

APPENDIX 16

SAMPLE BUSINESS PLAN

Business Plan

Prepared in Response to the Prospectus for
Campground and Related Granger-Thye Concessions
On the National Forests in Alabama

Name of Company _____

Address _____

Company Contact _____

Phone Number _____

Fax Number _____

E-Mail _____

Introduction and Instructions

As a part of the response to the Prospectus for Campground and Related Granger-Thye Concessions on the Bankhead National Forest, you are required to submit this business plan as a separate document. Five separate copies of the business plan must be submitted. You need to present a solid understanding of the business application process and the specific site requirements, and submit a business plan that reflects your financial ability to fully operate the campgrounds being offered in the prospectus.

Because the decision-making process to select a permittee requires considerable review of the application and business plan, the required information should follow the format of this business plan. All applicants must submit the information requested within this business plan. This information must be provided in the format of this business plan so all applications reviewed by the Forest Service will consistent information in both content and format.

For assistance in developing your business plan, the Forest Service has provided all available cost and revenue information relevant to this prospectus. This information may also include sources of campground revenue and expenses from historical experience at the sites.

Applicants must furnish a detailed description of their experience relating to operating and maintaining developed recreation sites (e.g., campgrounds, lodges, and marinas). The description must include similar types of experience in private business, public service, or any nonprofit or other related enterprises. Applicants are encouraged to contact their local Small Business Development Center (SBDC) if they need assistance in completing their business plans.

Getting SBDC Assistance with Your Business Plan

The Association of Small Business Development Centers (ASBDC), with over 600 local offices, serves both the private and public sector with small business expertise. The Forest Service National Memorandum of Understanding with the ASBDC provides a strong resource to assist applicants in developing their business plans.

The SBDC is committed to assisting applicants in developing strong and sustainable business plan processes. Call your nearest SBDC office and seek their assistance in preparing your submission. A directory of local Small Business Development Centers is located on their website at: <http://www.asbdc-us.org>

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I. The Application Process

Your completed business plan should be returned with your completed application to:

Forest Supervisor, National Forests in Alabama
Attention: Miera Nagy
2946 Chestnut Street
Montgomery, Alabama 36107-3010

Applications and all supporting documents, including the business plan, must be received by 4:30 p.m. CST, on Friday, November 12, 2010. A checklist is used by the Forest Service upon initial receipt of your business plan to verify that all required items are included. A copy of this checklist is included on page 16-11. Please be sure to review that checklist prior to submitting your application. An incomplete business plan may result in a lower score.

A. Company Information

The following information, if applicable, is required from the applicant:

- Bank or investor Letters of Intent to Finance Project,
- Copies of face page of all current Forest Service concession permits,
- Business Applicant or Entity Balance Sheet (past three years),
- Income Statement (past three years),
- Company Tax Returns (past two years),
- Current credit report from a major credit bureau, and
- Performance evaluations from all other Forest Service campground concession permits (past two years).

II. The Business Plan

This section describes the specific nature and purpose of the company, background in the industry, and those opportunities the permittee sees for additional products and/or services.

A. Business Information

This discussion of your business should include the following information:

- A brief description of the scope and size of your current business (number of current concession permits),
- Any current state, federal, local, or special certifications or licenses,
- Names and contact information for key operational staff (organizational structure),
- Current type of legal structure,
- Tax identification number,
- State business license number,
- State sales tax identification number (as applicable), and
- Appropriate information on share holders (additional information may be requested from the selected permittee), to include:

- Name,
- Address, and
- Percent ownership of each member.

B. State Business Requirements

Does the operation require a state registration number? If “yes,” include a copy of your registration document.

C. Experience with Forest Service Concession Permits

1. Prior Forest Service Permits

Provide the following information for each Forest permit held during the last five years:

- Permit administrator name,
- Permit administrator address, and
- Permit administrator phone number.

2. Current Campground Concession Permits

a. Operations

List all current campground concession operations currently permitted, to include:

- Permit name,
- Forest,
- Number of campgrounds,
- Number of years, and
- Number of campgrounds.

b. Permits

Provide a copy of the face page for each currently held permit plus copies of the last two years' year-end evaluations for each permit.

D. Your Competition

1. Competitors

Provide your assessments of the competitors for this permit, to include:

- Company name, and
- Campground site market analysis:
 - Locations,
 - Number of sites,
 - Pricing, and
 - Amenities.

2. Services Currently Available or Proposed

Describe all services typically available at the site now, plus describe any new or proposed products and services you plan to offer at this site (see section IV. A., Additional Revenue-producing Sales, Services, and/or Fees on page 16-10). How will those changes (additional revenue generators) be incorporated in your marketing plan?

