

### OFFEROR FINANCIAL PROJECTIONS

#### INITIAL INVESTMENTS AND START-UP EXPENSES FORM

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

#### Assets

##### Existing Assets

Assets necessary to the operation of the Lease, already owned by the Offeror, that will be allocated to the operation of the Draft Lease.

Possessory Interest/Leasehold Surrender Interest Value	<input type="text"/>
Real Property (not within the Park)	
Personal Property	
Inventory and Supplies	
Other (describe)	
<b>Subtotal</b>	<b>0</b>

##### Planned Asset Acquisition

Assets necessary to Operate the Concession, that will be acquired by the Offeror if awarded the Draft Lease.

Possessory Interest/Leasehold Surrender Interest Value	<input type="text"/>
Real Property (not within the Park)	
Personal Property	
Inventory and Supplies	
Other (describe)	
<b>Subtotal</b>	<b>0</b>

**Total**  0

#### Other

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

**Total Initial Investments and Start-up Expenses**  0

## INITIAL INVESTMENTS AND START-UP EXPENSES FORM

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Name of Offeror

Lease ID#

### Notes

- 1) Formulas included in this form are provided by the NPS 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 Draft 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 Draft Contract.
- 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 Draft 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 Draft 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).

## NOTICES

### PRIVACY ACT

**Authority:** 16 U.S.C. 5966, Commercial Use Authorizations.

**Purpose:** The purposes of the system are (1) to assist NPS employees in managing the NPS Commercial Services program allowing commercial uses within a unit of the National Park System to ensure that business activities are conducted in a manner that complies with Federal laws and regulations; (2) to monitor resources that are or may be affected by the authorized commercial uses within a unit of the National Park System; (3) to track applicants and holders of commercial use authorizations who are planning to conduct or are conducting business within units of the National Park System; and (4) to provide to the public the description and contact information for businesses that provide services in national parks.

**Routine Uses:** In addition to those disclosures generally permitted under 5 U.S.C.552a(b) of the Privacy Act, records or information contained in this system may be disclosed outside DOI as a routine use pursuant to 5 U.S.C. 552a(b)(3) to other Federal, state and local governments, tribal organizations, and members of the general public upon request for names, addresses and phone numbers of Commercial Use Authorizations (CUA) holders conducting business within units of the National Park System for the purpose of informing the public of the availability of the services offered by the CUA holder. In addition, records or information contained in this system may be disclosed outside DOI based on an authorized routine use when the disclosure is compatible with the purpose for which the records were compiled as described under the system of records notice for this system.

**Disclosure:** Voluntary, however, failure to provide the requested information may impede our ability to 1) manage the National Park Service (NPS) Commercial Services Program allowing commercial uses within a unit of the NPS, 2) monitor resources that are or may be affected by the authorized commercial uses, and 3) provide the public the description and contact information for businesses that provide services in national parks.

### PAPERWORK REDUCTION ACT STATEMENT

We collect this information under the authority of Title IV of the National Parks Omnibus Management Act of 1998 (Pub. L. 105-391). We use this information to evaluate a concession proposal. Your response is required to obtain or retain a benefit. Your response is required to obtain or retain a benefit. We may not collect or sponsor and you are not required to respond to a collection of information unless it displays a currently valid OMB control number. OMB has approved this collection of information and assigned Control No. 1024-0029.

### ESTIMATED BURDEN STATEMENT

We estimate that it will take you 25 hours to complete this form, including time to review instructions, gather and maintain data, and complete and review the form. You may send comments on the burden estimate or any aspect of this form to the Information Collection Clearance Officer, National Park Service, 1201 Oakridge Drive, Fort Collins, CO 80550. Please do not send your completed form to this address.

### INITIAL INVESTMENTS AND START-UP EXPENSES ASSUMPTIONS

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

#### Assets

##### Existing Assets

Assets necessary to the operation of the Lease property already owned by the Offeror that will be allocated to the operation of the Draft Lease.

Real Property (not within the Park)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Other (describe)	Describe

##### Planned Asset Acquisition

Assets necessary to operate the Lease Property that will be acquired by the Offeror if awarded the Draft Lease.

Real Property (not within the Park)	Describe
Personal Property	Describe
Inventory and Supplies	Describe

### INITIAL INVESTMENTS AND START-UP EXPENSES ASSUMPTIONS


Grey Cells Are Input Cells


Name of Offeror 


Lease ID# 

Other (describe) Describe 

#### Other

Start-Up Expenses Describe 

Working Capital Describe 

Other (describe) Describe 

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.

**INCOME STATEMENT FORM**

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

**Prospective Income Statement**

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Revenue</b>										
Lodging										
Food and Beverage										
Retail										
Campground										
Fuel										
Authorized Services (Specify)										
Other (Specify)										
Other (Specify)										
Other (Specify)										
Other (Specify)										
<b>Total Gross Revenue</b>	0	0	0	0	0	0	0	0	0	0
<b>Total Deductions</b>										
<b>Total Gross Receipts (if Different)</b>	0	0	0	0	0	0	0	0	0	0
<b>Cost of Goods Sold</b>										
Food and Beverage										
Retail										
Fuel										
Authorized Services (Specify)										
Other (Specify)										
Other (Specify)										
Other (Specify)										
Other (Specify)										
<b>Total Cost of Sales</b>	0	0	0	0	0	0	0	0	0	0
<b>Gross Profit</b>	0	0	0	0	0	0	0	0	0	0
<b>Direct Expenses</b>										
<b>Lodging</b>										
Labor										
Other Departmental Expenses										







**INCOME STATEMENT FORM**

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

**Prospective Income Statement**

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
--	------	------	------	------	------	------	------	------	------	------

Notes

- 1) Formulas included in this form are provided by the NPS 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 "authorized" under the lease are to be itemized and included in your prospective statements. Please clearly identify, by service type, all revenues associated with authorized services.
- 4) The NPS views the treatment of Repair and Maintenance Reserve (component renewal) items as leasehold improvements. It is expected that the cost will be amortized over the shorter of the useful life of the asset or the Lease term.

