaurant (Authorized)</b>															Additional Description
Number of Covers															
Price per Cover															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>															Additional Description
Number of Customers															
Average Revenue Per Customer															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>															Additional Description
Number of Customers															
Average Revenue Per Customer															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Other (describe)</b>															Additional Description
Number of Customers															
Average Revenue Per Customer															
<b>Total Revenue</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Figure 11: Operating Assumptions – Year 2033 through 2045 (Continued)

## Note

1. Please note that revenue projections must be based on rates determined by the approval methods set forth by the Bureau of Reclamation
2. The information on this form should fully explain and document your Gross Revenue build-up. State annual inflation rate assumptions, rate increase assumptions, utilization assumptions and any estimates of real growth you anticipate. If you have any additional descriptions of your assumptions, please use the "Additional Description" boxes to the right of each revenue department.
3. If you are going to offer authorized services, please clearly identify which service(s) you will offer and use additional rows to describe your revenue buildup for each authorized service.

## Examples

### Revenue Assumption Description Example

## Lake Berryessa Concession Prospectus

*\*\*\*The following example does not reflect the above opportunity and is provided for the purpose of clarification only.\*\*\**

Revenue inflation is expected increase at the same rate as the Consumer Price Index which is predicted to grow at a rate of 2.7% annually, based upon historical growth as reported by the Bureau of Labor Statistics. No real growth is expected to occur, keeping in line with historical revenues at the concession. Therefore, overall revenue growth is forecast to occur at an average annual rate of 2.7% over the life of the Contract.

# Lake Berryessa Concession Prospectus

## Cash Flow Statement Form

Grey Cells Are Input Cells															
Name of Offeror															
Location of Operation Steele Canyon															
Prospective Cash Flow Statement															
Operating Activities	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Net Income															
Depreciation															
Amortization															
Change in working capital															
Other (describe)															
Net Cash Provided (Used) by Operating Activities															
Financing Activities															
Dividend															
Sale/Repurchase of Stock															
Borrowings/ Repayment of Debt															
Other (describe)															
Net Cash Provided (Used) by Financing Activities															
Investment Activities															
Construction Costs															
Real Property Acquisition (not within the Recreation Area)															
Personal Property Acquisition															
Inventory and Supplies															
Start-Up Expenses															
Working Capital															
Other (describe)															
Other (describe)															
Other (describe)															
Net Cash Provided (Used) by Investing Activities															
Total Cash Flow															

Figure 12: Cash Flow Statement Form

Grey Cells Are Input Cells																
Name of Offeror																
Location of Operation																
Prospective Cash Flow Statement																
Operating Activities	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Net Income																
Depreciation																
Amortization																
Change in working capital																
Other (describe)																
Net Cash Provided (Used) by Operating Activities																
Financing Activities																
Dividend																
Sale/Repurchase of Stock																
Borrowings/ Repayment of Debt																
Other (describe)																
Net Cash Provided (Used) by Financing Activities																
Investment Activities																
Construction Costs																
Real Property Acquisition (not within the Recreation Area)																
Personal Property Acquisition																
Inventory and Supplies																
Start-Up Expenses																
Working Capital																
Other (describe)																
Other (describe)																
Other (describe)																
Net Cash Provided (Used) by Investing Activities																
Total Cash Flow																

Figure 13: Cash Flow Statement Form (Continued)

### Notes

1. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
2. Yellow cells represent categories that need to be explained on the "Cash Flow Statement Assumptions" worksheet.
3. Estimates for capital expenditures in the Cash Flow Statements made prior to or during the first year after the start of the Contract should be reflective of estimates provide in the Initial Investment and Start-up Costs form.

## **Lake Berryessa Concession Prospectus**

4. Clearly delineate between personal and real property and define your rationale and assumptions for each category.

# Lake Berryessa Concession Prospectus

## Cash Flow Statement Assumptions

Grey Cells Are Input Cells:	
Name of Offeror	
Location of Operation Steele Canyon	
Prospective Cash Flow Statement	
<b>Financing Activities</b>	
Financing Structure Details	Describe
<b>Investment Activities</b>	
Investment Activity Information	Describe anything you have not previously discussed in other parts of this form

Figure 14: Cash Flow Statement Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

## Recapture of Investment Form

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Steele Canyon
<b>Assets and Other</b>	
Ending Fair Market Value of Operation	\$
Real Property (not within the Recreation Area)	\$
Personal Property	\$
Inventory and Supplies	\$
Working Capital	\$
Other (describe)	\$
Other (describe)	\$
Other (describe)	\$
Total of Recapture of Investments at the End of the Contract Term	Total \$ 0

Figure 15: Recapture of Investment Form

### Notes

1. The value of ending Fair Market Value of Operation is only a best guess estimate neither offeror nor the BOR is bound by the number presented above.
2. Reference the Contract and exhibits for guidance on Ending Fair Market Value of the Operation and Personal Property.
3. Formulas included in this form are provided as guidance only. The Offeror is responsible for its financial projections and their accuracy.
4. Yellow cells represent categories that need to be explained on the "Recapture of Investment Assumptions" worksheet.
5. All Offerors must include their estimate of the ending value of all property and other assets at the end of the Contract.
6. Recapture amounts entered into this form should not be included in the proforma income statement.
7. Recapture amounts entered in this form should be included in the cash flow proforma as capital recapture in the final year of the Contract.



# Lake Berryessa Concession Prospectus

## Recapture of Investment Assumptions

Grey Cells Are Input Cells

Name of Offeror	
Location of Operation Steele Canyon	
<b>Assets and Other</b>	
Please describe the method used to determine the values of the planned recoup of investments at the end of the Contract.	
Ending Fair Market Value of Operation	Describe
Real Property (not within the Recreation Area)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Working Capital	Describe
Other (describe)	Describe
Other (describe)	Describe
Other (describe)	Describe

Figure 16: Recapture of Investment Assumptions

### Notes

In the description sections of this form, please provide an explanation of sufficient detail to allow a reviewer to fully understand how the estimates were determined.