

RECLAMATION

Managing Water in the West

Lake Berryessa Concession Prospectus

United States Department of the Interior
Bureau of Reclamation
Lake Berryessa



U.S. Department of the Interior
Bureau of Reclamation

June 2015

Lake Berryessa Concession Prospectus

Under Which Concession Contract Opportunities for Five Concession Areas Will Be Open for Competition for the Development and Operation of the Following Businesses:

- Lodging
- Food Service
- Marina and Associated Operations
- Campgrounds and RV Parks
- Houseboat Rentals
- Retail Sales

All associated with serving the Recreating Public at Lake Berryessa, Solano Project, Napa County, California

Date Prospectus Issued: July 2, 2015

Offers/Responses/Proposals regarding this prospectus must be received at:

Bureau of Reclamation
Central California Area Office
7794 Folsom Dam Road
Folsom, California 95630

No Later Than

August 31, 2015-- at 4 p.m. Pacific Time

Address Questions And Inquiries To:

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United States of America
Department of the Interior
Bureau of Reclamation
Mid-Pacific Region
Central California Area Office

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Introduction to the Lake Berryessa Concession Prospectus

The following Lake Berryessa Concession Prospectus (Prospectus) is being issued to solicit proposals from interested parties on the next term of concession contracts for the development, operation and maintenance of visitor services and facilities at Lake Berryessa, Solano Project, Napa County, California (Lake Berryessa).

This prospectus outlines business opportunities for five concession areas at Lake Berryessa to be provided by private individuals or companies in compliance with the Reclamation's Record of Decision (ROD) for the Future Recreation Use and Operations of Lake Berryessa dated June 2, 2006. The ROD culminated a long-term visitor services planning (VSP) process that began in June 2000.

The prospectus also outlines the concession history at Lake Berryessa since 1959 and the issues that culminated the previous 14 years of planning that include:

- Completion of an Environmental Impact Statement-2005
- Completion of a Visitor Services Plan-2005
- Record Of Decision (ROD)-2006
- Recent Planning efforts to update these earlier plans

All those documents and others pertaining to the prospectus are available for review by bidders on the Lake Berryessa Prospectus Website <http://www.usbr.gov/mp/berryessa/prospectus.html>.

Typically throughout the agencies within the Department of the Interior, concession contracts in management areas expire singly, and when the prospectus for the next contract is issued, interested parties may submit bids in response to the identified business opportunity. On average, the concession operations (services and facilities) being renewed have only a few changes from the expiring contract. Because of the significant changes mandated by the ROD, the concession opportunities at Lake Berryessa will result in new operations and a different commercial focus. Visitor use patterns and the character of operations will be very different than they have been since the prior contracts were authorized in 1958-1962 and expired by 2008.

At Lake Berryessa all the facilities and services previously provided at the five concession areas offered here have been re-described, through the identified planning process, in a manner that will result in business models and operations extremely different from the historical Lake Berryessa concession operations.

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The updated planning documents and this prospectus provide specific parameters of acceptable operations for providing services and facilities to the public at Lake Berryessa. Bidders are required to submit bids that address only the business profiles outlined in this prospectus for each of the five areas. Any bids that include business activities that are substantially different from those outlined in this prospectus AND/OR bids that do not agree to provide the Required Services will be found non-responsive and not further considered.

Reclamation will select successful bidders based upon the proposal(s) that appear to have the most reasonable approach for: (1) serving the public's demand for quality water-based recreation support services and facilities, (2) protecting the environment, (3) responding positively to the 'Principal Factors' and 'Criteria' outlined in PART 5 of the prospectus, and (4) demonstrating in their own proposal strong indications that their offer will be financially feasible for the term of the contract.

Bidders need to pay very close attention to the directions and options presented in this prospectus and not assume that Reclamation will consider information or facts not provided in the proposal as apparent or qualifying. Similarly, Reclamation will not give credit for beneficial conditions or experience that exists, even if Reclamation is wholly or partially aware, if it is not otherwise identified in the bid package submitted in response to this prospectus.

Even if you have submitted proposals and competed for other recent concession opportunities with Reclamation, the National Park Service, or other agencies, it is critical that you recognize the differences in this prospectus including but not limited to the following factors:

- ***Opportunity for Bidders to compete for a single or multiple concession locations (see PART 3 Subsection K for more details).***
- ***Bidders to propose and justify the franchise fees due the Government (higher percentages will always be considered superior in analyzing similar bids but return to the Government is secondary and is only one of several determinants)(See PART 5 Principal Factor 5).***

Throughout this prospectus you will see references to 'a proposal', 'a bid' or perhaps some other similar words that describe the individual or company submitting a response to the prospectus. Efforts have been made to use the correct plural tense in recognition of the five different concession opportunities presented by this prospectus; however, it is likely that because of the frequency of use of these terms and the fact that most prospectuses are for a single opportunity, the correct tense may not always be present. Bidders should recognize that any reference to a single proposal, bid, etc. is also applicable in the plural. The eventual number of concession contracts at Lake Berryessa based upon this prospectus is not now known and will remain unknown until the final selection of

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the best proposal(s) in response to this prospectus. It could be as few as two and as many as five.

PART – 1

Summary of the Business Opportunity

Reclamation, through this Prospectus, is outlining new commercial services opportunities in five concession areas at Lake Berryessa. These five areas are as follows:

- Putah Canyon Recreation Area
- Monticello Shores Recreation Area
- Berryessa Point Recreation Area
- Spanish Flat Recreation Area
- Steele Canyon Recreation Area

Business options for the next Concession Contract term(s) include lodging of various types, food and beverage services, launch ramps, marinas (slip rentals, boat and houseboat rentals, fuel sales, and sanitary pumpout services), retail sales, campgrounds and RV Parks, day use facilities, etc. Some operations may be seasonal in nature while others may serve year around business demands.

The specific ‘Required’ and ‘Authorized’ services for each of the five locations permitted by Reclamation are outlined in Section 2 of the draft Concession Contract (Part 6 of this prospectus). In 2013-2015 Reclamation has conducted additional long-range planning to identify the market demand, scope and feasibility of Required and Authorized Services at Lake Berryessa. The resulting planning documents have been accomplished to bring up to date the 2005 Environmental Impact Statement/Visitor Services Plan and the 2006 Record of Decision (ROD). These documents serve as the guiding documents during the term of the Concession Contract opportunity that this prospectus describes.

As outlined in detail in PART 3 Section K of this prospectus, bidders may submit proposals on all five concession areas, either singly or as bundled sites to take advantage of potential cost savings from combined operations. The maximum number of areas that any one bidder will be awarded will be three areas.

The aforementioned planning documents plus numerous other helpful documents mentioned throughout this Prospectus may be viewed by visiting a specially developed Lake Berryessa Prospectus website at <http://www.usbr.gov/mp/cao/berryessa/prospectus.html>.

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Reclamation has undertaken substantial planning for future services and has completed or will complete preliminary site plans and 60 percent design level infrastructure plans, and associated environmental documentation for Required Services. Bidders are encouraged to adopt the planning efforts undertaken by Reclamation. As developed, these plans will only require the successful bidder to bring these plans to completion and undertake site-specific environmental documentation and permitting. Successful bidders who propose plans that are substantially different from those developed by Reclamation will be solely responsible for all planning and associated environmental documentation.

All bidders will be bidding on a proposed development program that will require substantial investment on the part of new Concession Contractors. In recognition of these substantial investments, bidders must provide detailed financial pro forma documents as stipulated in PART 5 of this Prospectus. Bidders must not rely on the Government estimates presented in this Prospectus for their support in demonstrating their ability and associated plans for operating economically feasible operations with a reasonable opportunity for a profit. (Please see PART 5 of this Prospectus for detailed information on the proposal evaluation process to be conducted by Reclamation).

Previous concession operations at these five areas at Lake Berryessa operated in a very different business environment for the entire 50 years of their contracts than what is outlined in this Prospectus. They were financially dependent on the rental of long-term trailer sites which were not open to the public at large. At one time there were nearly 1600 trailer sites among the original seven Concession Contractors at Lake Berryessa. These trailer sites rented on a monthly basis and the long term trend had been a nearly 100 percent occupancy rate over the years. Revenue from the trailer sites between 1959 and 2008/2009 accounted for approximately 50 percent of the overall revenue for Concession Contractors. Much of the prime shoreline locations in all of the concession areas had been committed to the long-term exclusive use of the permanent trailer villages. As per the ROD, all the trailers have now been removed and 43 CFR Part 429 prohibits any long-term private trailer installations or any variations of private exclusive use. As a result, Lake Berryessa now has extensive areas available for public use with highly desirable lake access and stellar views of the surrounding hills and pastoral countryside.

Reclamation intends for the next Concession Contract(s) at Lake Berryessa to become fully dependent upon the provision of commercial facilities and services to traditional short-term users in a manner similar to those seen at hundreds of other Federal recreation areas throughout the country that are open for public recreation use.

Public comment has supported the belief, and Reclamation concurs, that the focus on the long-term trailer installations over the past years created a business model that resulted in traditional short-term users mostly going elsewhere for their

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outdoor recreation experiences because they did not perceive the proximity of large permanent trailer installations as conducive to the vacation or recreation experience they desired.

Though past use may have deterred short-term users, the recreational areas around Lake Berryessa provide a unique opportunity to San Francisco and Sacramento area residents and, if successfully marketed, present an opportunity for a strong return on investment for the selected company. With the change to a business model that is committed to the provision of new facilities and services targeting short-term, diverse public use, and the opportunity to develop these operations in attractive areas near the lake shore, Reclamation foresees outstanding untapped commercial opportunities at Lake Berryessa. The environment and scenic vistas surrounding Lake Berryessa provide superior natural surroundings over several other Northern California public recreation areas that conduct financially viable operations. This setting, just a short distance from Napa Valley, in conjunction with the 8-10 million residents within 3 hours drive presents a business potential at Lake Berryessa for the establishment of appropriately designed recreation support facilities and services with outstanding growth potential over the 30 year terms of the next contract(s).

Additionally, the change in business model will also emphasize visitor safety and high quality recreation experiences, to alter a public perception of the former reputation of Lake Berryessa as providing a lower quality experience. To achieve this change Reclamation has updated its draft Concession Contract with several different provisions. Among these is a Risk Management program and Environmental Management Program, with requirements for the successful bidders to provide a safe and healthful environment with sufficient security, a comprehensive safety program, trained staff, quality control inspections, incident reporting guidelines and others. A comprehensive Operating Plan and Maintenance Plan prescribe how the concession areas will be operated and maintained to provide a positive and safe experience, and a Concession Review Program provides a feedback mechanism and accountability for contract compliance.

Marinas with boat slips, boat and houseboat rentals, attractively designed cabin installations, quality RV and camping opportunities and day use facilities are all amenities that are not presently being capitalized upon that should show immediate visitor demand following the re-development focus on traditional short-term use. Current occupancy levels on boat rental slips remaining at Lake Berryessa as well as other comparable areas around Northern California is already very high and increases and upgrades in those fixed assets should be met with immediate user popularity.

This Prospectus will be open for a period of 60 calendar days in recognition of the complexities involved and the potential for individual bidders to develop complex multiple area or single area proposals. The Prospectus is large in size because of

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the need to address five different concession areas. Reclamation acknowledges that 60 days is a shorter bid period than was originally mentioned, in an effort to maintain the estimated timeframes for award of new concession contracts. However this time period should be adequate for preparation and submittal of bids. If a bidder requests an extension and has very compelling justification, Reclamation may be able to provide a short extension.

Reclamation will be amending this prospectus approximately thirty days after it is issued in order to provide additional information, currently under development, regarding 60% infrastructure design and related financial information. Prospective bidders should stay attuned to updates that will be posted on the Lake Berryessa Prospectus Website <http://www.usbr.gov/mp/cao/berryessa/prospectus.html>, and www.fbo.gov.

Reclamation provides through this Prospectus, opportunities for prospective bidders to tour existing facilities, to ask appropriate questions and to express any concerns regarding aspects of this concession business opportunity (see PART 3 Section B of this Prospectus).

PART – 2

An Overview of The Bureau of Reclamation and Concessions Management Within the Agency

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An Overview of the Bureau of Reclamation

A. Introduction

Reclamation was established by an act of Congress in 1902 (The Reclamation Act). Reclamation is best known for the dams, powerplants, and canals it has constructed and operates throughout the 17 Western States. These water projects were a primary impetus for settlement and subsequent economic development of the West. Since its inception, Reclamation has constructed 350 dams and reservoirs, including Monticello Dam on Putah Creek (Lake Berryessa), Hoover Dam on the Colorado River (Lake Mead), and Grand Coulee on the Columbia River (Lake Roosevelt).

Reclamation is an agency within the U.S. Department of the Interior (Interior). Through its various agencies including Reclamation, the Bureau of Land Management, the U.S. Fish and Wildlife Service, and the NPS, among others, Interior manages much of the federally held public lands and natural and cultural resources in the Western United States.

Reclamation is a contemporary water management agency with a Strategic Plan that outlines numerous programs, initiatives, and activities designed to help States, Native American Tribes, and others meet their new and ever-changing water needs while balancing a multitude of competing uses, including recreation sites.

Reclamation operates under a mandate to use its land and water resources wisely, which includes protecting fish and wildlife, preserving environmental and cultural values, and providing for public enjoyment through outdoor recreation. Reclamation also encourages stewardship and citizen responsibility for public lands and promotes citizen participation in the care of those lands.

Today, Reclamation is the largest wholesaler of water in the country, responsible for providing water to more than 31 million people. Reclamation conveys irrigation water to one out of five western farmers - some 140,000 farmers - who produce approximately 60 percent of the nation's vegetables and 25 percent of its fruits and nuts, among other crops, on 10 million acres.

Reclamation is also the second largest producer of hydroelectric power in the Western United States, generating enough electricity to serve 6 million homes. Reclamation's 58 powerplants generate more than 40 billion kilowatt-hours and nearly a billion dollars in power revenue annually, depending upon the availability of water.

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The Commissioner of Reclamation establishes, implements, and manages policies, directives, standards and guidelines under the broad direction of the Assistant Secretary of the Interior for Water and Science. Reclamation is comprised of five Regions encompassing the 17 Western States, the Office of the Commissioner in Washington, D.C., and the Reclamation Services Center in Denver, Colorado. Each Region is comprised of Area Offices which have significant front-line responsibilities for operating and maintaining the water resource and power infrastructure, and managing related programs.

The Mid-Pacific Region includes the northern two-thirds of California, most of western Nevada, and a part of southern Oregon. Central California Area Office (CCAO) encompasses a 12-county area within northern and central California. Primary responsibilities include the Solano Project which includes Lake Berryessa, the Central Valley Project (CVP) American River Division, the CVP Auburn-Folsom South Unit and the CVP East Side Division. CCAO manages the largest recreation program of any area office in Reclamation with operations at Lake Berryessa, New Melones Lake, Folsom Lake State Recreation Area, and the Auburn State Recreation Area.

B. Mission Statement

The mission of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

C. Vision Statement

Through leadership, use of technical expertise, efficient operations, responsive customer service, and the creativity of people, Reclamation will seek to protect local economies and preserve natural resources and ecosystems through the effective use of water.

D. Recreation

Reclamation provides more than 90 million visitors a year with water-based recreation opportunities at more than 350 reservoirs. Nearly 200 recreation areas are managed by non-Federal Governmental entities, such as State and County parks. Many are managed by other Federal agencies, such as the National Park Service (NPS), the Forest Service, Bureau of Land Management and the Fish and Wildlife Service. There are nine National Recreation areas on water projects developed by Reclamation including Lake Powell, Lake Mead, and Grand Coulee.

Reclamation has also developed partnerships with non-governmental organizations such as the Bass Anglers Sportsman's Society, Trout Unlimited, and America Outdoors to sponsor fishing and outdoor events in cooperation with local businesses and community groups. In addition to these partnerships, there are over 200 concessions operating on

Reclamation projects. These concessions provide the recreating public with a wide range of facilities and services such as marinas, campgrounds, swimming beaches, equestrian centers, and golf courses. Fishing and boating are the most popular recreational activities at Reclamation reservoirs.

Concessions Management in Reclamation

A. Concession Contract Management

The Secretary and the Secretary's authorized representatives have statutory authority to enter into concession contracts for recreation development and delivery of wide range of recreation services. Concession contracts provide Reclamation with a vehicle to allow commercial entities to provide the visiting public with necessary and appropriate facilities and services. The determination of which facilities and services are necessary and appropriate for a particular site is made through Reclamation's planning process. The types of business vary with the purpose of different areas and the circumstances of each area at the time of contracting.

Many Federal statutes directly apply to the management of concessions operating on Reclamation-administered land and water. State and local laws and regulations may also apply depending on the nature of the area of operation's jurisdiction. Some areas are exclusively Federal in jurisdiction, while others involve State and local jurisdiction.

B. Applicable Authorities and Guidelines

The services to be provided under this concession contract are to be performed under the applicable laws, regulations, policies, and planning existing now or established during the term of the concession contract.