E. The Marketing Plan

In the marketing plan, describe any promotional plans for this site that you may anticipate developing for this prospectus. Questions to be answered include:

- How will you advertise the products and services available at this site?
- What media will be used, at what frequency, and at what estimated cost?
- Does the marketing plan create brand Awareness and convey to the client that the operator has experience, expertise, and commitment to a quality experience?
- How will on-site changes enhance your business?

If you are not anticipating any promotions plans, state so.

III. The Financial Plan

A. Capital Equipment List

Capital equipment is those assets which have use lives of more than one year, such as machines, equipment, vehicles, livestock, tack, gear, and computers.

Describe the equipment, the quantity, whether the equipment is new or used (N/U), the expected useful life, and the cost. This includes equipment purchased from an existing business. The capital equipment list should be summarized by “type” as well as “cost.”

The Capital Equipment List format (Appendix A on page 16-12) is standardized to facilitate analysis and comparison of all the applicants. The content may have to be modified to fit your particular operation, but do not change the basic format.

B. Start-up Expenses

Start-up expenses are the various initial expenses it will take to open the campgrounds for business. Some of these may be only one-time expenditures while others can occur annually.

The start-up expenses format (Appendix B on page 16-13) is standardized to facilitate analysis and comparison of all the applicants. The content may have to be modified to fit your particular operation, but do not change the basic format.

C. Balance Sheets

The balance sheet format (Appendix C on page 16-14) is standardized to facilitate analysis and comparison of all the applicants. The content may have to be modified to fit your particular operation, but do not change the basic format. Balance sheets are required for the past three years.

D. Income Statement Projections

The Income Statement projections format (Appendix D on page 16-`5) is standardized to facilitate analysis and comparison of all the applicants. The content of the Income Statement Projections may have to be modified to fit your particular operation, but do not change the basic format.

This prospectus provides a specific list of the additionally approved revenue sources for this permit. In response to the prospectus, you must request and address these additional activities if you want to provide them during any portion of the term of the permit. For additional information, contact the Authorized Officer listed in the prospectus. Note: All approved revenues and anticipated expenses from the prospectus should be included in your Income Statement. For example, if the prospectus allows income from beverage sales, your income statement should show both the income sources and the costs related, such as cost of sales, labor, etc.

Campgrounds having additional anticipating revenues from the sale of food, beverages, and other sundry items should provide a more detailed explanation of anticipated sales, costs of goods sold, and gross revenue.

A pro-forma (estimated) Income Statement Projection is required for the first full year on a monthly basis.

1. Revenues

1. List revenue from all sources approved in the prospectus.
2. List revenue for additional revenue sources approved in the prospectus.
3. Reviews the historical revenues generated in the prospectus. Show income detail by revenue source.
4. A monthly projection from each revenue source, with annual total, is required. Seasonality of revenue should be reflected.

2. Expenses

1. List expenses related to revenue sources approved in this prospectus.
2. List expenses incurred due to additional revenue sources approved in the prospectus.
3. Include all expenses historically realized in sites offered by this prospectus.
4. Do not list capital expenditures as expenses. These expenses should be noted on your balance sheet or capital asset equipment list.

IV. Supporting Documents

A. Additional Revenue-producing Sales, Services, and/or Fees

Listed below are potential sources or other revenue sources that could be anticipated for the campgrounds in this prospectus. You must respond by indicating which, if any, of these opportunities you would be interested in providing. The revenues should also be estimated and reflected in the appropriate spreadsheets.

- Sale of firewood,
- Sale of camping supplies,
- Sale of fishing supplies,

- Sale of state fishing licenses,
- Sale of state hunting licenses,
- Sale of propane,
- Sale of miscellaneous food items (e.g., ice, soda, or bottled water),
- Sale of photographic supplies,
- Sale of interagency passports,
- Sale of information and interpretive materials (e.g., books),
- Sale of miscellaneous clothing sales,
- Sale of miscellaneous souvenirs,
- Fee for use of dump station,
- Fee for showers,
- Fee for concession-provided fax services,
- Fee for concession-provided telephone services,
- Rental of personal water craft,
- Rental of fishing equipment,
- Rental of bikes,
- Rental of canoes and/or boats,
- Providing local fishing clinics (but not outfitter and guide services),
- Advertising on the back of local and/or campground maps,
- Providing guided interpretive tours, and
- Recycling services.

B. Campground Costs Items Appropriate to this Prospectus

Listed below are possible expenditures for the campgrounds in this prospectus.

- Electricity,
- Sewer,
- Water testing,
- Trash removal or contracting therefore,
- Propane,
- Telephones and/or radios,
- Granger-Thye offset fees,
- Prospectus bid expenses,
- Landlord maintenance,
- Postage and/or delivery,
- Office supplies,
- State business fees and/or licenses,
- Employee recruiting, and
- Travel.