Definitions

*Gross Receipts*

Gross Revenues less any revenues that are exempt from franchise fee.

*EBITDA Before FF*

Earnings Before Interest, Taxes, Depreciation, Amortization, and Franchise Fee.

*Franchise Fee*

A percentage of gross receipts due to the National Park Service.

### INCOME STATEMENT ASSUMPTIONS

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

#### Revenue

See Operating Assumptions Tab

#### Cost of Sales

All Applicable Departments	Describe

#### Direct Expenses

Labor	Describe

Utilities	Describe

Repair and Maintenance Expense	Describe

Operating Supplies	Describe

Vehicle Expense	Describe

### INCOME STATEMENT ASSUMPTIONS

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

Other Direct Describe

#### Undistributed Expenses

Other Salaries Describe

Office Supplies Describe

Telephone Describe

Management Fee / Overhead Describe

Advertising Describe

### INCOME STATEMENT ASSUMPTIONS

Grey Cells Are Input Cells

**Name of Offeror**

**Lease ID#**

Other Admin	Describe	<input type="text"/>
Other Undistributed	Describe	
Other	Describe	

### Fixed Expenses

Insurance	Describe	<input type="text"/>
Property Taxes	Describe	
Property Rental	Describe	

### INCOME STATEMENT ASSUMPTIONS

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

Other Describe

#### 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 Equivalentents (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 Draft Lease.

**OPERATING ASSUMPTIONS**

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
--	------	------	------	------	------	------	------	------	------	------

Revenue Inflation											Additional Description
Expense Inflation											

**Lodging**

Number of Available Rooms											Additional Description
Day Open											
Available Room Nights											
Occupied Room Nights											
Occupancy %											
Average Daily Rate											
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0

**Food & Beverage**

Total Covers											Additional Description
Average Check											
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0

**Retail**

Total Transactions											Additional Description
Average Revenue Per Transaction											
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0

**Retail- Genuine Authorized Native Handicrafts**

Total Transactions											Additional Description
Average Revenue Per Transaction											
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	0

**Marina**

Number of Slips											Additional Description
Months Open											
Available Slip Months											
Occupancy Slip Months											
Occupancy %											
Average Monthly Rate											

**OPERATING ASSUMPTIONS**

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	
<b>Transportation</b>											Additional Description
Number of Customers											
Average Revenue Per Customer											
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	
<b>Guided Tours</b>											Additional Description
Number of Customers											
Average Revenue Per Customer											
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	
<b>Other (describe)</b>											Additional Description
Number of Customers											
Average Revenue Per Customer											
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	
<b>Other (describe)</b>											Additional Description
Number of Customers											
Average Revenue Per Customer											
<b>Total Revenue</b>	0	0	0	0	0	0	0	0	0	0	

Notes

1) 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.

2) If you are going to offer additional authorized services under this is Lease, please clearly identify which service(s) you will offer and use additional rows to describe your revenue buildup for each service.

**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 Draft Lease.



**CASH FLOW STATEMENT FORM**

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

**Prospective Cash Flow Statement**Notes

- 1) Formulas included in this form are provided by the NPS 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) Investment activities should include entries for one time acquisition and disposal at the beginning and end of the Draft Lease term as well as cyclical or annual capital investments such as replacement.
- 4) Estimates for capital expenditures in the Cash Flow Statements made prior to or during the first year after the start of the Draft Lease should be reflective of estimates provide in the Initial Investment and Start-up Costs form.
- 5) Clearly delineate between personal and real property and define your rationale and assumptions for each category.
- 6) Since Repair and Maintenance Reserve activities are considered capital expenditures they should be included on the cash flow statement.

### CASH FLOW STATEMENT ASSUMPTIONS

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

#### Investment Activities

Repair and Maintenance Reserve Describe - Repair and Maintenance Reserve expenditures during the Draft Lease

Personal Property Replacement Describe - Personal property replacement during the Draft Lease

Other (describe) Describe

#### 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.

**RECAPTURE OF INVESTMENT FORM**

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

**Assets and Other**

Real Property (not within the Park)	
Personal Property	
Inventory and Supplies	
Working Capital	
Other (describe)	
Other (describe)	

**Total of Recaptue of Investments at the End of the Lease Term**

Notes

- 1) Formulas included in this form are provided by the NPS 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 "Recapture of Investment Assumptions" worksheet.
- 3) All Offerors must include their estimate of the ending value of all property and other assets at the end of the Draft Lease.
- 4) Recapture amounts entered into this form should not be included in the proforma income statement.
- 5) Recapture amounts entered in this form should be included in the cash flow proforma as capital recapture in the final year of the Draft Contract.

### RECAPTURE OF INVESTMENT ASSUMPTIONS

Grey Cells Are Input Cells

Name of Offeror

Lease ID#

#### Assets and Other

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

Real Property (not within the Park)	Describe
Personal Property	Describe
Inventory and Supplies	Describe
Working Capital	Describe
Other (describe)	Describe
Other (describe)	Describe
Other (describe)	Describe

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.