C. Concession Program Management

The CCAO is responsible for oversight of this concession opportunity and will administer all concession contracts awarded for Lake Berryessa. Day-to-day administration will be through the CCAO Lake Berryessa Recreation Resource Office located at 5520 Knoxville Road, Napa, California. Policy direction is provided by the Area Manager, CCAO. Additional support to the CCAO concession program is available as necessary or appropriate from the MP Region.

D. Program Management - Operating Programs and Practices

While the role of a concession contractor must include well-defined business-oriented goals and management for the concession contractor to be successful, the concession contractor must also meet the goals of the community and incorporate those objectives for visitor service and other matters into its own objectives.

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Concession contractors and their staff are important members of the community. The visiting public has continuous contact with, and receives significant information from, concession employees. These contacts can have a significant effect on the quality of the visitors' experience.

To manage these effects, Reclamation has developed operating programs, practices, and guidelines that allow Reclamation to supervise concession contractor activities in an orderly and consistent manner and establish certain unique approaches to the provision of hospitality and recreation services in the Reclamation system.

E. Resource Protection Considerations

Reclamation expects its concession contractors to support Reclamation's mission and to give special attention to the preservation, conservation, and protection of area resources and the environment.

Business operations, educational activities, and employee programs must be conducted in accordance with all applicable environmental laws and in a manner that minimizes negative environmental impacts on the area and encourages others to do the same.

Issues and technologies change over time. The following provide some idea of Reclamation's current resource protection objectives:

1. Solid waste disposal is a major environmental issue as well as a costly problem. Concession contractors are expected to reduce, reuse, and recycle solid wastes. Concession contractors should actively work to reduce the amount of trash and waste generated by concession operations and the public at-large, to acquire products with consideration given to the ability to reuse or recycle the product and its packaging, and to recycle all materials possible. An approach that minimizes such trash and ensures recycling where possible is necessary.
2. Water and energy conservation must be practiced in daily operations and incorporated into the design and construction of both rehabilitated and new facilities.
3. Concession contractor-operated underground and aboveground tanks for building and vehicle fuels, whether Government- or concession contractor-owned, must meet all of the requirements of Federal, State, and local laws and regulations. Responsibilities include cleanup of spillage or leaks, demonstration of financial responsibility, and fulfillment of reporting requirements.
4. The effect of vehicles and other operations on air quality is of concern to Reclamation. Fuel and engine technology is evolving

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in ways that will benefit air quality. Concession operations should adapt their operations to such changes when they are proven to be reliable and effective. The use of electric vehicles is encouraged when possible.

5. Operations may be conducted in a natural area with a variety of wildlife. Concession contractors must conduct their operations under Reclamation's direction for mitigating human-wildlife interactions.
6. Employee orientation programs and development must genuinely emphasize the importance of the area's natural and cultural resources and the necessary consideration for those resources by all employees.
7. The Integrated Pest Management Program ensures that the use of chemicals to control plant and insect pests is strictly regulated to minimize such uses and that such applications are the last resort in control efforts. The concession contractor must work with the area's Reclamation officials to incorporate this program in its operations and in the areas for which it is responsible.
8. Concession Contractor must comply with the objectives of the National Fire Plan (Wildland Fire).

The overall objective of resource protection is to conduct operations in a manner oriented toward the use of efficient and cost-effective approaches that minimize negative impacts on our environment, and to also encourage others to do so, for the same cost-effective and self-protective reasons.

Additional important information regarding "protection of resources" may be found in Reclamation's Concessions Management Guidelines in the section titled, "Environmental Protection and Pollution Prevention."

F. Construction

All construction should harmoniously integrate with the environment where it is located. Facilities that are cultural resources must be managed to maintain their intrinsic qualities through sustained conservation. Architectural style, design elements, and construction materials should reflect the area and its history.

Plans and specifications for any and all construction and landscaping development on Government-owned lands assigned to the concession contractor must be approved, in writing, by Reclamation before the work may begin. Plans must be prepared in accordance with Reclamation standards.

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All concession-related construction activities must conform to nationally applicable codes, such as the Uniform Building Code and the National Fire Protection Association codes, including the National Fire Code, in the latest editions. Regional and local codes are to be adhered to, when they are more stringent than national codes or address unique issues. Even where area jurisdiction requires adherence to local codes, concession-related construction will conform to any higher standards in national codes. The seismic safety standards are to be applied to new buildings designed and constructed within the Reclamation system. Reclamation encourages concessionaires to consider energy audits to determine if proposed facilities are being efficiently designed.

G. Interpretation

Reclamation expects that its concession contractors will, in appropriate ways, assist the visiting public and concession employees to interpret natural and cultural resources in an effort to instill an appreciation of the concession area and the surrounding region. Concession contractor interpretive messages should include safety, local resource management issues and objectives, history of the area, and interpretive themes. These opportunities and responsibilities are more specifically identified in the contract and Operating Plan for this operation.

H. Rates

Rates and prices charged by the concession contractor are subject to approval by Reclamation. Reasonableness and appropriateness of rates and charges will be determined primarily by comparison with those rates and charges for facilities, goods, and services of comparable character, within the geographic region, operating under similar conditions, with allowances made for length of season, provision for peak loads, accessibility, cost of labor and material, and type of patronage. Consideration will be given to other factors deemed relevant.

I. Equal Opportunity

Reclamation is interested in having its concession operations reflect, through its employees, the cultural and ethnic diversity of the area in which they operate and of the Nation as a whole. Reclamation is also interested in having minority and women professionals participate in the management of the concession. Reclamation believes that a varied and diverse concession workforce will better serve the increasingly varied and diverse clientele that uses Reclamation areas. A program for minority and women employees that advances these goals is desirable.

J. Facility and Reclamation Accessibility

The concession contractor will be required to comply with the Americans with Disabilities Act Accessibility Guidelines (ADAAG) for buildings and facilities. Compliance with ADAAG meets all accessibility requirements

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under the Americans with Disabilities Act and Section 504 of the Rehabilitation Act.

A bidder must demonstrate a commitment to full participation for persons with disabilities. This commitment must represent opportunities for both mainstreaming individuals into the normal use patterns of concession facilities as well as the willingness to provide specialized accommodation and programs.

Reclamation recognizes that there are significant variations among concession activities as to the possible range of accessibility and accommodation; however, each concession contractor will be expected to handle accessibility issues and inquiries in a supportive and assisting manner that provides maximum opportunities for persons of all disabilities.

K. Utilities

Where utility services are readily available, concession contractors will be required to obtain them from local sources. In other circumstances, Reclamation may furnish utilities to concession contractors. Rates for services furnished by Reclamation shall be based on actual development and operating costs and according to procedures established by the Secretary.

L. Maintenance Plan

The Maintenance Plan provides area-specific information about required maintenance. The plan will describe the interaction of area maintenance activities with concession contractor activities and will specify and describe any maintenance tasks unique to the particular area that must be performed by concession contractors and those, if any, that will be the responsibility of Reclamation.

The concession contractor generally will be required to maintain, repair, and perform improvements for all necessary “housekeeping” activities associated with the concession operation to the satisfaction of Reclamation. Reclamation, in consultation with the concession contractor, will determine the specific maintenance responsibilities and establish priorities and projected completion dates.

The Maintenance Plan will be initiated at the area level and signed by the Contracting Officer or delegate. Such plans may not alter provisions in the body of the concession contract document or Reclamation policy.

The initial Maintenance Plan is in Exhibit F of the concession contract. In the Proposal, the concession contractor is provided the opportunity to propose changes and/or additions to the initial Maintenance Plan that will be reviewed by Reclamation in the Proposal evaluation and selection

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process. If appropriate and amenable to both the concession contractor and Reclamation, the concession contractor's proposed changes will be incorporated into the final concession contract Maintenance Plan Exhibit.

M. Operating Plan

The Operating Plan includes such details about the operations as are necessary for the concession contractor and Reclamation to operate smoothly together and provides the concession contractor with information as to what specific operating practices are considered appropriate and satisfactory.

Operating Plans may address such issues as hours of operation, scope and quality of service, management information, lost and found procedures, reservations, advance deposits, cancellation and refund policy, convention policies, rates, safety, sanitation, security, health care, concession employees and employment, complaint review process, prior notification of changes in key management staff, and other areas of concern. The Operating Plan is initiated at the concession area level and signed by both the concession contractor and Reclamation. Such plans may not alter provisions in the body of the contract document or Reclamation policy.

The initial Operating Plan is in Exhibit G of the concession contract. The proposed Operating Plan from bidders will be reviewed at the discretion of Reclamation, and changes will be made as determined appropriate by Reclamation before finalizing Exhibit G of a final contract.

N. Sale of Souvenirs and Handicrafts

The selection and sale of gifts, souvenirs, and handicrafts in areas administered by Reclamation is restricted by Reclamation policies and is limited to those that are appropriate for the public's use and appreciation of the greater recreation area. The sale of appropriate handicrafts associated with, or interpretive of, the greater recreation area is especially encouraged. The concession contractor will work with Reclamation and its resources/recreation staff to determine what type of merchandise is most appropriate for the recreation area.

O. Insurance

The contract will require the concession contractor to purchase and maintain various types of insurance. Minimum coverage limits, as required, are provided in Exhibit I of the concession contract. The contract will require the concession contractor to insure any buildings, structures, equipment, furnishings, and merchandise used in the operation. In addition, the concession contractor must carry liability insurance adequate for the types of activities it conducts.

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P. Preference in the Award of a New Contract

No new Preferential Right of Renewal will be awarded in this contract or in the future.

Q. Sub-concessionaires

Reclamation will not allow the concession contractor to subcontract the provision of concession services that are authorized under this concession contract.

R. Compliance with Federal, State, and Local Laws

Concession contractors operate on Federal land but within the jurisdictional framework established by the application of area jurisdiction. Federal statutes apply to concession operations. State and local laws and regulations may also apply.

S. Concession Contractor Risk Management Program

The concession contractor will develop, maintain, and implement a documented Risk Management (Safety) Program as part of its proposal. This written program describes procedures, policies, and documentation for a process to minimize incidents and accidents that will affect the visitor, concession employees, and the facilities. The program is described in Exhibit M of the concession contract.

T. Program Management - Financial Programs and Practices

The intention of Reclamation is to contract with individuals or companies to conduct concession activities that are necessary to achieve Reclamation goals rather than to have the Government conduct those activities directly. Reclamation requires the payment of a Franchise Fee based on the probable value of the opportunity provided by the Government. In addition, Reclamation requires that the concession contractor establish and maintain a reserve account for facilities improvement (RAFI) with monthly deposits calculated as a fixed percentage of concession contractor gross receipts.

U. Concession Contractor Pays Operating Costs

The costs of operating the concession will be covered by the concession contractor.

V. Personal Property Belongs to the Concession Contractor

Concession contractors, not the Government, are the owners of most types of personal property. Personal property is defined as all moveable equipment, park models, inventory, etc. including vehicles. The Government will not require a succeeding concession contractor to purchase such personal property. Government personal property, if any, will be identified in the concession contract.

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W. Concession Contracts May Not Be Sold Without Approval

Concession contracts may not be sold or encumbered without the prior approval of Reclamation. Reclamation is required to make certain findings before approving a sale, transfer, or encumbrance. The potential buyer of the concession contract must complete the same procedure required of the original bidder, including completion of the proposal in its entirety, and they must be determined qualified through a review process.

X. No Guarantee of Profit

Reclamation makes no guarantee that the concession contractor will obtain any profit over the term of a concession contract or of a profit in any given year. It is the responsibility of the bidders to assure that the terms of their bids provide a reasonable opportunity for profit.

Y. Concession Contractor Review Program

The Secretary, through the Contracting Officer and his/her designated representatives, will maintain a continuing review of concession operations and management. This continuing review will determine if the concession contractor is complying with all provisions of the concession contract and will evaluate the concession contractor's operation to determine if the concession contractor is complying with operating standards. This Concession Contractor Review Program will include, but not be limited to:

1. Compliance with the Operating Plan.
2. Compliance with the Maintenance Plan.
3. The quality of the service rendered to the public.
4. The prices that are charged the public.
5. The condition of the premises.
6. The appearance and conduct of employees.
7. The degree to which facilities are properly maintained and repaired as required by the particular concession authorization.
8. The nondiscrimination policies of the concession contractor with relation to both employment and service to the public.
9. Compliance with the Risk Management Program.
10. Compliance with the Environmental Management Program.
11. Compliance with the RAFI.

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12. Compliance with U.S. Public Health Service standards and requirements and State and local health codes that may be applicable.
13. Compliance with practices that foster a safe environment for the public.
14. Compliance with the various administrative, reporting, and financial requirements of the concession contract, including any applicable construction program.

Periodic written evaluations will be prepared by Reclamation officials, on a schedule set forth in the Operating Plan, following the procedures and requirements of Reclamation Concession Contractor Review Program. From these evaluations, an overall rating will be established. Failure to operate in a satisfactory manner, as determined by the Concession Contractor Review Program, may be cause for termination of a concession authorization in accordance with the terms of this contract.

PART – 3

Instructions to the Bidder for Preparing the Proposal

Before completing a proposal, carefully read and consider these instructions, the Concession Contract document, the exhibits to the Concession Contract document, and the other information in this prospectus, its appendix, and any other documents to which it refers. Failure to accurately follow these instructions and other directions relating to the format and content of any eventual proposal could result in a determination by Reclamation of a nonresponsive bid and no further consideration for this concession opportunity.

A. Response Period for Submission of Proposals

It is assumed that all interested parties submitting a proposal in response to this Prospectus are aware of the provisions of 43 CFR Subtitle A and the latest Bureau of Reclamation Manual Policy and Directives and Standards, as amended.

Proposals must be received by 4 p.m. pacific standard time on August 31, 2015. Public notice has been given.

Only a bidder submitting a responsive proposal is eligible to be awarded a new Concession Contract. A proposal is considered responsive if it is submitted on time and is determined by Reclamation to satisfy all the minimum requirements of the new Concession Contract and this Prospectus and to provide all the information required by this Prospectus. The minimum requirements for the new Concession Contract are identified in Part A of PART 5 of the Prospectus. Bidders must agree in their proposal to the minimum requirements of this Prospectus, as identified in Part A, and must provide all the information required by Part B of PART 5 for the proposal to be considered responsive.

Proposals determined to be nonresponsive by Reclamation will be rejected and will not be further evaluated.

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B. Schedule of Meetings and Concession Facility Tours

Reclamation will host a Prospectus Meeting and Site Orientation. All interested parties may tour the concession locations and discuss the requirements of the Prospectus at this meeting. This meeting will be held on July 17, at 8:30 a.m. For interested parties unable to attend this meeting, Reclamation is willing to host an alternate Prospectus Meeting and Site Orientation on July 24, at 8:30 a.m. The contents of this alternate meeting will be the same as that of the July 17 meeting. Parties interested in this alternate date must contact Ms. Peggi Brooks at 916 989-7128 or pbrooks@usbr.gov by July 17. To ensure fair competition, no other meetings will be held. All meetings will begin at the Reclamation Office at Lake Berryessa located at 5520 Knoxville Road, Napa, CA 94558.

Interested parties attending the Prospectus Meeting and Site Orientation interested in additional site visits to the Recreation Areas must coordinate with the Lake Berryessa Park Manager to gain access to fee areas or areas that are currently closed.

Questions and concerns regarding the Prospectus may be submitted to Ms. Peggi Brooks at the following e-mail address: pbrooks@usbr.gov. Remember any questions/concerns from prospective bidders responded to by Reclamation at any time during the prospectus process will be shared with all other known prospective bidders.

C. Form in which Proposal must be Submitted

You must follow the format provided in the Prospectus in its entirety and without significant alteration when applying for the Concession Contract(s). Failure to submit a proposal according to these instructions without alteration (except for filling in the indicated blanks) will render your proposal nonresponsive. The need to follow the prescribed format will be important for all applicants but especially a challenge for any bidders that are submitting a proposal for multiple contract opportunities. General directions on submitting a proposal are located throughout this PART 3 of the Prospectus. Certain 'Special Conditions and Instructions' for bidders submitting for multiple opportunities are located in Section K of this PART 3 of the Prospectus and as appropriate in various other sections of this Prospectus.

1. Pagination - For your proposal to be considered responsive, each page of your proposal must have a page number and must be organized in a logical, easy-to-follow manner.

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2. References - Each page of your proposal must also reference the location or criterion it is responding to in the Prospectus so the response can be clearly identified (e.g., PART 5, Principal Factor 3, criterion B3 (b) 2.a).
3. Additional Information - Please include any additional information you may deem relevant to your proposal, but stay within the indicated organizational framework of the Prospectus.
4. Bidders are cautioned to submit responses to the Principal Factors in Part B of Part 5 in the exact order they are presented in the Prospectus. Failure to do so may affect the final scores.

D. Where and How to Submit a Proposal

Completed proposals and any modifications must be submitted to Reclamation by the close of business on the due date and sent to the address indicated on the front page of this Prospectus. Proposals may be delivered in any manner convenient to the bidder during the normal business hours of the receiving office.