C. Concession Prospectus Checklist

This checklist is used by the Forest Service upon initial receipt of your application to verify that all required items are included. Please be sure to complete this checklist prior to submitting your application. An incomplete business plan may result in a lower score.

- Yes No Application received by due time and date
- Yes No Application is signed by applicant
- Yes No Applicants provided required number of copies of the business plan

If a corporation, the following is supplied:

- Yes No Evidence of incorporation and good standing
- Yes No Name and address of each affiliate of the corporation
- Yes No Affiliate share and ownership information

Required information from the applicant:

- Yes No Applicant’s name/name of company _____
- Yes No Address _____
- Yes No Company contact _____
- Yes No Phone _____
- Yes No Fax _____
- Yes No Email _____
- Yes No Bank or investor letters of Intent to Finance Project
- Yes No Copies of all pertinent existing permits
- Yes No Capital equipment list
- Yes No Start-up expense costs
- Yes No Balance sheets (past three years)
- Yes No Monthly income statement projection for the coming year
- Yes No Tax returns (past three years)
- Yes No Current credit report from a major credit bureau
- Yes No Certifications, licenses, and permits required of other agencies
- Yes No Performance evaluations for past two years from other concessionaire permits

V. Appendices

Appendix A: Capital Equipment List

Capital Equipment				
Item	Number	New/Used	Expected Life	Cost

Prospectus for Campground and Related Granger-Thye Concessions

Account fees	_____
Other professional fees	_____
Licenses and permits	_____
Deposits (public utilities, ect.)	_____
Advertising	_____
Insurance	_____
Bonds	_____
Other Expenses	_____
<hr/>	
Total Start-up Expenses	_____

Appendix C: Balance Sheets

Balance sheets are required for the past three years.

Year (_____)

Assets:

Current Assets:

Cash \$ _____

A/r \$ _____

Inventory \$ _____

Subtotal \$ _____

Fixed Assets \$ _____

Less Accumulated Depreciation \$ _____

Other Assets \$ _____

Intangible Assets \$ _____

Total Assets \$ _____

Liabilities:

Accounts payable \$ _____

Payroll tax payable \$ _____

Line of Credit \$ _____

Credit Cards \$ _____

Total Current Liabilities \$ _____

Owner loan to company \$ _____

SBA Loan to company \$ _____

Bank loan to company \$ _____

Total Long Term Liabilities \$ _____

Paid in Capital by Owner \$ _____

Retained earnings \$ _____

YTD Income (balancer) \$ _____

Total Liabilities \$ _____

Appendix D: Income Statement Projections

Pro-Forma

Site Specific Income Statement Projections

Monthly for year 1

Sales and Revenue Sources

1. List revenues from all sources approved and noted in the prospectus. Whenever possible, note prices charged for services at this site.
2. List revenues for additional revenue sources requested in your response to the application for this site.
3. Following review of historical revenues generated at the site (see application for details), plot anticipated monthly revenues. Show income detail by revenue source.
4. Monthly projections from each revenue source, with annual total, are required. Seasonality, in applicable revenue, should be considered.

Expenses

1. List expenses related to revenue sources approved in this site.
2. List expenses incurred due to adding additional revenue sources requested for this site.
3. Include expenses historically realized on this site (found in the prospectus).
4. List all expenses related to the Forest Service.
5. Do not list capital expenditures as expenses – these should be noted on your balance sheet or capital asset equipment list.

Campground Prospectus – Income Statement Projections

Revenues	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Campground Fees													
Day Use Fees													
Reservation Fees													
Firewood													
Dump Station Fees													
Shower Fees													
Camping Supplies													
Fishing Supplies													
Fishing Licenses													
Hunting Licenses													
Propane													
Misc. Food Items													
Interagency Passports													
Interpretive Materials													
Misc. Clothing													
Misc. Souvenirs													
Dump station Fees													
Fax Services													
Telephone Services													
Personal Water Craft Rentals													
Fishing Equipment Rentals													
Bike Rentals													
Canoe/boat Rentals													
Fishing clinics													
Advertising on Maps													
Guided Interpretive Tours													
Recycling Services													
Other													
Total Revenues													

Campground Prospectus – Income Statement Projections

Expenses	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Forest Service Fees													
Utility-water													
Utility-electrical													
Utility-gas													
Utility-sewer													
Utility-trash													
Labor													
Employee Benefits													
Insurance													
Legal Accounting													
Repairs													
Water Testing													
Propane													
Telephone/radios													
Supplies													
State Business Licenses/fees													
Employee Recruiting													
Other													
Total Expenses													