1. Submit five hard copies of your proposal(s) following the format of the proposal presented within this Prospectus. Also submit five complete electronic versions on CD/DVDs that also include the projected financial information. If you have drawings or large format plans that do not lend themselves to an electronic format, then you may submit extra hard copies of them with the five CD/DVDs. Submitting less than the requested number of copies of your proposal will be considered nonresponsive.
2. Proposals and any modifications of those proposals must be enclosed in sealed containers (envelopes, boxes, etc.) and the following should be marked on the container in large letters:
 - a. “LAKE BERRYESSA CONCESSION PROPOSAL PACKAGE, MAIL ROOM, DO NOT OPEN.”
 - b. The due date specified in this Prospectus for receipt of the proposal by Reclamation.
 - c. The name and address of the bidder. Bidders submitting their proposals by an express carrier must include their street address and phone number.

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E. Proposals and Contracts will be Considered Public Documents

All proposals submitted in response to this Prospectus will be disclosed by the Department of the Interior to any person, upon request, to the extent required by the Freedom of Information Act (FOIA) (5 USC 552). If you believe that your proposal contains trade secrets or confidential commercial or financial information exempt from disclosure under FOIA, mark the cover page of each copy of the proposal with the following legend:

- The information specifically identified on pages (list page numbers where confidential information exists) of this proposal constitutes trade secrets or confidential commercial and financial information that the bidder believes to be exempt from disclosure under the Freedom of Information Act. The bidder requests that this information not be disclosed to the public, except as may be required by law

You must specifically identify what you consider trade secret information or confidential commercial or financial information on the page of the proposal on which it appears, and you must mark each such page with the following legend:

- This page contains trade secrets or confidential commercial and financial information that the bidder believes to be exempt from disclosure under the Freedom of Information Act and which is subject to the notice regarding confidentiality contained on the cover page of this proposal

F. Questions

If you have questions regarding this Prospectus, you must submit your questions, in writing, to the contact person indicated on the front page of this Prospectus, no later than 30 days in advance of the submittal date. Reclamation will respond in writing to your question and will provide the question and response to all potential bidders through the mail, email or the Prospectus website. Questions received after this date may not be answered. Because Reclamation must provide equal information to all potential bidders, there must be sufficient time allowed to inform all potential bidders of such questions and answers.

To the extent appropriate, verbal questions regarding certain aspects of this Prospectus and the existing fixed assets will be answered during the scheduled meetings and location tours as identified in preceding Section PART 3 Section B. Questions asked and answered at these meetings and tours will be reduced to a written document and made available to interested bidders within one week following the actual meetings/tours.

G. Evaluation of Proposals and Selection

The minimum requirements for the new Concession Contract are identified in Part A of PART 5 of the Prospectus. Bidders must agree in their proposal to the minimum requirements of this Prospectus, as identified in Part A, and must provide all the information required by Part B of PART 5 for the proposal to be considered responsive.

The evaluation panel will consider each of the ‘Principal Factors’ as set forth in this Prospectus (Part B of PART 5) by assessing the narrative and other information presented in the bidder’s proposal in response to the requests for information and questions set forth under each ‘Criterion.’ The bidder’s response will be evaluated and rated according to one of four categories as “not satisfactory, satisfactory, good, or superior.” Rating points will be assigned between zero and up to the maximum total identified in PART 5.

It will be necessary for a proposal to achieve a “satisfactory” or better rating for each of the five ‘Principal Factors’ to be considered an acceptable or better proposal. A “not satisfactory” rating for any one of the five ‘Principal Factors’ will render an entire proposal “not satisfactory” and will be grounds for rejection/non-responsive determination.

The evaluation panel will provide a written consensus recommendation to the selecting official (Regional Director or delegate) that outlines in detail the reasoning for the recommendation. The panel will provide supporting information indicating why the recommended bidder exceeds other bidder on an overall basis.

H. Selecting the Best Proposal

Reclamation will select as the best proposal(s) the proposal(s) that Reclamation determines will, on an overall basis, best achieve the objectives of Reclamation and is in the best interest of the Government. Reclamation will provide a narrative explanation for the selection.

I. Preferential Right of Renewal

No “Preferential Right of Renewal” exists with the current Concession Contractors. The new contract(s) also will not include any “Preferential Rights” and will be issued in accordance with Reclamation Policy and the associated Directives and Standards.

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J. Cautions to Bidders About Submission and Evaluation of Proposals

1. Reclamation expects to issue an amendment to this prospectus to be posted approximately thirty days after the initial Prospectus is posted. This amendment will include the final 60% designs and drawings for the Recreation Areas and the related financial information.
2. All information regarding this Prospectus will be issued in writing. No Reclamation or other Government official is authorized to make substantive oral representations regarding this Prospectus, and no bidder should rely on any oral representations made by Government officials regarding this Prospectus.
3. The proposal describes all the Principal Factors and criteria, the responses to which will be used by Reclamation to evaluate proposals. You, the bidder, should ensure that you fully respond to all questions provided under each Principal Factor.
4. This Prospectus and related documents reflect the views and objectives of Reclamation with regard to the proposed concession operation. Should you believe that any statement in this Prospectus is inaccurate, you must submit comments to Reclamation, in writing, no later than 30 days before the due date for proposals. Send your comments to Ms. Pegg Brooks at the address on the front page of this Prospectus for Questions and Inquiries. If you send a 'disagreement' with a statement in the Prospectus and Reclamation determines that it is not an inaccuracy, the only response you may receive is a short recognition that the statement is not inaccurate but without any discussion or attempt at dialogue with Reclamation's position outlined in the Prospectus.
5. The information included in this Prospectus, including all appendices and other attachments, is provided to allow bidders to understand the concession's operations and the acceptable range of the terms and conditions of the new Concession Contract(s). The information is provided throughout all the documents contained in this Prospectus. Bidders are therefore encouraged to thoroughly review all information and required submittal documents before preparing a proposal.
6. A proposal to expand the scope of facilities or services beyond the parameters of those identified in this Prospectus will not be considered in the evaluation of proposals. Reclamation will not penalize a bidder for proposals beyond the business levels identified in the Prospectus. However, additional credit will not be considered and proposals that

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indicate their bid is dependent upon the approval of their expanded business proposal will be considered nonresponsive.

7. If you propose to make financial commitments in response to any Principal Factors, your proposal will be closely and professionally reviewed and analyzed to make sure your financial statements and supporting documents accurately reflect those commitments. Such documents include, but are not limited to, the pro forma income statements and pro forma cash flow statements required in the proposal. If Reclamation determines that your financial proposal and apparent financial expertise is unrealistic, that could result in your proposal being found nonresponsive.
8. Reclamation shall have the authority to make the final determination of appropriate rates; therefore, the projected financial statements and the benefit to the Government (franchise fee) proposed by the bidder should reasonably reflect such comparable rates. It should be noted that final approval of rates will be based on a comparability study to determine the appropriate rates the Concession Contractor may charge for goods and services. The study will compare rates in the local and regional markets for similar goods and services.
9. All bidders must be aware that a part of the proposed or actual 'rate package' may NOT include an 'Entry Fee' charge for entering any of the concession areas. It is appropriate to propose and establish fees for certain types of 'day use', i.e., using picnic facilities, boat launch, swimming facilities, and other amenities that have been developed by the Concession Contractor, etc. Visitors just wishing to visit the concession area and perhaps use the retail and food and beverage facilities or just 'look around' as part of their overall Lake Berryessa sightseeing will not be charged any type of entrance or use fees by the Concession Contractor.
10. The proposal and related materials submitted should reflect the entire proposal you wish to submit. Reclamation will consider your written submission as your full and final proposal in response to the prospectus and will conduct the evaluation of proposals and make a selection of successful bidder(s) based ONLY on the written information you have submitted. Do not assume that Reclamation knows anything about you or your proposal. Do not assume that any information about you or your proposal, previous correspondence, or previous submissions are in the possession of or will be considered by Reclamation. Reclamation may verify through contact with other parties any aspects of your proposal or identified applicable background that may need clarification or confirmation.

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11. The draft Concession Contract section of this Prospectus (PART 6) and its exhibits, which set forth the terms and conditions governing operation of the concession, are attached. It is likely that this draft contract represents approximately 95%-98% of the intended final contract. Certain aspects will not be finalized until a successful bidder is selected and those aspects of their proposal that resulted in their selection are addressed in a final contract. Reclamation is willing to negotiate on limited components of the draft Concession Contract, and responsive bidders agree in the bidder proposal packages (Part 5 of the Prospectus) to limit negotiation to the term of the Contract, Services and Operations, the structure and percentage of Franchise Fees, and the Insurance Requirements. Reclamation may amend a Prospectus and/or extend the submission date before the proposal due date. Reclamation may also cancel a solicitation at any time before the award of the Concession Contract if Reclamation determines, in its discretion, that cancellation is appropriate and meets the public interest. No bidder or other person will obtain compensable or other legal rights as a result of an amended, extended, canceled, or reissued solicitation for this Concession Contract.
12. The terms, conditions, and determinations of this Prospectus and the terms and conditions of the proposed Concession Contract, as described in this Prospectus, are not final until the Concession Contract has gone through final negotiations between a successful bidder(s) and Reclamation and a contract is awarded and executed. During final negotiations on an eventual contract Reclamation's determination will be final on areas of disagreement.
13. Reclamation may request, from any bidder who has submitted a timely proposal, a written clarification of its proposal. Clarification refers to eliminating any ambiguities that may have been contained in a proposal but does not include amendment or supplementation of a proposal. A bidder may not amend or supplement a proposal after the submission date unless requested by Reclamation to do so and unless Reclamation provides all bidders that submit proposals a similar opportunity to amend or supplement their proposals.
14. The selected bidder must sign the Concession Contract promptly after selection of the best proposal and within the time established by Reclamation. If the selected bidder fails to sign the Concession Contract within the time period specified by Reclamation or declines to provide any of the facilities or services that they outlined in their bid then Reclamation may select another responsive proposal for award of the Concession Contract or may cancel the selection and may re-solicit proposals for the Concession Contract.

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15. Document delivery services that offer overnight delivery may not provide true overnight delivery to some areas. Bidders will be responsible for ensuring the timely submittal of proposals by contacting the delivery service of their choice regarding delivery availability and timing for the submittal location specified on the front page of this Prospectus. A failure by a delivery company or any individual responsible for assuring that a bid package is received by Reclamation no later than identified in this Prospectus will not be considered by Reclamation nor will an extension be granted.
16. Reclamation will include, as terms of the eventual new Concession Contract(s), appropriate elements of the winning proposal(s) selected for award of the Concession Contract(s). Such appropriate elements of the proposal may include, but are not limited to, components of the bidder's proposed Operating Plan, Maintenance Plan, Environmental Management Program, or Risk Management Program.
17. Bidders are responsible for undertaking appropriate due diligence with respect to this business opportunity. All the statements made in this Prospectus regarding the nature of the business and future performance is only the opinion of Reclamation. Bidders should not rely on any representations of Reclamation in this regard.
18. If during the Concession Contract term, Reclamation and the Concession Contractor mutually agree that the Concession Contractor may provide a service that is not stipulated in the Concession Contract, the Concession Contract will be amended to include that service as a requirement of the Concession Contract, subject to the same contractual obligations and limitations as other stipulated services. This however does not include a major expansion of facilities but is meant to accommodate small changes to the existing operation per LND 04-01, 4.D. (15). A similar action could release a Concession Contractor from having to provide a service that both parties agree is no longer necessary.
19. As a part of the proposal, bidder(s) may suggest the business name they intend to use but it is not required and can wait until final discussions in advance of finalizing the eventual contract(s). Reclamation must approve the eventual names. See item O for more information about business names versus the name of the concession areas. For the sake of clarity in this proposal, when referring to specific operations, all bidders should use names presented in this prospectus for each area that they are submitting bids.
20. If a previous Concession Contractor at Lake Berryessa is selected as the winning bidder on any of the concession locations and they have

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not complied with any and all applicable requirements of their previous contract, the ROD and the stipulations set forth in this Prospectus (in regard to previous Concession Contractors) in advance of any final authorization to proceed and in advance of execution of any future contract, then they will not be selected or awarded a new contract. Two specific examples of requirements that must be met in advance of being authorized to operate under a new Concession Contract or before execution of a new contract at Lake Berryessa for previous Concession Contractors are:

- a. Any material failure to clear concession areas of all personal property and improvements as directed by Reclamation, and
- b. Any material overdue financial obligations to the United States Government.

Bids from contractors or corporate members/officers (including all their members or anyone associated thereof) who are in violation, or have violated, other contracts with Reclamation, or statutory requirements specific to Lake Berryessa, who are not current in any financial obligations with Reclamation, etc. will not be considered for a new contract.

K. Special Instructions and Discussion for:

(1) Bidders Submitting Individual Proposals for More Than a Single Concession Opportunity OR (2) Bidders Submitting a Combined Proposal for More Than a Single Concession Opportunity

As identified in the introduction to this Prospectus and in other applicable sections, this is a unique concession prospectus opportunity. This Prospectus covers the new opportunities for five individual Concession Contracts at the following locations:

- Putah Canyon Recreation Area (formerly Putah Creek Resort)
- Monticello Shores Recreation Area (formerly Rancho Monticello)
- Berryessa Point Recreation Area (formerly Lake Berryessa Marina)
- Spanish Flat Recreation Area (formerly Spanish Flat Resort)
- Steele Canyon Recreation Area (formerly Steele Park Resort)

There are two approaches besides the standard approach (one single proposal for one location) that a Bidder might select in submitting a proposal or proposals. An individual bidder may appropriately decide to participate in one or the other or a combination of both. The two additional approaches are:

- 1. Proposals on More Than One Single Concession Opportunity** – This option is basically the same as a traditional package for a concession

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opportunity with the exception that a bidder may decide to submit multiple individual proposals for two or more concession locations. For example, a bidder could submit one proposal for Spanish Flat, a second separate proposal for Putah Canyon, and a third for Monticello Shores. A bidder could submit up to five separate proposals and could be selected as the successful bidder on one or any combination (including up to a maximum of three) of the proposals submitted depending upon the strength of their individual packages in competition with other bidders.

In this scenario, multiple proposals from a single bidder would be evaluated as separate individual proposals during the proposal evaluation process. If a particular bidder is selected as the successful bidder on more than one concession opportunity, Reclamation will combine those two or three operations into a single Concession Contract. If this situation occurs, all bidders should understand that certain negotiations will occur to rectify any changes necessary from the individual proposals to satisfactorily combine the operations into a single contract. Under no situation will Reclamation authorize multiple Concession Contracts with the same operator but will combine them into a single contract that covers two or three locations.

To the extent possible in finalizing a combined contract, Reclamation and the successful Concession Contractor will address issues such as length of term, franchise fees, scheduling for capital improvement, maintenance and operating plans, etc. in a manner that considers the submitted individual proposals; however Reclamation's decision is pre-eminent in areas of disagreement, and the Concession Contractor, if dissatisfied, may decide to withdraw one or more of their successful proposals and just settle on a more limited opportunity.

- 2. Single 'Combined Proposal' that Includes Two or Three Locations –** This type of proposal would combine two or three of the existing operations as a single bid. In this approach, the bidder would be indicating a preference to operate multiple locations (two or three) in a combined proposal. Such an approach may be preferable to some bidders because of the flexibility and revenue opportunities in operating multiple locations. There would also be an associated level of increased financial risk and management complexity in operating multiple locations.

An example of a combined proposal would be one that includes Putah Canyon, Monticello Shores, and Berryessa Point, (or any other mixture that may include up to three) where the bidder has indicated a desire to operate multiple locations in a single coordinated operation

As described in PART 5 of this Prospectus, the proposal evaluation process will score combined proposals in a manner that enables a comparison between a specific location i.e., Spanish Flat from the

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combined approach to any other bidder submitting a proposal for Spanish Flat whether combined or individual.

- For Example: If ‘Bidder A’ submitted a combined proposal for Spanish Flat, Monticello Shores and Putah Canyon their submission for the Spanish Flat portion of their proposal would be evaluated against all other bidders submitting either individual or combined proposals that include Spanish Flat. Therefore, if ‘Bid B’ has submitted a proposal that is only for Spanish Flat and ‘Bid C’ a proposal for Spanish Flat and Putah Canyon, Reclamation will look at each of their particular proposals as it applies to Spanish Flat to draw a conclusion regarding the differences and similarities as it pertains to just Spanish Flat.

The same review/evaluation process will occur for each of the five concession areas as Reclamation makes determinations on which bidder(s) submit the best proposal for individual locations and/or combined operations.

Because of the operational and managerial flexibilities inherent in a combined proposal, Reclamation will consider the overall combined impacts and provision of services in a combined proposal when comparing it to other (individual or combined) proposals for the same locations.

If Reclamation believes that a combined proposal on multiple locations is very good and in an overall manner displays a better opportunity for a financially successful operation they may select that bidder as an apparent successful proposal. Any selections as a new Concession Contractor whether from a multiple or individual proposal is conditional on final negotiations between Reclamation and the bidder(s) as earlier outlined in the ‘Introduction to the Prospectus’. These final negotiations will be more in the manner of ‘fine tuning’ a submitted proposal. The final approved operation will still be very recognizable from a bidder’s original proposal. If any conditional winning bidder does not feel they can agree to the ‘fine tuning’ proposed by Reclamation, and an impasse is reached, then Reclamation may select the next highest bidder or even re-advertise an individual location if it seems, in Reclamations judgment, that an effective proposal for any particular location does not exist.

Reclamation recognizes that an individual or company that submits a combined proposal covering multiple locations, as highlighted in the previous examples, may have structured the finances and proposed operational components of their overall proposal in such a manner that any deletion of a particular location from their overall combination might result in their non-interest or unwillingness to consider something less. However, Reclamation may determine that a combined proposal for

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multiple properties may be very good except for the submission on one or two of the locations OR that another bidder has such a superior proposal for a particular location that the subjects combined proposal does not compensate for the other bidders proposal in that one location. In that case, Reclamation may inform a bidder that has submitted a combined proposal on, for example, three locations, that they have been selected as a winning bidder on two of those locations and that a final contract for those two will be negotiated. The bidder that presented the package for three properties in this example could decide they are not interested in accepting a lesser package than their proposal in which case Reclamation would go to the next highest bidder(s) for the remaining two locations. However if the subject combined bidder did agree to accept the conditional package that included two locations instead of the three they proposed, then Reclamation would negotiate final contract terms and conditions (contract length, franchise fees if any, final level of investment and construction schedule, any necessary adjustments to proposed services and facilities necessary, etc.) to appropriately cover an operation of two locations in a new contract.

These are complicated options that all bidders should be prepared to discuss during the previously identified meetings with Reclamation to eliminate any confusion or concerns.

L. Submit Responses

Submit Responses to Principal Factors & Criterions in The Order they are displayed in PART 5 of This Prospectus

It is imperative that bidders structure their responses to the five (5) individual 'Principal Factors' and the associated 'Criterions', outlined in Part B of PART 5 of this Prospectus, in the exact same order they are presented. Bidders that do not respond in the order as outlined in Part B of PART 5 risks the possibility that their intended response will not be fully noted or credited and thereby lose valuable points. Similarly it is important to apply a heading to responses that will alert the review panel as to exactly which 'Principal Factor' and/or 'Criterion' is being responded to. Including numerous responses in a lengthy narrative that challenges the panel to pick out salient portions without noting the specific 'Principal Factor' or 'Criterion' could also result in scoring that is lower than a well-defined response.

M. Ownership of Fixed Assets

1. All permanent fixed assets, known as *Concession Contractor Improvements* placed by the Concession Contractor within the Concession Area shall be considered the property of the Concession

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Contractor, with the exception of Concession Area Infrastructure. Concession Area Infrastructure includes all road surfaces, landscape, utilities, and appurtenant structures affixed to the assigned lands in such a manner as to be a part of the realty including but not limited to parking stalls (camping, RV, and Day Use), parking lots and roadways, electrical transmission and connection services, street lighting, telephone and internet or other methods of information technology, water/waste water systems. Concession Area Infrastructure will become the property of Reclamation upon expiration or termination of the Concession Contract. Any permanent additions or modifications to the Concession Contractor Improvements, excluding Concession Area Infrastructure, shall remain the property of the Concession Contractor. Reclamation has the option to require the Concession Contractor not to remove certain fixed assets from the concession area subsequent to the expiration or termination of this agreement, and instead: (1) pay the Concession Contractor for the permanent fixed assets, which are not to be removed, such value to be determined by Government appraisers; or (2) if a new Concession Contractor assumes operation of the concession, the Government will require the new Concession Contractor to pay the Concession Contractor the value of those fixed assets Reclamation has required not to be removed as per Section 5 of the contract (see Draft Contract in PART 6 of this Prospectus). Those Concession Contractor Improvements, excluding Concession Area Infrastructure, not specifically identified for retention must be removed by the Concession Contractor without compensation.

2. All Government appraisals shall conform to the Uniform Standards of Professional Appraisal Practice (USPAP) as implemented in accordance with the Department of the Interior's Appraisal Services Directorate "Appraisal Policy Manual". The appraisal shall be done no more than nine months prior to the expiration (or termination) of this contract.
3. If the parties dispute as to the value of any facility as appraised by Reclamation, the decision of Reclamation as to such value shall be final and binding upon all parties. Parties may appeal per 43 CFR PART 4 Subpart G.
4. If this agreement is terminated or expires and Reclamation no longer requires operation of the concession, the Concession Contractor shall have the right to remove Concession Contractor Improvements within the concession area, with the exception of Concession Area Infrastructure, unless Reclamation requires some or all to be left in place for sale in accordance with PART 3.L. Concession Contractor Improvements not removed by the Concession Contractor upon

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termination or expiration of this agreement shall be deemed to have been abandoned by the Concession Contractor. Title to all such abandoned fixed assets shall be vested in the United States. The Concession Contractor will be liable for removal and clean-up costs incurred.

N. Infrastructure Issues At Steele Canyon Recreation Area

The Napa Berryessa Resort Improvement District (the District) provides both water and sewer service to up to 577 parcels in the Berryessa Highlands subdivision in southeastern Napa County, adjacent to Steele Canyon Recreation Area. The majority of the parcels in the District are single family residences, but the District also provided water and sewer service to the previous concession operation known as Steele Park Resort.

The District's water facilities include a surface water treatment plant, pumping, storage and distribution systems. The District secures its water supply under Napa County's rights to water from Lake Berryessa and operates under a permit from the Department of Health Services.

The District's wastewater facilities include a wastewater collection system, treatment plant, and land disposal system. The District operates its wastewater facilities under permit from the Central Valley Regional Water Quality Control Board (Regional Board), which prohibits discharge of treated effluent to surface water in this area. The Regional Board has directed the District to make upgrades and improvements to its wastewater treatment facilities in order to comply with its permit, which the District has accomplished in 2014. The District's ability to complete any remaining improvements necessary to comply with the permit is contingent on a variety of factors, some of which may relate to the District entering into an agreement with the new Concession Contractor to connect to its water and wastewater systems. This agreement with the District will require the Concession Contractor at Steele Canyon to pay a connection fee or other assessment commensurate with the estimated demand for services. Reclamation will require the Concession Contractor to receive water and wastewater services from the District and to pay all reasonable associated costs and assessments. The Supplemental Surcharge as referenced in PART 4 Subsection M can be used to offset the assessment.

O. Concession Area Names

Reclamation intends that the current names for each of the concession areas shall not change. The successful bidder may select an operating name for components of their Concession Operations (campgrounds, day use facilities, marina, etc.)

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pending approval by Reclamation, which they intend to officially title that concession service. However, the successful bidder does not have ownership of the name or the authority to retain that name at the termination or expiration of this contract. The name will remain and may be used at no cost by Reclamation and by a succeeding concessionaire even if a different operator than the successful bidder.

P. If An Area Receives no Bids or No Acceptable Bids

If there are no satisfactory bids on a specific area that Reclamation determines to be acceptable, Reclamation may determine to not develop the area as a concession.

Q. Exclusive Use

Private exclusive recreational or residential use as defined and explained in 43 CFR Part 429, Use of Reclamation Land, Facilities and Waterbodies, will not be allowed.

PART – 4

The Business Opportunity

A. Introduction

Reclamation is requesting proposals from interested parties for development, management and operation of five concession areas at Lake Berryessa, Solano Project, Napa County, California. Potential bidders have multiple options on deciding whether to apply for a single individual concession opportunity or a combination of sites. However the maximum any one bidder will be awarded will be three concession areas (See PART 3 – Section K for more details).

Lake Berryessa is the operating reservoir for Reclamation’s Solano Project. Lake Berryessa is located in northeastern Napa County; among the hilly-to-steep slopes of the California Coast Range. It is a 1½-hour drive from Sacramento, a 2- to 3-hour drive from various locations in the San Francisco Bay metropolitan area, and a 1-hour drive from the town of Napa and the Napa Valley. It is served by State Highways 121 from Napa to the south and 128 from Winters (Sacramento and Interstate 5) to the east. Within this 2½ to 3-hour driving distance there are 8 to 10 million people. Lake Berryessa is less than a one-hour drive to the Napa Valley and approximately a two hour drive from most of the Bay Area and from Sacramento. The convenience to Napa Valley creates recreational and family vacation opportunity for visitors. Lake Berryessa is the largest freshwater body of water within the proximity to Sacramento and the San Francisco Bay Area.

Lake Berryessa is oriented on the map from northwest to southeast and is 26 miles long by 3 miles wide, with 165 miles of shoreline. There is essentially a west and east shore; all seven of the current concession operations are located on the west shore while the east shore is wholly undeveloped with several large private ranch areas bordering Reclamation lands along the shoreline. The total shoreline of Lake Berryessa is within the ownership of Reclamation. There are a few areas on the west shore with private property development within view of the lake. Please view photos on the Lake Berryessa Prospectus web site at <http://www.usbr.gov/mp/berryessa/prospectus.html>.

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Figure 4 - 1: Map of Lake Berryessa

Lake Berryessa and the area surrounding it are physically attractive and provide scenic vistas to users both on the shore and from the lake. With the exception of the concession developments and a few small private housing areas, there is no development that impedes or detracts from the views and the general ambiance of

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being in a remote recreational area. There is an abundance of wildlife at Lake Berryessa and fishing for trout and bass is considered very good.

Some History

In 1948, construction of Lake Berryessa was authorized as part of Reclamation's Solano Project. The Solano Project was authorized for agricultural water supply, municipal and industrial water supply along with incidental flood control benefits. The primary project facility was Monticello Dam, constructed on Putah Creek in 1957. Seven concession operations were authorized to begin business in 1958 and 1959 under management by Napa County. Napa County withdrew from managing recreation at Lake Berryessa in 1974, and the Bureau of Reclamation began direct management of recreation, including oversight of the seven concession areas. Reclamation exercises proprietary jurisdiction over the lands of the Solano Project.

Lake Berryessa's first fifty years of concessions history focused for the most part on the establishment and management of large, long-term trailer villages. Approximately 1600 privately-owned trailers were assigned sites on an annual, year-round basis in the trailer villages. These tenants provided year-round income that became the mainstay in assuring financial stability among the 7 concessionaires by providing approximately 50 percent of the total revenue of the combined operations. After a comprehensive new Visitor Services Planning and Environmental Impact Statement/Record of Decision (VSP/ROD) was completed by Reclamation in 2006, it was determined that the future business model for Lake Berryessa will not include long-term private exclusive use. The elimination of this use type and the availability of acreage within the concession areas that is no longer committed to privately-owned trailers will make available some of the best shoreline areas (in the areas open for development and assigned for concession use) for new development of short-term, traditional commercial recreation and support facilities for the public. Limited Extended Occupancy, termed "annual occupancy" was identified with restrictions in the VSP/ROD. New development anticipated as outlined in recent planning documents includes:

- Lodging (i.e., cabins, tent cabins, park models, yurts)
- Food & Beverage
- Houseboat Rentals
- Small Boat Rentals
- RV Parks
- Camping
- Day Use
- Retail Facilities
- Marina Facilities
- Boat Launch Ramps
- Dry Boat Storage

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Reclamation also intends to begin a major effort at improving government support facilities at Lake Berryessa including a more extensive trail system to eventually encircle the lake, including sections that pass through each Concession Area.

With new and better located facilities and business models that focus on the short-term user, the visitor profile will change significantly and be more representative of those users from the San Francisco Bay Area, Sacramento, and Northern California who are already using numerous other reservoir areas around the north State located a significantly greater distance from population centers. Given the natural beauty and lake shore access in combination with new and improved facilities, Lake Berryessa should draw hundreds of thousands of new visitors. It would compete very successfully with areas such as New Melones Lake, Lake Don Pedro, the Sacramento/San Joaquin Delta, Shasta Lake, Trinity Lake, Lake Oroville, and others that are currently financially successful. Most visitors to Lake Berryessa will be from the Sacramento and Bay Area population centers. Lake Berryessa is much nearer and more convenient to these centers than most other similar recreation areas that are currently traveled to by these users. Proximity to Napa Valley wineries, restaurants and other attractions also provides a potential nexus that will eventually benefit new business models at Lake Berryessa.

B. No Contractual Right of Renewal Preference

The Concession Contractors that either had or currently have contracts at Lake Berryessa will not be given any preferences in regard to award of this contract or renewal of future contracts. Concession Contractors of record who wish to be considered for new contracts must compete on an equal basis with all other parties submitting proposals.

C. Future Facilities

Since the former concession agreements expired in 2007/2008, Reclamation has been involved in implementing the VSP/ROD, including a complete re-development process at the five locations covered in this Prospectus. Reclamation has made a commitment to providing safe, high quality recreation and concession services that are both welcoming to the visiting public and will also support the Lake Berryessa community.

Reclamation is currently providing limited recreation facilities at three of the five sites, and new Concession Contractors are expected to develop the necessary services, facilities and Concession Area Infrastructure identified in this Prospectus. In an effort to assist with the development and permitting of needed facilities Reclamation is developing several draft planning documents (Reclamation plans) and has provided several of them to the public via its Lake Berryessa website: <http://www.usbr.gov/mp/cao/berryessa/> as part of backup

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documentation for this Prospectus. ***One of these Reclamation plans, the 60% Design Level Infrastructure Design Report (2015) will be provided as part of an amendment to this prospectus approximately thirty days after the prospectus is released and will depict the full scope of Required Services for concession operations at the five sites.*** Until this report can be provided, bidders are directed to the description of Future Facilities below, to the Draft Site Plans for Required and Potential Authorized Services and Facilities posted on <http://www.usbr.gov/mp/cca0/berryessa/prospectus.html>, and to Section 2.B of the draft Concession Contract (Part 6 of the prospectus package) for guidance on the Required and Authorized Services and quantities included in this Prospectus.

Additional and/or updated planning documents will be posted on <http://www.usbr.gov/mp/cca0/berryessa/prospectus.html>

Subject to the availability of funding, Reclamation may over the next 12 or so months award a contract to perform additional infrastructure design to the 95% level for some but not all of the 5 concession areas. If a design contract is awarded during the open bid period Reclamation will post an amendment to notify bidders.

Additionally, National Environmental Protection Act (NEPA) documentation has been initiated for the overall recreation conceptual plans, and for development of the infrastructure at each concession site based upon the 60% design level infrastructure plans and specifications. It is anticipated that the environmental documentation for overall recreation conceptual plans and at least 60% infrastructure design will be completed by Reclamation prior to the start of construction under the concession services contracts for the five Concession Areas. ***Prior to commencing construction, the Concession Contractor(s) will be responsible for bringing both the conceptual level recreation site designs and the 60% infrastructure designs to 100% completion (unless Reclamation performs additional infrastructure design), completing site-specific environmental documentation for recreation site planning, and for acquiring all relevant and appropriate permits and approvals.***

In an effort to ensure that services and facilities are available to the visiting public, Concession Contractor(s) will be provided with a mandatory first year development plan based upon the planning work completed by Reclamation. This first year development plan will include the use of some existing Reclamation Improvements and Personal Property, where available, along with the expected environmental documentation, for engineering and construction activities that shall be completed the initial year of the Concession Contract(s) by the successful Concession Contractor(s). Where existing facilities or infrastructure such as roadways, launch ramps, water lines, water tanks and other support features may be available for interim use, then a plan for the eventual upgrade, replacement and/or repair of these assigned facilities shall be required to be provided by the Offeror(s) as a part of the Concession Facilities Improvement Program (CFIP).

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The list of Required and Authorized Services and quantities in Section 2.B of the draft Concession Contract (Part 6 of the prospectus package) and the 60% Design Level Infrastructure Design Report (2015) described above constitute the formal basis of services for this business opportunity. All Offerors must incorporate these Reclamation plans, and all other requirements described in this prospectus into their bids in order for the bid to be considered responsive.

However, should an Offeror propose to develop Required and Authorized Services and infrastructure that meet the requirements of this business opportunity, but in a manner which differs from those developed by Reclamation, said Offeror must then develop at its own expense both recreation site plans and infrastructure designs, as well as site-specific environmental documentation, and develop a first-year development plan that addresses those construction objectives that Reclamation has determined in Part 6, Section H-1 of this Prospectus. Reclamation will determine whether or not such a proposal meets these requirements and if so can be considered a responsive bid.

Typically a prospectus would only need to deal with a business opportunity at a single location, but the nature of this Prospectus requires that information be provided on five separate concession opportunities. Following is the information on ‘Future Facilities’ for all five of the locations being addressed in this Prospectus. Bidders need only become familiar and involved in the necessary efforts for responding on the location(s) that they intend to bid upon. The ‘Future Facilities’ ‘Required and Authorized’ under this Prospectus will be presented in the following order of concession locations:

- Putah Canyon Recreation Area (formerly Putah Creek Resort)
- Monticello Shores Recreation Area (formerly Rancho Monticello)
- Berryessa Point Recreation Area (formerly Lake Berryessa Marina)
- Spanish Flat Recreation Area (formerly Spanish Flat Resort)
- Steele Canyon Recreation Area (formerly Steele Park Resort)

C.1 Putah Canyon

Putah Canyon Recreation Area will be developed on both the east and west side of Knoxville road, primarily as a marina and campground complex with some lodging units and day use. The Required Services and facilities will consist of one entry station, overnight RV sites with utilities, standard sites without utilities, tent only sites, individual day use sites, a small dry boat storage area and a camp host site with utilities. Lodging facilities will consist of a limited number of park models. Park models that meet the elevation and offsets from the lake shore that are defined in the 2005 Visitor Services Plan (above 455 MSL plus 100 linear feet)

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may but are not required to be leased on an extended basis. Any such rentals must abide by the restrictions set forth in the 2006 ROD. Sewer, power and water will be developed as part of the Required Services. Reclamation is currently attempting to establish a potable water source (well), but should that prove not to be successful, the operator must develop surface water treatment and distribution facilities. The required marina complex will consist of a floating marina building and service, concessionaire building, boat slips, boat ramp with courtesy docks, watercraft rentals, boat fuel and septic pump out stations, on-shore fuel and sanitary storage tanks, restaurant and retail shop in the floating marina. Based on demand and other important factors, the Authorized Services and facilities will consist of upgrades of standard camp sites without utilities to standard sites with utilities, a playground, boat repair building, fish cleaning stations, employee housing (park models), group day use area, additional tent only sites or day use sites at the southern part of the recreation area, vault toilet to serve these tent or day use sites, and access road gates. Section 2.B of the draft Concession Contract (Part 6 of the prospectus package) presents a complete list of Required and Authorized Services and quantities for Putah Canyon Recreation Area.

C.2 Monticello Shores

Reclamation currently lists very limited facilities as Required Services, one of these being a potable water source and distribution system as well as an entrance station and access road. Reclamation recently performed exploratory drilling to develop a groundwater well, with poor results. Future operators will find it necessary to perform additional groundwater exploration or to develop a surface water treatment and distribution system.

Reclamation has studied the potential for development at Monticello Shores that includes traditional short-term recreation facilities similar to those proposed at the other concession operated recreation areas, either currently in existence at Lake Berryessa or proposed under this prospectus. Monticello Shores could physically house and support over 180 camp sites (tent sites, standards sites, and RV sites), over 50 lodging units (park models, cabins, yurts, tent cabins, etc.), and a marina of 50 slips with associated facilities. Though camping, lodging, and marinas are appropriate land uses of this site, Reclamation is not proposing to develop Monticello Shores for those purposes. As a component of the 2006 Visitor Services Plan/Record of Decision (VSP/ROD), Reclamation is responsible for integrated management of lake-

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wide operations. Based on studies conducted as part of a Financial Feasibility Evaluation, full development of Monticello Shores for camping, lodging and marina services at this time may affect the business opportunities at the six other concession-managed recreation facilities at Lake Berryessa.

Consequently, Reclamation is limiting its definition of Required Services and is instead seeking proposals for innovative short-term recreation facilities and services, both Required and Authorized, at Monticello Shores that are in line with the requirements of the (VSP/ROD) yet do not rely primarily on camping and marinas. Proposals could include, but are not limited to services as dining facilities, conference facilities, special event facilities including performing arts venues, boutique or other distinctive lodging, outdoor education and ecotourism facilities, or other such proposals. Successful business operations may find it beneficial to include some components of traditional short-term recreation (such as limited camping or marina facilities), and all proposals must include some form of day use facilities, however these would perform a supporting role for the primary facilities. Bidders are reminded that any form of Private Exclusive Use will not be permitted as identified in Section 2.A.4 of the draft Concession Contract (Part 6 of the prospectus) as well as 43 CFR 429.

Successful bidders for Monticello Shores must identify those components of their plan that are “Required,” or that they commit to constructing within the first year and the first five years of their contract, as well as “Authorized Services” that they intend to build if market conditions develop favorably. Reclamation will evaluate proposals for Monticello Shores within the frame of reference of those facilities that the bidder chooses to designate as Required and Authorized. Innovative solutions that are able to demonstrate through financial pro-formas that they present a viable business opportunity will be ranked and rated higher than facilities that rely on camping and marina operations. ***Bids for Monticello Shores which do not contain a commitment to construct a financially viable set of Required Services that meet the requirements of the VSP/ROD will be determined to be non-responsive and will not be evaluated.***

Because of the flexible nature of the bids requested, Reclamation is unable to project any estimates of capital costs or profitability for Monticello Shores and are reliant upon bidders to conduct financial feasibility analyses and to provide comprehensive and informative proposals. As well, because Reclamation will not

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know what services will be developed at Monticello Shores until a winning bidder is selected, with the exception of the initial Required Services Reclamation is unable to provide the extensive infrastructure design and environmental documentation as is being done at other recreation areas in this prospectus. The layout and 60% infrastructure design of the initial Required Services, with the exception of a potable water system, will be provided by Reclamation as a forthcoming amendment to the Prospectus. Development of all other necessary plans, designs and documents will be the requirement of the successful bidder, and a description and timeline for provision of these must be included in their CFIP as per Section 4.I of Part 6. Monticello Shores has no currently developed utilities. Electrical service is available but distribution through the site would need to be developed. Any proposals that require water and wastewater would need to include development of those systems in the plans and financial evaluation. Section 2.B of the draft Concession Contract (part 6 of the prospectus package) presents a complete list of currently Required and Authorized Services and quantities for Monticello Shores Recreation Area.

C.3 Berryessa Point

Required Services for Berryessa Point will include only dry camping and minimal day use. Entrance to the site will be served by a self-deposit vault (“iron ranger”) and there is no staffed entry station. Development on the site includes 49 tent sites. It is likely that Berryessa Point could be bundled with another recreation area and managed jointly for best efficiency. Based on demand and other factors Berryessa Point may be suitable for Authorized Services including RV camping, a small marina complex with a limited number of boat slips, restaurant, retail store, and gazebo/day use shelter for small group gatherings. Reclamation recently performed exploratory drilling to develop a groundwater well, with poor results. Future operators may find it necessary to perform additional groundwater exploration or to develop a surface water treatment and distribution system. A wastewater system is also authorized. Section 2.B of the draft Concession Contract (Part 6 of the prospectus package) presents a complete list of Required and Authorized Services and quantities for Berryessa Point Recreation Area. Portions of the Authorized Services at Berryessa Point cannot be developed until the large failing retaining wall on the southern portion of the principal peninsula can be remediated. This retaining wall area will be rescinded from the eventual Concession Contract until either the successful bidder or Reclamation (subject to the availability of Federal appropriations) can perform this remediation. A

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description of rescinded areas is in Part 6, Exhibit D of this Prospectus.

C.4 Spanish Flat

Required Services for Spanish Flat Recreation Area will include tent camping opportunities, day use facilities, and a small marina complex. The Required Services and facilities consist of an entry station, tent only camp sites, camp host site with utilities, and access road gate. Reclamation has installed an RV dump station that can be used by the Concession Contractor. The Required Services and facilities at the marina complex will consist of boat slips, watercraft rentals, boat ramp, courtesy dock, on-shore fuel and sanitary storage tanks, boat fuel and septic pump out stations, and a concessionaire building. Water and electric utilities would be developed for the entire site. There is no wastewater service required at Spanish Flat, however a wastewater system is authorized. There will be 3 vault toilets and an RV dump station (2 vault toilets and the RV dump station are provided by Reclamation). Potable water is currently provided by Spanish Flat Water District. Based on future demand and other factors, Authorized Services at Spanish Flat include standard camp sites without utilities, RV sites with utilities, rustic lodging, playground, retail store, and restaurant. Section 2.B of the draft Concession Contract (Part 6 of the prospectus package) presents a complete list of Required and Authorized Services and quantities for Spanish Flat Recreation Area.

C.5 Steele Canyon

Steele Canyon Recreation Area will be developed as a marina, campground, and lodging complex. The Required Services and facilities for camping will consist of overnight RV sites with utilities, standard camp sites with utilities, camp host site with utilities, flush restrooms, and day use sites. Required lodging services and facilities will consist of park models with utilities and cabins with utilities. Park models and cabins that meet the elevation and offsets from the lake shore that are defined in the 2005 Visitor Services Plan (above 455 MSL plus 100 linear feet) may but are not required to be leased on an extended basis. Any such rentals must abide by the restrictions set forth in the 2006 ROD. Potable water and wastewater service is available via the Napa Berryessa Resort Improvement District (NBRID); power is also available on site. Reclamation has installed an RV dump station and two vault restrooms that can be used by the

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concessionaire. A new RV dump station is an Authorized Service. The required marina complex will consist of numerous boat slips, boat fuel and septic pump out stations, on-shore fuel and sanitary storage tanks, boat ramp with courtesy docks, concessionaire/maintenance building, and watercraft rentals. Water, wastewater, and electric utilities would be developed for the entire site. Water and wastewater services for the entire site are required to be provided by NBRID. Authorized Services for Steele Canyon Recreation Area will include additional boat slips, a restaurant, retail store, additional camping sites, employee housing (park models), a multi-use center, additional flush restrooms/comfort stations with showers, floating campsites, and hike-in/boat-in campsites. Section 2.B of the draft Concession Contract (Part 6 of the prospectus package) presents a complete list of Required and Authorized Services and quantities for Steele Canyon Recreation Area.

D. Required and Authorized Services

Throughout PART 4 and PART 5 of this Prospectus you will note various references and discussions regarding 'Required and Authorized Services'. A service noted as 'Required' means that a bidder is required to provide that service/facility if they are selected as a successful new Concession Contractor. An 'Authorized Service' is an indication to bidders that this feature is optional; bidders may decline to include such services in their submittal packages. In the instance of this Prospectus All of the services or facilities that are noted as 'Authorized' must have an operational or financial performance trigger before they can be initiated. In most instances this trigger would be an indication of public demand for the additional (Authorized) services and facilities in conjunction with a positive indication from the Concession Contractor that their other combined business activities at Lake Berryessa are providing a reasonable financial return. Determination of going forward on new Authorized Services and facilities will be at Reclamation's discretion following their review of the demand for the service and the financial health of the original business activities.

Section 2.B of the draft Concession Contract (Part 6 of the prospectus package) presents a complete list of Required and Authorized Services and quantities for each of the five areas.

Once a contract is in force, adjustments may be made to Required Services in recognition of unforeseen situations and conditions that develop. Such adjustments may require a contract amendment. Any such changes would only occur with the approval of Reclamation and only when there is a valid reason presented and investigated and determined to have appropriate merit to initiate a change.

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E. Development Plan and Timeline

In order to ensure that construction of new facilities and provision of associated services to the public occurs in as prompt a time period as possible upon execution of the Concession Contract, a Development Plan and Timeline are required elements of successful bid packages and of the eventual Concession Contract. A small number of Required Services and facilities are required to be constructed in the first year of the contract.

Reclamation wishes to ensure that construction of new facilities and associated services occur as promptly as possible, and has provided an initial Development Plan and Timeline. The initial Development Plan and Timeline identify construction objectives for the first year of the Concession Contract.

The initial Development Plan and Timeline is included in Part 6, Exhibit H of the prospectus package but may be supplemented by the Bidder to include additional elements of the Required Services and any Authorized Services proposed. ***The complete Development Plan and Timeline build-out plan for all remaining Required Services and any optional Authorized Services beyond the first year must be included as part of the Development Plan and Timeline included as part of the Concession Facility Improvement Program (CFIP) submittal in the proposal.*** The Development Plan and Timeline will be finalized as part of the approved CFIP upon execution of the Concession Contract(s) with the eventual successful bidder(s). (Review the following parts of this Prospectus for more detail on how the CFIP and the Development Plan Timeline will be addressed in the final contract documents;

- Section 4.G. of the Draft Concessions Contract (PART 6 of this Prospectus)
- Exhibit H (CFIP Procedures) of the Draft Concessions Contract (PART 6-ExH of this Prospectus)

The CFIP is the overall concession development planning document. The CFIP shall provide conceptual design drawings that will show proposed facility layout and service locations; as well as a written narrative, describing details of the proposed services and facilities as outlined in the accepted Prospectus proposal. The CFIP shall also include a full Development Plan and Timeline showing, by year of installation, the full complement of Required Services. Supporting Concession Area Infrastructure, utilities and amenities associated with the provision of the Required Services shall also be included in the CFIP.

An Improvement Management Plan (IMP) is a planning document that shall be developed to serve as an annual guide to completing the site specific design of facilities and services identified in the CFIP. The IMP shall include the timeline necessary for obtaining necessary permits, documenting compliance with the National Environmental Policy Act (NEPA) and National Historic Preservation

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Act (NHPA), and installation of the Concession Area Infrastructure and utilities. Exhibit H of the Draft Concession Contract provides further description of the CFIP and IMP. Both the initial CFIP and initial IMP shall be approved by Reclamation and enacted upon execution of the Concession Contract. Beginning in Year One and every 5 years thereafter, the Concession Contractor shall provide Reclamation a 5-year CFIP schedule to identify and or adjust the Reclamation-authorized Concession Contractor Improvements and Concession Area Infrastructure scheduled for completion in the subsequent five years.

For each year, the Concession Contractor shall submit an annual IMP for Reclamation's review and approval by the anniversary date of the contract execution, outlining the proposed work to be accomplished for the coming year or years. The annual IMP's must coincide with the approved CFIP and work to meet the goal of all Required and Authorized Services installed by the timeline as identified in the CFIP.

All Required and Authorized Services and associated Concession Area Infrastructure shall be installed and operating in accordance with the approved Development Plan and Timeline or sooner. Failure to comply with this provision of the Concession Contract may represent a material breach for which termination is indicated.

F. Future Services and Facility Ambiance

Future services are those identified as 'Required' at each concession location. Depending upon which of the five outlined opportunities a successful bidder will be assigned there will be a various mix of operations for each separate location including campgrounds, RV parks, marinas, retail and food & beverage sales, day use facilities and other active commercial programs. Bidders need to make a strong effort to identify their proposed level of service and ambiance for each activity. Bidders should pay close attention and adhere to Reclamation's Concession Directives and Standards (LND 04-01) that reads, "Facilities must be harmonious in form, line, color, and texture with the surrounding landscape." Reclamation retains the right to make final determination of disposition of architectural finish and design.

The following are examples of how some levels of service and ambiance might be described:

- **Lodging (Cabins, Park Models, or Yurts)** – Lodging installations will be architecturally designed to complement the surrounding setting and will include appropriate pastoral landscaping for the Lake Berryessa area; parking areas that do not detract from the experience or the lodging surroundings; separation between other structures for reasonable privacy; and furniture and amenity packages chosen with the purpose of establishing an ambiance that is uncluttered, relaxing, and fostering a

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quality customer experience expected when staying at a ‘cabin by the lake.’ Employees will be trained to recognize the expectations of guests in cabin type facilities and project an attitude compatible with those expectations.

- **Food & Beverage (Full Service Restaurant)** – The restaurant facility will be architecturally designed internally and externally to project an ambiance that suggests an experience beyond the food and drink available. It links with the other services and facilities at this concession and provides guests with a comfortable and enjoyable introduction or closeout to a day at the lake. The menu will offer a variety of selections that feature items adapted for the likely recreational clientele at Lake Berryessa. Employees will be trained to recognize the expectations of dining guests and family groups and project an attitude compatible with those expectations.
- **Food & Beverage (Fast Food or Snack Bar)** – Fast Food or Snack Bar facilities may often be incorporated into a building providing other services, i.e. a marina or general retail area or it may be a standalone facility. The accoutrements of such operations to the extent possible need to be designed and function in such a manner as not to be overly crowded or otherwise out of character for the design of the larger facility of which it is a part. Employees will be trained to recognize the expectations of dining guests and family groups and project an attitude compatible with those expectations.
- **Marina Operations** – All marina facilities will be easy to access without unreasonable transitions from one walking surface to another. Facilities will be attractive without unsightly hoses, lines, or equipment in seeming disarray that detracts from the appearance or an efficient operation. Procedures and equipment will be designed to effectively handle water fluctuations and the need to adjust the position of the floating facilities. All floatation devices must be encapsulated. Wastewater pump-out facilities will be available at a public-use dock facility. Marine fueling services will be provided wherever rental slips and/or rental boats are provided. Employees will be trained to recognize the expectations of marina users and project an attitude compatible with those expectations.
- **Retail Operations** – All retail sales areas will be designed to be architecturally compatible with other facilities. The inside sales area will not be cluttered and will permit access throughout the store to disabled shoppers who may be using a wheelchair, scooter, or walker. Employees will be trained to be knowledgeable regarding the retail items sold and able to assist guests in finding the items they need.

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- **Campground and RV Operations** – All campgrounds must be designed to allow for easy access by vehicle. Parking areas for RV's must not give the feeling of being stacked on top of each other, with plenty of spacing between RV's. Campgrounds will be designed so that tents, etc., give the feeling of some relative privacy with sufficient space between each site. Landscaping with native plants will enhance the campground aesthetic, protect visual quality and provide for site separation and privacy. The philosophy is that a rural setting will be developed into a campground where occupants feel too close to the adjacent sites and quality and serenity is more important than quantity.
- **Other Operations** – Similar descriptive wording to the preceding samples. Exact services and level of ambiance will be determined as identified elsewhere through the proposal process.

Suggested seasonal or limited services for certain times of the year will not be considered as a less-desirable proposal but a reasonable identification of less or no demand at certain times of the year for particular services. Lengthening or shortening of original dates of operation will be possible based on actual business patterns observed and following a discussion with Reclamation.

Special interpretive and recreation programs that would enhance visitors' educational and recreational experiences and be consistent with Reclamation objectives, resource preservation and protection standards, and safe use of the Lake Berryessa resources are permitted and encouraged. Boating safety, fishing contests, history and cultural programs (Native Americans, pioneers, wine industry, etc), trail hikes and similar interpretive presentations are examples of activities that would be appropriate for Lake Berryessa.

G. Basic Financial Information

Reclamation is conducting financial feasibility studies to bring up to date the planning efforts and Record of Decision (ROD) from 2006. Pertinent information from these studies will be included in an upcoming amendment to this prospectus in order to provide added support to bidders in preparing their proposal(s). The studies utilized figures based upon 2014 Dollars. It is critical that all bidders conduct their own financial planning and present strong and professionally prepared Financial Pro Forms as a part of their overall bid that provides good support for their specific proposal. ***The projections provided by Reclamation in this Prospectus should not be considered to be definitive in relation to the actual financial feasibility as it applies to the variations of individual bidders.***

As a part of the analysis and evaluation of proposals, Reclamation will have 'subject matter experts' as part of the team who are qualified and have experience in reviewing financial feasibility within the Hospitality and Commercial

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Recreation industries. Bidders should understand that proposals evaluated and found to have financially unreasonable projections or deficiencies, may be determined to be nonresponsive.

Reclamation's financial feasibility studies have developed the following approximate costs and estimated rates of return for developing and operating the Required Services as identified in Part 2 of the Draft Concession Contract (Part 6 of this Prospectus). Current estimates of Internal Rate of Return are based upon the Recreation Areas operating as separate entities, and the range of estimated rates of return reflect a range of facility occupancy that ranges from conservative to ambitious. It is estimated that combined operations (as permitted under this prospectus) that combine two or three concession areas might realize a significant improvement over the estimates provided in this table. Because of the nature of the bids requested for Monticello Shores, Reclamation cannot estimate a total capital investment or rate of return. Bidders are cautioned that these figures are tentative at this time, and are subject to the completion of the Final 60% Design Level Infrastructure Design Report.

Table 4 - 1: Approximate Costs and Estimated Rates of Return for Required Services

Concession Areas	Approximate Capital Investment (Present Value)	Estimated Internal Rate of Return
Putah Canyon Total	\$18,554,484	6% to 7%
Berryessa Point Total	\$2,072,473	9% to 13%
Spanish Flat Total	\$7,793,771	7% to 8%
Steele Canyon Total	\$22,358,007	7% to 9%

Bidder's proposals should demonstrate a complete recovery of investment with profit during the term of this contract. This is important because there is no assurance that the concession operation will continue after the expiration of the contract. Proposals will be evaluated in part based on how the bidders present the cost recovery and profit.

H. Environmental Management

The Concession Contractor shall meet the environmental management performance standards as described in the draft Concession Contract (Section 3) and shall implement the Environmental Management Program (EMP) in accordance with these standards. The new Concession Contract shall require compliance with the objectives found in Reclamation's Mid-Pacific Region Environmental Management System policy.

Lake Berryessa Concession Prospectus

The Concession Contractor shall incorporate their best environmental management practices into all operations, maintenance, and construction activities occurring in the Concession Area. The bidder shall identify methods for which training in environmental management shall be provided and where applicable; identify the additional training all managers, supervisors, and employees shall receive implementing specific environmental management practices. The bidders shall be required to implement a recycling program and other similar environmental activities in accordance with the Environmental Management Program.

Bidders shall submit any clarifications and additions to the Draft EMP that demonstrates a consistency and understanding as it relates to their specific proposal in this Prospectus and provides enough details to show that their environmental management program meets or exceeds the standards described in the draft Concession Contract. The draft EMP submitted by bidders will be a part of the proposal evaluation criteria outlined fully in PART 5 of this Prospectus. The proposed additions or changes must be approved by Reclamation before being included in the final Concession Contract. Some of the points will await final negotiation and determination by Reclamation once the successful bidder is identified. The approved EMP shall become effective upon execution of a Concession Contract. The EMP shall at a minimum, be reviewed, updated and approved annually, or as directed by Reclamation as may be necessary.

I. Risk Management Program (Safety)

The Concession Contractor shall be committed to provide a safe and healthful environment for all employees and visitors to the Concession Area. The Concession Contractor shall meet the risk management performance standards as described in the draft Concession Contract (Section 3.0) and Exhibit M to the draft Concession Contract and shall implement the Risk Management Program (RMP) approved by Reclamation upon execution of the Concession Contract in accordance with these standards. The RMP shall contain written procedures to identify and correct safety deficiencies and ensure a safety awareness and training in hazards recognition. The Concession Contractor shall be responsible for implementation of procedures for accountability and responsibility of the RMP, including a written safety and health policy, and documentation of all accident/incident reporting and investigation procedures.

The standards and minimum requirements of the RMP are established in the Risk Management Plan, (Exhibit M of this Prospectus), which the Concession Contractor must agree to in order to have a responsive proposal. In the proposal, the bidder must submit clarifications and additions to the Draft Risk Management Plan that are consistent with their specific proposal in this Prospectus and in general compliance with Draft Concession Contract (Section 3.0). The draft RMP submitted by bidders will be a part of the proposal evaluation criteria outlined fully in PART 5 of this Prospectus. The proposed additions or changes must be

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approved by Reclamation before being included in the final Concession Contract. Some of the points will await final negotiation and determination by Reclamation once the successful bidder is identified. The approved RMP shall become effective upon execution of a Concession Contract. The RMP shall be reviewed and updated annually or as directed by Reclamation.

J. Maintenance

The new Concession Contractor(s) will be assigned water and land areas that are necessary for the concession operations. In addition, some constructed facilities may be included. These lands and facilities must be maintained in a manner acceptable to Reclamation. The new Concession Contract(s) will specify the Concession Contractor(s) responsibilities for maintenance, repairs, housekeeping, and grounds keeping of all concession lands and facilities assigned. The minimum requirements are established in the Maintenance Plan, Exhibit F to the draft contract (PART 6 Exhibit F of this Prospectus), which the Concession Contractor(s) must agree to in order to have a responsive proposal.

In the proposal, the bidder must submit clarifications and additions to the Draft Maintenance Plan that are consistent with their specific proposal in this Prospectus and in general compliance with the Draft Concession Contract (Section 4.I and Exhibit F). The proposed additions or changes must be approved by Reclamation before being included in the final Concession Contract. Some of the points will await final negotiation and determination by Reclamation once the successful bidder(s) is identified. The response to the maintenance needs is inherent to the concession operation and the identified documents will be a part of the proposal evaluation criteria outlined in PART 5 of this Prospectus.

K. Operating Plan

The new Concession Contractor(s) will be assigned lands and perhaps some facilities that are necessary for the concession operation. The new Concession Contract will specify the Concession Contractor(s) responsibilities for operations of the facilities. The Operating Plan, (Exhibit G of this Prospectus), shall be the operating document for the term of this Concession Contract unless amended with Reclamation's approval.

The Operating Plan shall identify the required management, seasonal hours of operation, and scope of services provided. The Operating Plan shall address safety (not as detailed as Risk Management Program), sanitation, security, and fire protection for the marina and land based facilities along with employee standards and employment conditions. The Operating Plan must identify methods to handle facility reservations, including online reservation systems. The bidder may request a seasonal adjustment to the required levels of service and/or the

Lake Berryessa Concession Prospectus

means and methods of providing certain public services and consumables to match seasonal demand.

Bidders must submit, as part of their proposal to this Prospectus, additions or changes to the Draft Contract Exhibit G (Operating Plan) that are consistent with the Concession Contract and that apply directly to their specific proposal at Lake Berryessa. The Draft Operating Plan (PART 6 – Exhibit G) presented in this Prospectus should serve as a template for preparing the actual plan. The ‘template’ provides applicable standards of operation for various departments, i.e., lodging, marinas, retail, etc. that should apply to the specific plans to be proposed by individual bidders. The approved Operating Plan shall become effective upon execution of a Concession Contract. The Operating Plan shall be reviewed and updated annually or as directed by Reclamation.

L. Reserve Account for Facilities Improvement

A typical Reserve Account for Facilities Improvement (RAFI) is briefly discussed below and in more detail in PART 6 – Exhibit K of this Prospectus. The following is a presentation in the standard Prospectus wording outlining a RAFI for bidders to review and utilize:

Funding for routine, day-to-day maintenance will be covered by the Concession Contractor’s operating expenditures. However, funding for projects that qualify as concession capital improvements will come from a RAFI established and maintained by the Concession Contractor and to which the Concession Contractor will make quarterly deposits. In many instances throughout the business community, this type of a fund is known as a ‘Maintenance Reserve Account.’

The new Concession Contract normally requires that the Concession Contractor establish and maintain a RAFI as a percentage of gross receipts (see contract exhibit H [Improvement Project Procedures] and contract Exhibit K [Reserve Account for Facilities Improvement] in the Draft Concession Contract). This reserve account will be used as approved and/or directed by Reclamation for major capital improvements as well as for special repair and maintenance projects — namely, those that are nonrecurring within a 7-year time frame such as foundation replacement, electrical, plumbing and heating systems, or roof replacement. The RAFI will not be used for routine repairs or maintenance — that is, repairs and maintenance that normally recur within a 7-year time frame; therefore, the amount of funds available in the RAFI will not limit in any way the responsibility of the Concession Contractor to perform routine repair and maintenance functions or to carry out necessary major repairs if the RAFI does not provide adequate funding and its housekeeping and grounds-keeping responsibilities (see the description of RAFI in PART 6 Exhibit K of this Prospectus).

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The RAFI outlined for this Concession Contract is established as 3 percent of Gross Revenues and will be paid quarterly as outlined in Contract Exhibit K.

M. Supplemental Surcharge

Initially and during the term of this Concession Contract, the Concession Contractor will be required to construct and improve the full complement of Concession Area Infrastructure and utilities. In addition, the Concession Contractor may find it necessary to pay additional costs for ongoing and additional services to be provided or required by Napa County and/or other state or local government entity or agency that are necessitated by the use, rights and privileges granted under this Concession Contract, which are not presently identifiable, and the Concession Contractor agrees to pay such costs deemed appropriate and approved by Reclamation. Such costs may include direct construction costs as well as fees, charges, and assessments for services, (“charges”), and required actions may include, but are not limited to, charges for the installation, modification, and or expansion of Concession Area Infrastructure, emergency and fire services, law enforcement services, environmental and water quality compliance actions, and other activities. Such required actions are in addition to the RAFI category of expenditures that are nonrecurring within a 7-year period. Supplemental Surcharge funds may not be used for maintenance of installed Concession Area Infrastructure.

Reclamation has determined that such costs are a necessary expense of this Concession Contract and as such, the Concession Contractor may collect additional revenues during all or a portion of the term of this Concession Contract to offset such costs, via a rate surcharge or add-on. The Concession Contractor may elect, by written notice to Reclamation, to collect up to a 5% supplemental surcharge within 90 days of the effective date of this Concession Contract, on all goods it sells (excluding gasoline and diesel fuel) and on all services it provides. The above mentioned written notice shall include a justification for the surcharge including financial spreadsheets demonstrating the economic necessity and proposed duration for the rate-add on.

The Concession Contractor shall deposit all supplemental surcharge funds it collects in a separate, interest bearing, federally insured, Supplemental Surcharge Account (Account) as part of its gross revenue to be maintained by the Concession Contractor. Surcharge funds will not be commingled with other accounts established under this Concession Contract or with any other Concession Contractor funds. The Concession Contractor will directly pay the applicable government entity or agency for any services provided to or charges or required actions levied on the Concession Contractor deemed appropriate and approved by Reclamation in consultation with the authorized government or agency representative.

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The amount of the supplemental surcharge shall be reviewed every 3 years to determine whether it should be increased or decreased to enable the Concession Contractor to collect the appropriate amount of funds needed to pay for the services or charges or required actions as defined above. At each 3-year review, the Concession Contractor shall provide a 3-year projection for all sales for which the surcharge applies, and any known or proposed required payments for charges and ongoing and additional services or required actions. The Concession Contractor will propose to Reclamation for approval the appropriate rate for the surcharge necessary to cover such expenses. After the 3-year review, any funds over \$10,000 left in the account in excess of known or expected services or charges or required actions shall be deposited in the RAFI account established in Section 4.I. and treated as RAFI funds until expended unless such funds are otherwise needed for outstanding or anticipated payments for charges and other required services or actions.

Any Supplemental Surcharge funds not duly expended by the Concession Contractor upon termination or expiration of this Concession Contract shall be the property of the Concession Contractor unless there are approved or otherwise required charges, services, or actions previously identified for payment in advance of contract expiration or termination that have not been paid. If the Concession Contractor is also the succeeding Concession Contractor then the Supplemental Surcharge funds that are unexpended during the term of this Concession Contract will apply to the initial surcharge funding established in the next contract less the estimated costs of any required payments.

In the event of termination or expiration of this Concession Contract, any unexpended Supplemental Surcharge funds shall be deposited into the RAFI account.

The financial reporting for the Account will be performed in accordance with Section 8 and Exhibits J1 and J2 of this Concession Contract.

N. Utilities

Reclamation is not responsible to provide any utilities to the concession operations at Lake Berryessa. As outlined below only Steele Canyon and Spanish Flat have the ability and pre-determined requirement for the provision of potable water and/or sewer facilities:

Lake Berryessa Utilities

Steele Canyon

- Potable Water Required to connect to Napa Berryessa Resort Improvement District

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- Sewer Required to connect to Napa Berryessa Resort Improvement District
- Electricity Commercial – PG&E
- Garbage Commercial pick up – Berryessa Garbage

Spanish Flat

- Potable Water Required to connect to Spanish Flat Water District
- Sewer Not included in Required Services, if authorized services selected by bidder, operate own sewage treatment system/pond
- Electricity Commercial – PG&E
- Garbage Commercial pick up – Berryessa Garbage

Berryessa Point

- Potable Water Not included in Required Services. If Authorized Services are selected by bidder, then bidder will operate own water system by developing a new groundwater well or surface water treatment and distribution system
- Sewer Not included in Required Services. If Authorized Services are selected by bidder, then bidder will construct and operate own sewage treatment system
- Electricity Commercial – PG&E
- Garbage Commercial pick up – Berryessa Garbage

Monticello Shores

- Potable Water Operate to develop and operate own water system by developing a new groundwater well or surface water treatment and distribution system
- Sewer If bidder identifies Required Services that require sewer facilities, then bidder will construct and operate own sewage treatment system
- Electricity Commercial – PG&E
- Garbage Commercial pick up – Berryessa Garbage

Putah Canyon Resort

- Potable Water Operate own water system. Reclamation is attempting to develop a groundwater well; if that fails, the operator will be required to develop a new surface water treatment and distribution system
- Sewer Operate own sewage treatment system/pond
- Electricity Commercial – PG&E
- Garbage Commercial pick up – Berryessa Garbage

O. Current Site Conditions

1. Pre-Existing Facilities.

To a varying degree, some Pre-Existing Facilities associated with previous concession operators is abandoned in place in Putah Canyon, Monticello Shores, Berryessa Point, Spanish Flat and Steele Canyon. Pre-Existing Facilities may include roads, boat ramps, gates, fences, retaining walls, underground utilities, power poles/transformers and the like, significant portions of which may be inoperable and/or not in compliance with current codes. Reclamation will assign these Pre-Existing Facilities to the Concession Contractor(s) for provision of services under the contract, subject to abating any hazards and ensuring such use complies with Applicable Laws. Reclamation has not conducted any inventory of the Pre-Existing Facilities; bidders are responsible for attending the formal site visit to observe the current site conditions including the presence and state of any such Pre-Existing Facilities within the Concession Areas. A brief description of the current “as-is” conditions at these five areas can be found in part 6, exhibit D of the Prospectus package. Successful bidders will accept the Concession Area lands and facilities “as is” and will acknowledge that the United States is under no obligation to improve the present condition of the land or facilities, or to remove any Pre-Existing Facilities.

The selected bidder is responsible for evaluating Pre-Existing Facilities in order to determine which are desired to be retained for provision of Required and/or Authorized Services or are to be removed. The successful bidder must present a plan for Reclamation’s approval by the end of Year Two of the executed Concession Contract. This plan will identify those Pre-Existing Facilities which shall be retained for use, and the steps necessary to bring those Pre-Existing Facilities into compliance with current safety and construction codes and standards, as well as a plan for removal of those Pre-Existing Facilities which shall not be retained for use. The successful bidder must analyze the site conditions and Pre-Existing Facilities for hazards, and remediate as described in Section 3 of Part 6 of this Prospectus.

The successful Bidder(s) shall agree that they have inspected, are thoroughly acquainted with, and accept “as is” all land (Part 6, Exhibit B), any assigned Reclamation Improvements and Personal Property (Part 6, Exhibit E), and all Pre-Existing Facilities and site conditions (Part 6, Exhibit D) located in the Concession Area and authorized for use by the Concession Contractor. A brief description of site conditions and examples of pre-existing Concession Area Infrastructure in the Concession Areas is provided in Part 6, Exhibit D. Sample images of typical conditions are included in Part 7.13.

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2. Remediation Sites.

Environmental compliance orders concerning former underground fuel storage tanks (UST) at Putah Canyon, and Monticello Shores have been or are currently being monitored and/or mitigated by Reclamation. The UST site at Putah Canyon remains under active remediation and is rescinded from use by the successful Concession Contractor until further notice.

The area immediately surrounding the Putah UST site will have some restrictions placed on use of the area by the public and by the Concession Contractor. At Monticello Shores, the UST site has been remediated but a small area has some restrictions on use. Reclamation does not have any knowledge of any remaining underground fuel storage tank issues.

Bidders are not required to address any remediation of these sites.

Berryessa Point has a large retaining wall along the primary peninsula that is in need of major repair or removal and restoration. Until such remediation can be completed, the primary peninsula area is rescinded from development and use. Depending upon the availability of Federal appropriations, Reclamation may conduct the remediation to the large retaining wall. The successful bidder may conduct the remediation in order to accelerate the availability of that area for public use.

Further information on rescinded areas can be found in part 6, exhibit D of the Prospectus package.

Bidders are advised that new development in the immediate vicinity of any of the above rescinded areas may be constrained until complete remediation has been accomplished. Impacted areas and potential constraints will be identified during the site visits.

P. Length of Term and Effective Date of New Concession Contract

The length of term of any contract outlined in this Prospectus is 30 years. The effective date (date the contract begins) is not absolutely known at this time. The effective date will become a date selected by Reclamation as the new Concession Contractors (successful bidder[s]) and Reclamation near completion of final negotiations and both parties sign the contract. Expiration of the contract(s) will be thirty years after the effective date. Steps involved in issuing the Prospectus, time for interested parties to prepare bids, review and evaluation of bids, selection of a winning bid(s), and final negotiations and contract signing by both parties, after the completion of these steps an effective date will be determined by Reclamation. The length of term of the contract is negotiable, with 30 years being the longest term that Reclamation is prepared to accept.

Q. Franchise Fee

A franchise fee is a payment to the Government that is considered a direct return to the Government upon consideration of the probable value to the Concession Contractor of the use, rights, and privileges granted by this Concession Contract. Such probable value shall be based upon a reasonable opportunity for net profit in relation to capital invested and the obligations of the Concession Contract.

Offerors are expected to propose a Franchise Fee level as a part of their proposal. Note that in Part B of PART 5 of this Prospectus that Principal Factor No. 5 concerns the Franchise Fee proposed. This is another area in this Prospectus and the eventual contract that 'is to be determined' based upon the proposals received. In most prospectuses, the Franchise Fee already has a pre-determined minimum based upon the anticipated investment, level of projected business, and contract length. The minimum Franchise Fee that can be bid in response to this Prospectus is one percent (1.0%) of gross revenues. This amount reflects the estimated capital investment costs required for Offerors to construct required new infrastructure and facilities rather than using pre-existing facilities. Offerors will be evaluated in comparison to one another and in relation to the minimum acceptable Franchise Fee of one percent (1.0%) and that rating will result in a numerical score that will become a part of their overall bid score in response to the Prospectus. The 'overall bid score' is the sum of all the possible 'value points' among the five Principal Factors outline in Part B of PART 5 of this Prospectus. Unless there are other significant issues or impacts, i.e. being determined non-responsive or having past disqualifying occurrences or situations, this overall bid score will be the determinant of whether an Offeror is successful.

The final Franchise Fee bid is one of the five factors considered so it is important for Offerors to give careful thought to whether they believe the 1.0 percent minimum will be their position. Not only do Offerors need to propose a Franchise Fee approach, but they also need to provide a well-developed and defensible discussion on how and why they arrived at their position.

Reclamation will consider a wide range of Franchise Fee approaches including a tiered system where fees increase when certain revenue targets are reached, if properly supported. A tiered approach may provide Concession Contractors an opportunity to minimize their risk at the start, and will eventually bring more adequate revenues to the Government as gross sales increase. Reclamation recognizes the importance for business operators to establish business models that present an opportunity and expectation of reasonable profit and when evaluating the proposed Franchise Fees the reasonableness of projected profits in comparison to other similar businesses in the recreation hospitality industry will be a consideration.

Franchise Fees due the Government are secondary in importance to the appropriate development of facilities, provision of services to the public, and a

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reasonable opportunity for a Concession Contractor to realize a profit. Reclamation recognizes that there will be demands on a new Concession Contractor to provide funding for various improvements that will be proposed by any successful bidder(s). Everything being equal between two proposals, a higher Franchise Fee will be considered a superior proposal 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.

The issue of franchise fees is very complex and tied in with all other segments of the proposal that have an impact on investment and/or revenue. Very detailed consideration and position development by all bidders is necessary in arriving at their proposed Franchise Fees.

R. Reclamation Improvements and Personal Property

At Putah Canyon, Spanish Flat, and Steele Canyon, Reclamation has installed Reclamation Improvements and Personal Property in order to provide visitor services on an interim basis. These improvements and property will be assigned to the selected bidder(s) upon execution of the Concession Contract. Assigned Reclamation Improvements or Personal Property being provided by Reclamation for each Concession area may include entrance stations, picnic tables, BBQ's, fire rings, vault toilets, RV dump stations, a well at Putah Canyon, limited water distribution systems at Putah Canyon and Spanish Flat, courtesy docks at Putah Canyon and Steele Canyon. A list of all Assigned Reclamation Improvements and Personal Property is in Part 6, Exhibit E of this Prospectus.

S. Concession Contractor Improvements and Personal Property

The Concession Contractor may construct or install Concession Contractor Improvements that are determined by Reclamation to be necessary and appropriate for conducting the services required under the Concession Contract. As well, the Concession Contractor will provide all Personal Property necessary for its operations under the Concession contract. With the exception of Concession Area Infrastructure, all Concession Contractor Improvements and Concession Contractor Personal Property (unless it becomes affixed to a recognized Improvement and then it may become a part of that Improvement pending the concurrence of Reclamation) shall be considered the property of the Concession Contractor. Concession Area Infrastructure shall be the property of Reclamation upon expiration of the Concession Contract. No compensation shall be paid to the Concession Contractor for any Concession Area Infrastructure.

T. Relevant Reclamation Concession Policy and Directives and Standards

See PART 6 – Exhibit L of this Prospectus for the applicable Directives & Standards.

U. Site Visits

Informational briefings and site visits will be held according to the following schedule:

July 8, 2015

10:00 a.m. Introduction to visits of the day and ground rules
(Lake Berryessa HQ)

- Putah Canyon Tour
- Monticello Shores Tour
- Berryessa Point Tour

Questions/Answers re: Prospectus and Tours

July 9, 2015

10:00 a.m. Introduction to visits of the day and ground rules
(Lake Berryessa HQ)

- Steele Canyon Tour
- Spanish Flat Tour

Questions/Answers re: Prospectus and Tours

July 10, 2015

10:00 a.m. Introduction to visits of the day and ground rules
(Lake Berryessa HQ)

- Pick up tours

Questions/Answers re: Prospectus and Tours (HQ)

The above tour schedule may require adjustment in the field based on actual time frames, but the intent is to accomplish the indicated tours and meetings during the days specified even if it requires later hours.

Any information provided during the site visit or at any other time must be made available to all bidders. During the meetings before and after the site tours, Reclamation will provide someone to capture all of the questions and answers for later transcription. Any questions asked and the answers given must be presented to all bidders. Reclamation will be careful in answering some questions during the tours if it seems that the question and the answer cannot be appropriately captured. Similarly, questions will not generally be answered on the telephone but will require a written request (e-mail is OK) and written response from Reclamation. In order to not be an obstruction, Reclamation may elect to answer

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some clarifying questions that do not seem to present any benefit to the asker as it applies to the proposal process; however, the determination as to what is and is not 'clarifying' will be made by Reclamation at the time a question is posed.

Please review PART 3 – Section B regarding the scheduled 'midstream' Prospectus meeting that will be announced as part of an upcoming amendment to this Prospectus.

Part 5

Administrative Documentation and Prospectus Overview

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**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.

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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:

- a. Articles of Incorporation.
- b. Bylaws.
- c. 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:

- a. 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

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- 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:

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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

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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.

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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 unsupported 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.

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Part 5 – Principal Factor 4

Attachment No. 2: Berryessa Point Financial Forms

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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.

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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
Assets	
Existing Assets	
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

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Grey Cells Are Input Cells	
Name of Offeror	<input type="text" value="0"/>
Location of Operation	<input type="text" value="Berryessa Point"/>
Planned Asset Acquisition	
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
Other	
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.

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Income Statement Form

Step 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
Revenue												
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)												
Total Gross Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Cost of Sales												
Restaurant COGS												
Recreation Supply Store												
Marina Fuel												
Authorized/Other Services (Specify)												
Authorized/Other Services (Specify)												
Total Cost of Sales	0	0	0	0	0	0	0	0	0	0	0	0
Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0
Direct Expenses												
Campground (to include RV Sites, Camper Cabins)												
Labor												
Other Departmental Expenses												
Total Campground Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Supply Store, Boat Repair, Fuel Sales, and Boat Rentals)												
Labor												
Other Departmental Expenses												
Total Marina Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Day Use Rentals												
Labor												
Other Departmental Expenses												
Total Day Use Rental Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Retail												
Labor												
Other Departmental Expenses												
Total Retail Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Restaurant												
Labor												
Other Departmental Expenses												
Total Restaurant Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Authorized/Other Services (Specify)												
Labor												
Other Departmental Expenses												
Total Authorized Services Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Authorized/Other Services (Specify)												
Labor												

Figure 4: Income Statement Form – Year 2015 through 2026

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Prospective Income Statement												
<i>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.</i>												
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Other Departmental Expenses												
Total Other (Specify) Expenses		0	0	0	0	0	0	0	0	0	0	0
Other Direct												
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												
Total Other Direct		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
Undistributed Expenses												
Wages Salaries												
Office Supplies												
Telephone												
Management / Overhead												
Advertising												
Other Admin												
Other Undistributed												
Total Undistributed Expenses		0	0	0	0	0	0	0	0	0	0	0
Fixed Expenses												
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)												
Total Fixed Expenses		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
EBITDA Before FF		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
Interest Expense												
Depreciation												
Amortization												
Net Profit Before Taxes		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

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

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Prospective Income Statement		2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045																				
<p>Revenue</p> <p>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)</p>																																								
Total Gross Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																				
<p>Cost of Sales</p> <p>Restaurant COGS Distribution Supply Store Marina Fuel Authorized Other Services (Specify) Authorized Other Services (Specify)</p>																																								
Total Cost of Sales		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																				
Gross Profit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																				
<p>Direct Expenses</p> <p>Campground (to include RV Sites, Camper Cabins)</p> <p>Labor Other Departmental Expenses Total Campground Expenses</p> <p>Marina (to include Mooring, Slip Rental, Dry Storage, Recreation)</p> <p>Labor Other Departmental Expenses Total Marina Expenses</p> <p>Day Use Rentals</p> <p>Labor Other Departmental Expenses Total Day Use Rental Expenses</p> <p>Retail</p> <p>Labor Other Departmental Expenses Total Retail Expenses</p> <p>Restaurant</p> <p>Labor Other Departmental Expenses Total Restaurant Expenses</p> <p>Authorized Other Services (Specify)</p> <p>Labor Other Departmental Expenses Total Authorized Services Expenses</p> <p>Authorized Other Services (Specify)</p> <p>Labor</p>																																								
Total Direct Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																				
Net Income		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																				

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

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Prospective Income Statement		2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
<p>Prospective Income Statement 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.</p>																				
Other Disbursement Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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																				
Utilities Repairs and Maintenance Expense <small>This expense references your annual associated costs associated with repairing building components with useful lives of between 3 and 7 years.</small>																				
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 Salaries 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 D&I (Depreciate account for Facilities Improvements) <small>This expense references your annual end-of-year costs associated with repairing major building components items with a useful life of longer than 7 years.</small> 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	
Revenue	
See Operating Assumptions Tab	
Cost of Sales	
All Applicable Departments	Describe
Direct Expenses	
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

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Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation Berryessa Point	
Undistributed Expenses	
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)

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Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation	Berryessa Point
Fixed Expenses	
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)

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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.

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Operating Assumptions

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

Figure 11: Operating Assumptions – Year 2016 through 2031

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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
Marina Fuel Sales (Authorized)																
Gallons of Gas Sold																
Price per Gallon																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Group Use Shelter (Authorized)																
Number of Group Shelter Rentals																
Price per Rental																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail - Recreation Supply Store (Authorized)																
Total Transactions																
Average Revenue Per Transaction																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restaurant (Authorized)																
Number of Covers																
Price per Cover																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)																
Number of Customers																
Average Revenue Per Customer																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)																
Number of Customers																
Average Revenue Per Customer																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)																
Number of Customers																
Average Revenue Per Customer																
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Figure 12: Operating Assumptions – Year 2016 through 2031

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Day Calls Are Input Calls															
Name of Offeror															
Location of Operation															
	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	
Revenue Inflation															Additional Description
Expense Inflation															
Tent Sites (Required)															
Number of Sites															Additional Description
Days Open															
Available Sites															
Occupancy %															
Occupied Site Nights															
Average Monthly Rate															
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Recreation Vehicle Campsites (Authorized)															
Number of Available Sites (type of site)															Additional Description
Days Open															
Available Site Nights															
Occupancy %															
Occupied Site Nights															
Average Daily Rate															
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Marina Slip Rental (Authorized)															
Number of Slips															Additional Description
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	
Marina Fuel Sales (Authorized)																Additional Description
Gallons of Gas Sold																
Price per Gallon																
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Group Use Shelter (Authorized)																Additional Description
Number of Group Shelter Rentals																
Price per Rental																
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail - Recreation Supply Store (Authorized)																Additional Description
Total Transactions																
Average Revenue Per Transaction																
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restaurant (Authorized)																Additional Description
Number of Covers																
Price per Cover																
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)																Additional Description
Number of Customers																
Average Revenue Per Customer																
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)																Additional Description
Number of Customers																
Average Revenue Per Customer																
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)																Additional Description
Number of Customers																
Average Revenue Per Customer																
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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.

Lake Berryessa Concession Prospectus

Cash Flow Statement Form

Prospective Cash Flow Statement															
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Gray Cells Are Input Cells:															
Name of Offeror	0														
Location of Operation	Berryessa Point														
Operating Activities															
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 15: Cash Flow Statement Form – Year 2016 through 2030

Lake Berryessa Concession Prospectus

Prospective Cash Flow Statement																
	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Operating Activities																
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 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	
Financing Activities	
Financing Structure Details	Describe
<input type="text"/>	<input type="text"/>
Investment Activities	
Investment Activity Information	Describe anything you have not previously discussed in other parts of this form
<input type="text"/>	<input type="text"/>

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
Assets and Other	
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

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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.

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

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

Total

Other

<input type="text" value="Start-Up Expenses"/>	\$	<input type="text"/>
<input type="text" value="Working Capital"/>	\$	<input type="text"/>
<input type="text" value="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.

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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	Putah Canyon
Assets	
Existing Assets	
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
Planned Asset Acquisition	
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
Other	
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.

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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
Revenue													
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)													
Total Gross Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Cost of Sales													
Restaurant COGS													
Recreation Supply Store													
Marina Fuel													
Authorized/Other Services (Specify)													
Authorized/Other Services (Specify)													
Total Cost of Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Expenses													
Campground (to include Standard Sites, RV Sites, Park Models)													
Labor													
Other Departmental Expenses													
Total Campground Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Supply Store, Boat Repair, Fuel Sales, and Boat Rentals)													
Labor													
Other Departmental Expenses													
Total Marina Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Group Day Use													
Labor													
Other Departmental Expenses													
Total Group Day Use Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Retail													
Labor													
Other Departmental Expenses													
Total Retail Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Restaurant													
Labor													
Other Departmental Expenses													
Total Restaurant Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized/Other Services (Specify)													
Labor													
Other Departmental Expenses													
Total Authorized Services Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized/Other Services (Specify)													

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													
Total Other (Specify) Expenses		0	0	0	0	0	0	0	0	0	0	0	0
Other Direct													
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													
Total Other Direct		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
Undistributed Expenses													
AGG Salaries													
Office Supplies													
Telephone													
Management / Overhead													
Advertising													
Other Admin													
Other Undistributed													
Total Undistributed Expenses		0	0	0	0	0	0	0	0	0	0	0	0
Fixed Expenses													
Insurance													
Property Taxes													
Property Rental													
RAFI (Reserve Account for Facilities Improvement) <i>This expense references your annual estimated costs associated with replacing major building component items with a useful life of longer than 7 years.</i>													
Reserve for Personal Property Replacement													
Other (Specify)													
Total Fixed Expenses		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
EBITDA Before FF		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
Interest Expense													
Depreciation													
Amortization													
Net Profit Before Taxes		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

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

Lake Berryessa Concession Prospectus

Prospective Income Statement																		
The EACB anticipates that there will be no revenue generated by the operator until 2015, but the operator 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
Revenue																		
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)																		
Total Gross Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cost of Sales																		
Restaurant COGS																		
Recreation Supply Store																		
Marina Fuel																		
Authorized Other Services (Specify)																		
Authorized Other Services (Specify)																		
Total Cost of Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Expenses																		
Campground (to include Standard Sites, RV Sites, Park Models)																		
Labor																		
Other Departmental Expenses																		
Total Campground Expenses	0	0	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																		
Total Marina Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Group Day Use																		
Labor																		
Other Departmental Expenses																		
Total Group Day Use Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retail																		
Labor																		
Other Departmental Expenses																		
Total Restaurant Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restaurant																		
Labor																		
Other Departmental Expenses																		
Total Restaurant Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized Other Services (Specify)																		
Labor																		
Other Departmental Expenses																		
Total Authorized Services Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized Other Services (Specify)																		

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

Lake Berryessa Concession Prospectus

Key Dates and Input Dates

Name of Offeror
Location of Operation

Prospective Income Statement
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

	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Labor																		
Other Departmental Expenses																		
Total Other (Specify) Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Direct																		
Utilities																		
Repair and Maintenance Expense: <i>This expense references your annual estimated cost associated with repairing building component with useful lives of between 3 and 7 years.</i>																		
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
Total Direct Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Undistributed Expenses																		
ASG Salaries																		
Office Supplies																		
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
Fixed Expenses																		
Insurance																		
Property Taxes																		
Property Rental																		
RAPI (Reserve Account for RPI/Improvement) <i>This expense references your annual estimated cost associated with replacing major building component (only with a useful life of longer than 7 years)</i>																		
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
Total Operating Expenses	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
Franchise Fee																		
EBITDA	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
Income Tax																		
Net Income	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"/>	
Revenue	
See Operating Assumptions Tab	
Cost of Sales	
All Applicable Departments	Describe
Direct Expenses	
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 between 3 and 7 years.</i>	
Operating Supplies	Describe
Vehicle Expense	Describe
Other Direct	Describe
Undistributed Expenses	
Other Salaries	Describe
Office Supplies	Describe
Telephone	Describe
Management Fee / Overhead	Describe
Advertising	Describe
Other Admin	Describe
Other Undistributed	Describe
Other	Describe
Fixed Expenses	
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 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

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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.

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Operating Assumptions

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

Figure 8: Operating Assumptions – Year 2016 through 2033

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

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														
Tent Sites (Required)														Additional Description
Number of Sites														
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
Total Revenue		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Standard Sites without Utilities (Required)														Additional Description
Number of Sites														
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
Total Revenue		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Standard Sites with Utilities (Required)														Additional Description
Number of Sites														
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
Total Revenue		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
RV Site with Utilities (Required)														Additional Description
Number of Sites														
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
Total Revenue		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Park Models (5 Required, 1 Authorized)														Additional Description
Number of Units														
Days Open														
Available Units														
Occupancy %														
Occupied Unit Nights														
Average Monthly Rate														
Total Revenue		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	

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

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

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.****

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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															
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)

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="D"/>	
Location of Operation <input type="text" value="Putah Canyon"/>	
Prospective Cash Flow Statement	
Financing Activities	
Financing Structure Details	Describe
<input type="text"/>	<input type="text"/>
Investment Activities	
Investment Activity Information	Describe anything you have not previously discussed in other parts of this form
<input type="text"/>	<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.

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Recapture of Investment Form

Grey Cells Are Input Cells

Name of Offeror	
Location of Operation	Putah Canyon

Assets and Other

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 [Redacted]

Location of Operation Putah Canyon

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	[Redacted]
Real Property (not within the Recreation Area)	Describe	[Redacted]
Personal Property	Describe	[Redacted]
Inventory and Supplies	Describe	[Redacted]
Working Capital	Describe	[Redacted]
Other (describe)	Describe	[Redacted]
Other (describe)	Describe	[Redacted]
Other (describe)	Describe	[Redacted]

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

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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.

<input type="text"/>	Real Property (not within the Recreation Area)	\$	<input type="text"/>
<input type="text"/>	Personal Property	\$	<input type="text"/>
<input type="text"/>	Inventory and Supplies	\$	<input type="text"/>
<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.

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

Other

<input type="text"/>	Start-Up Expenses	\$	<input type="text"/>
<input type="text"/>	Working Capital	\$	<input type="text"/>
<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.

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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
Assets	
Existing Assets	
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
Planned Asset Acquisition	
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
Other	
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.

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Income Statement Form

Grey Cells Are Input Cells

Name of Offeror: _____
 Location of Operation: Spanish Flat

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
Revenue														
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)														
Total Gross Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cost of Sales														
Restaurant COGS														
Recreation Supply Store														
Marina Fuel														
Authorized/Other Services (Specify)														
Authorized/Other Services (Specify)														
Total Cost of Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Expenses														
Campground (to include RV Sites, Yurts, Rustic/Tent Cabins)														
Labor														
Other Departmental Expenses														
Total Campground Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Supply Store, Boat Repair, Fuel Sales, and Boat Rentals)														
Labor														
Other Departmental Expenses														
Total Marina Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retail														
Labor														
Other Departmental Expenses														
Total Restaurant Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restaurant														
Labor														
Other Departmental Expenses														
Total Restaurant Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized/Other Services (Specify)														
Labor														
Other Departmental Expenses														
Total Authorized Services Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized/Other Services (Specify)														
Labor														
Other Departmental Expenses														
Total Other (Specify) Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Direct														

Figure 3: Income Statement Form – Year 2015 through 2028

Lake Berryessa Concession Prospectus

Only Call AM Input Cells														
Name of Offeror <input type="text"/>														
Location of Operation <input type="text" value="Spanish Flat"/>														
Prospective Income Statement														
The filer 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
Direct Expenses														
Utilities														
Paper 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 Expense														
Other Direct														
Total Other Direct	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
Undistributed Expenses														
ASD Salaries														
Office Supplies														
Telephone														
Management / Oversight														
Advertising														
Other Admin														
Other (Undistributed)														
Total Undistributed Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fixed Expenses														
Insurance														
Property Taxes														
Property Rental														
RAM (Reserve Account for Facilities Improvement) <i>This expense references your annual estimated costs associated with replacing major building component items with a useful life of longer than 7 years.</i>														
Reserve for Personal Property Replacement														
Other (Specify)														
Total Fixed Expenses	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
EBITDA Before FF	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
Interest Expense														
Depreciation														
Amortization														
Net Profit Before Taxes	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

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

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

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

Lake Berryessa Concession Prospectus

Name of Offeror																		
Location of Operation																		
Prospective Income Statement																		
<small>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.</small>																		
		2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Utilities																		
Repair and Maintenance Expense																		
<small>This expense represents your annual estimated costs associated with replacing building components with useful lives of between 3 and 7 years.</small>																		
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
Total Direct Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Undistributed Expenses																		
AGG Salaries																		
Office Supplies																		
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
Fixed Expenses																		
Insurance																		
Property Taxes																		
Property Rental																		
RAI (Reserve Account for Facilities Improvement)																		
<small>This expense represents your annual estimated costs associated with replacing major building components (items with a useful life of longer than 7 years).</small>																		
Retiree or Former Property Replacement																		
Other (Specify)																		
Total Fixed Expenses		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
EBITDA Before FF		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
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
Income Tax																		
Net Income		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

- Formulas included in this form are provided 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 "Income Statement Assumptions" worksheet.
- 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"/>	
Revenue	
See Operating Assumptions Tab	
Cost of Sales	
All Applicable Departments	Describe <input type="text"/>
Direct Expenses	
Labor	Describe <input type="text"/>
Utilities	Describe <input type="text"/>
Repair and Maintenance Expense	Describe <input type="text"/>
<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	Describe <input type="text"/>
Vehicle Expense	Describe <input type="text"/>
Other Direct	Describe <input type="text"/>
Undistributed Expenses	
Other Salaries	Describe <input type="text"/>
Office Supplies	Describe <input type="text"/>
Telephone	Describe <input type="text"/>
Management Fee / Overhead	Describe <input type="text"/>
Advertising	Describe <input type="text"/>
Other Admin	Describe <input type="text"/>
Other Undistributed	Describe <input type="text"/>
Other	Describe <input type="text"/>
Fixed Expenses	
Insurance	Describe <input type="text"/>
Property Taxes	Describe <input type="text"/>
Property Rental	Describe <input type="text"/>
RAFI	Describe <input type="text"/>
<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 <input type="text"/>
<i>Describe your assumptions related to personal property replacement over the term of the contract (including rental boats)</i>	
Other	Describe <input type="text"/>

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

Operating Assumptions

Copy/State Ass/ Input Cell:																	
Name of Offor																	
Location of Operation		Spanish Flat															
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue Inflation																	
Expense Inflation																	
Tent Sites (Required/Authorized)																	
Number of Sites																	
Days Open																	
Available Sites																	
Occupancy %																	
Occupied Site Nights																	
Average Monthly Rate																	
Total Revenue		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Standard Sites without Utilities (Authorized)																	
Number of Sites																	
Days Open																	
Available Sites																	
Occupancy %																	
Occupied Site Nights																	
Average Monthly Rate																	
Total Revenue		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
RV Sites with Utilities (Authorized)																	
Number of Sites																	
Days Open																	
Available Sites																	
Occupancy %																	
Occupied Site Nights																	
Average Monthly Rate																	
Total Revenue		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Yurts (Authorized)																	
Number of Units																	
Days Open																	
Available Units																	
Occupancy %																	
Occupied Unit Nights																	
Average Monthly Rate																	
Total Revenue		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Rustic Cabins (Authorized)																	
Number of Units																	
Days Open																	
Available Units																	
Occupancy %																	
Occupied Unit Nights																	
Average Monthly Rate																	
Total Revenue		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

Figure 8: Operating Assumptions – Year 2016 through 2031

Lake Berryessa Concession Prospectus

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

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

Lake Berryessa Concession Prospectus

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

Figure 10: 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
Tent Cabins (Authorized)															
Number of Units															
Days Open															
Available Units															
Occupancy %															
Occupied Unit Nights															
Average Monthly Rate															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Marina Slip Rental (Required)															
Number of Slips															
Months Open															
Available Slip Months															
Occupancy %															
Occupied Slip Months															
Average Monthly Rate															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Marina Fuel Sales (Required)															
Gallons of Gas Sold															
Price per Gallon															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Boat Rentals (Required)															
Number of Boats Rented															
Price per Gallon															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail - Recreation Supply Store (Authorize)															
Total Transactions															
Average Revenue Per Transaction															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restaurant (Authorized)															
Number of Covers															
Price per Cover															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)															
Number of Customers															
Average Revenue Per Customer															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)															
Number of Customers															
Average Revenue Per Customer															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (describe)															
Number of Customers															
Average Revenue Per Customer															
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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														
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

Lake Berryessa Concession Prospectus

Gray 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: 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	
Financing Activities	
Financing Structure Details:	Describe
Investment Activities	
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.

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Recapture of Investment Form

Grey Cells Are Input Cells

Name of Offeror

Location of Operation

Assets and Other

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 [Greyed Out]

Location of Operation

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	[Greyed Out]
Real Property (not within the Recreation Area)	Describe	[Greyed Out]
Personal Property	Describe	[Greyed Out]
Inventory and Supplies	Describe	[Greyed Out]
Working Capital	Describe	[Greyed Out]
Other (describe)	Describe	[Greyed Out]
Other (describe)	Describe	[Greyed Out]
Other (describe)	Describe	[Greyed Out]

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

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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"/>
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.

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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	Steele Canyon
Assets	
Existing Assets	
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
Planned Asset Acquisition	
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
Other	
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.

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Income Statement Form

Gray Cells Are Input Cells

Name of Offeror _____

Location of Operation Steele Canyon

Prospective Income Statement

The ESIR 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
Revenue															
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)															
Total Gross Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cost of Sales															
Restaurant COGS															
Recreation Supply Store															
Marina Fuel															
Authorized/Other Services (Specify)															
Authorized/Other Services (Specify)															
Total Cost of Sales		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross Profit		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Expenses															
Campground (to include RV Sites, Camper Cabins, Park Models, Floating Campsites)															
Labor															
Other Departmental Expenses															
Total Campground Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marina (to include Mooring, Slip Rental, Dry Storage, Recreation Supply Store, Boat Repair, Fuel Sales, and Boat Rentals)															
Labor															
Other Departmental Expenses															
Total Marina Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Boat Rental															
Labor															
Other Departmental Expenses															
Total Marina Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Group Day Use Sites															
Labor															
Other Departmental Expenses															
Total Group Day Use Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Multi-Use Special Events Center															
Labor															
Other Departmental Expenses															
Total Multi-Use Special Events Center Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retail															
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 <u>Steele Canyon</u>															
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
Total Restaurant Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restaurant															
Labor															
Other Departmental Expenses															
Total Restaurant Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized/Other Services (Specify)															
Labor															
Other Departmental Expenses															
Total Authorized Services Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized/Other Services (Specify)															
Labor															
Other Departmental Expenses															
Total Other (Specify) Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Direct															
Miscellaneous															
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															
Total Other Direct		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
Undistributed Expenses															
A/G Salaries															
Office Supplies															
Telephone															
Management / Consultant															
Advertising															
Other Admin															
Other Undistributed															
Total Undistributed Expenses		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fixed Expenses															
Insurance															
Property Taxes															
Property Rental															
RAI (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															
Reserve for Personal Property Replacement															
Other (Specify)															
Total Fixed Expenses		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
EBITDA Before IT		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
Interest Expense															
Depreciation															
Amortization															
Net Profit Before Taxes		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

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 offeree 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
Revenue																
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)																
Total Gross Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cost of Sales																
Restaurant COGS																
Recreation Supply Store																
Marina Fuel																
Authorized/Other Services (Specify)																
Authorized/Other Services (Specify)																
Total Cost of Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Expenses																
Campground (to include RV Sites, Camper Cabins, Park Models,)																
Labor																
Other Departmental Expenses																
Total Campground Expenses	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																
Total Marina Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Boat Rental																
Labor																
Other Departmental Expenses																
Total Marina Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Group Day Use Sites																
Labor																
Other Departmental Expenses																
Total Group Day Use Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Multi-Use Special Events Center																
Labor																
Other Departmental Expenses																
Total Multi-Use Special Events Center Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retail																
Labor																
Other Departmental Expenses																

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

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Prospective Income Statement																
<i>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.</i>																
	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
Total Restaurant Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restaurant																
Labor																
Other Departmental Expenses																
Total Restaurant Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized Other Services (Specify)																
Labor																
Other Departmental Expenses																
Total Authorized Services Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Authorized Other Services (Specify)																
Labor																
Other Departmental Expenses																
Total Other (Specify) Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Direct																
Utilities																
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																
Total Other Direct	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
Undistributed Expenses																
ABC Salaries																
Office Supplies																
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
Fixed Expenses																
Insurance																
Property Taxes																
Property Rental																
R&M (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)																
Total Fixed Expenses	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
EBITDA Before FF	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
Interest Expense																
Depreciation																
Amortization																
Net Profit Before Taxes	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

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

Notes

- Formulas included in this form are provided 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 "Income Statement Assumptions" worksheet.
- 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

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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	
Revenue	
See Operating Assumptions Tab	
Cost of Sales	
All Applicable Departments	Describe
Direct Expenses	
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
Undistributed Expenses	
Other Salaries	Describe
Office Supplies	Describe
Telephone	Describe
Management Fee / Overhead	Describe
Advertising	Describe
Other Admin	Describe
Other Undistributed	Describe
Other	Describe
Fixed Expenses	
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

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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.

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Operating Assumptions

Grey Cells Are Input Cells

Name of Offeror _____

Location of Operation Steele Canyon

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

Figure 8: Operating Assumptions – Year 2016 through 2032

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Grey Cells are Input Cells

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

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

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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														
Tent Sites (Authorized)														
Number of Sites														Additional Description
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Standard Sites without Utilities (Authorized)														
Number of Sites														Additional Description
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Standard Sites with Utilities (Required/Authorized)														
Number of Sites														Additional Description
Days Open														
Available Sites														
Occupancy %														
Occupied Site Nights														
Average Monthly Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
RV Sites with Utilities (Required/Authorized)														
Number of Available Sites (type of site)														Additional Description
Day Open														
Available Site Nights														
Occupancy %														
Occupied Site Nights														
Average Daily Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Park Models (Required)														
Number of Units														Additional Description
Days Open														
Available Units														
Occupancy %														
Occupied Unit Nights														
Average Monthly Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cabins (Required)														
Number of Units														Additional Description
Days Open														
Available Units														
Occupancy %														
Occupied Unit Nights														
Average Monthly Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Floating Campsite (Authorized)														
Number of Units														Additional Description
Days Open														
Available Units														
Occupancy %														
Occupied Unit Nights														
Average Monthly Rate														
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

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

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

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

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****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.

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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																
Steele Canyon																
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.

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

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Cash Flow Statement Assumptions

Grey Cells Are Input Cells	
Name of Offeror	
Location of Operation Steele Canyon	
Prospective Cash Flow Statement	
Financing Activities	
Financing Structure Details	Describe
Investment Activities	
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

Assets and Other

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.

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Recapture of Investment Assumptions

Grey Cells Are Input Cells

Name of Offeror [Redacted]

Location of Operation Steele Canyon

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	[Redacted]
Real Property (not within the Recreation Area)	Describe	[Redacted]
Personal Property	Describe	[Redacted]
Inventory and Supplies	Describe	[Redacted]
Working Capital	Describe	[Redacted]
Other (describe)	Describe	[Redacted]
Other (describe)	Describe	[Redacted]
Other (describe)	Describe	[Redacted]

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.