

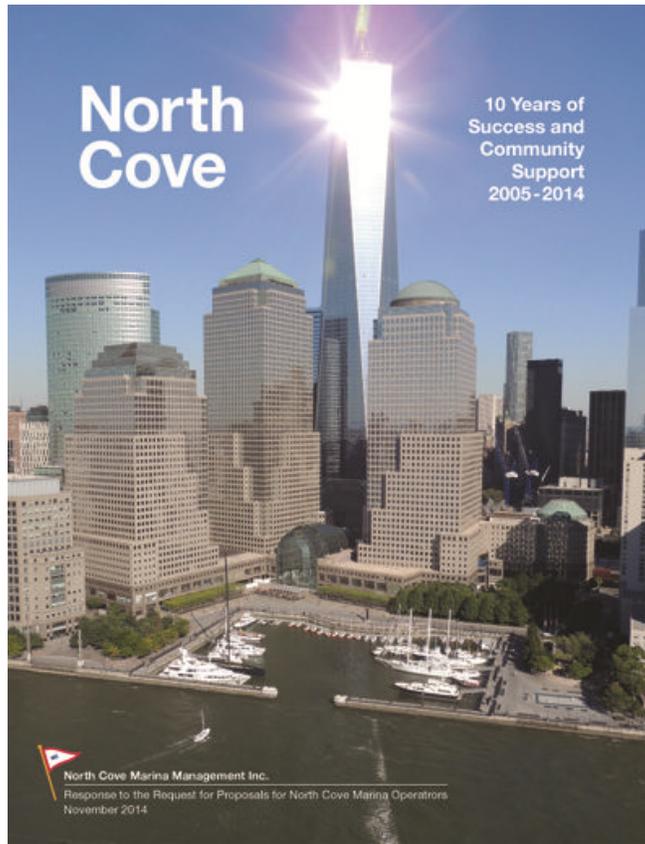
North Cove

10 Years of
Success and
Community
Support
2005 - 2014



North Cove Marina Management Inc.

Response to the Request for Proposals for North Cove Marina Operators
November 2014



North Cove Marina Management Inc. Response to the Battery Park City Authority Request for Proposals For North Cove Marina Operators

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THE NORTH COVE

November 5, 2014

Mr. Michael LaMancusa
Battery Park City Authority
200 Liberty Street 24 Fl
New York, NY 10280

Dear Mr. LaMancusa,

For the past ten years, our company has had the privilege of guiding North Cove. We have transformed the marina into one of the greatest success stories on New York City's waterfront. Thank you to the Battery Park City Authority for giving us this opportunity. We have been honored to serve our community and contribute to the revitalization of Battery Park City and Lower Manhattan.

The letters of public support we have received during this RFP process have been inspiring. They are a great reward for many years of hard work. We realize that people have come to love North Cove and that they care. We have touched thousands of lives in a positive manner and improved their NYC experiences. This support strengthens us further and we are excited about the next 10 years.

What is special and unique about our company is that we do not just park boats. We do much more. We have created an entire maritime community around North Cove. Under our watch, North Cove has become one of the most popular destinations for mega yachts on the East Coast. The marina has also become New York City's most important facility for recreational boating.

But most importantly, North Cove has become the backyard not just of billionaire mega yacht owners, but of all New Yorkers, young and old; sailors, rowers, powerboaters and landlubbers; residents, workers and tourists. North Cove is one of Battery Park City's most important parks. We have demonstrated our commitment to manage this park for the public good.

We have the proven track record and understand how to make North Cove work. We have passed three major stress tests and have emerged stronger than ever. We responded quickly after Hurricane Sandy and rebuilt the marina better than before.

In addition to our demonstrated success, there are two other areas where North Cove Marina Management stands head and shoulders above any other marina operator:

- We care about the Battery Park City community.
- We care about the "Social Good" and public programming which North Cove can bring to the people of New York City.

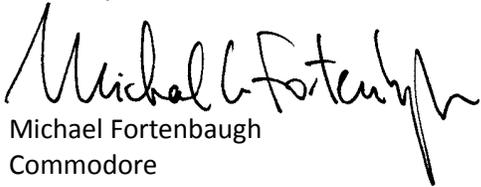
Over the past 10 years, our company has surpassed all of the other marinas in New York Harbor. We have achieved this success as a small business. We believe there is room in the future of Battery Park City for successful, dedicated, locally-owned and operated small businesses.

Ten years ago, BPCA put their trust in us. We repaid this trust by making North Cove a success. Now we have to put our trust in BPCA. We ask to be evaluated based on performance. It is not the size of your hands, your feet or your company which is an indication of future success. It is the size of your heart which matters.

Nonetheless, we are confident that our proposal will match or exceed all criteria laid out in the RFP. Our demonstrated ability to operate the marina competently, our demonstrated financial stability, and our demonstrated record of expanded opportunities for sailors and visitors alike are BPCA's best assurance of continued success. We have a demonstrated commitment to sustainable practices, to minority and women participation, and indeed to every aspect laid out in the criteria for responding to the RFP. No matter what another proposer, may promise, North Cove Marina Management is able to say we have already done it.

Thank you for giving us this opportunity to submit our proposal for the continued development and operation of North Cove. No officer or employee of NCMM is directly or indirectly a party to or in any other manner interested financially or otherwise in this RFP. We look forward to continuing our work with Battery Park City Authority and continuing the success we have achieved at North Cove.

Sincerely



Michael Fortenbaugh
Commodore



I am writing to express to you my great appreciation for the work you do in managing the North Cove Marina, a wonderful and unique facility in my Lower Manhattan district. One of the great advantages of living in Battery Park City and the surrounding area is the access to our waterfront. At North Cove, you have done an outstanding job bringing people to the water and creating fun and educational programs. The marina has improved the quality of life in Battery Park City and I am glad to see you operating it as a valued member of our community. I look forward to your continuing to do work with the community.

– Sheldon Silver, Speaker of the New York State Assembly

A. Proposer's Financial Reporting and Marina Experience Form

A-1. State the name, address, and telephone number of Proposer and the name of any representative authorized to act on its behalf in connection with this transaction.

Proposer:

North Cove Marina Management Inc.
375 South End Avenue Suite 20L
New York, NY 10280
(212) 786-1200

Authorized Representative:

Commodore Michael Fortenbaugh
President
(917) 816-3799
mike@TheNorthCove.com

A-2. If Proposer is not an individual doing business in his or her own name, describe the status of Proposer's organization (whether a corporation, partnership, business association, or joint venture) and indicate the jurisdiction under the laws of which it is organized and operated.

North Cove Marina Management Inc. is a "C" corporation registered under the laws of the State of New York.

A-3. Attach an organizational chart for Proposer indicating the names and responsibilities of key personnel.

See Organizational Chart on page 2.

A-4 Include professional biographies for all employees listed in the Proposal.

Commodore Michael Fortenbaugh is the managing partner of North Cove Marina Management. He oversees all day-to-day operations as well as strategic initiatives and long term planning.

The Commodore moved to New York City after graduating from Princeton University in 1985. He was a history major who wrote



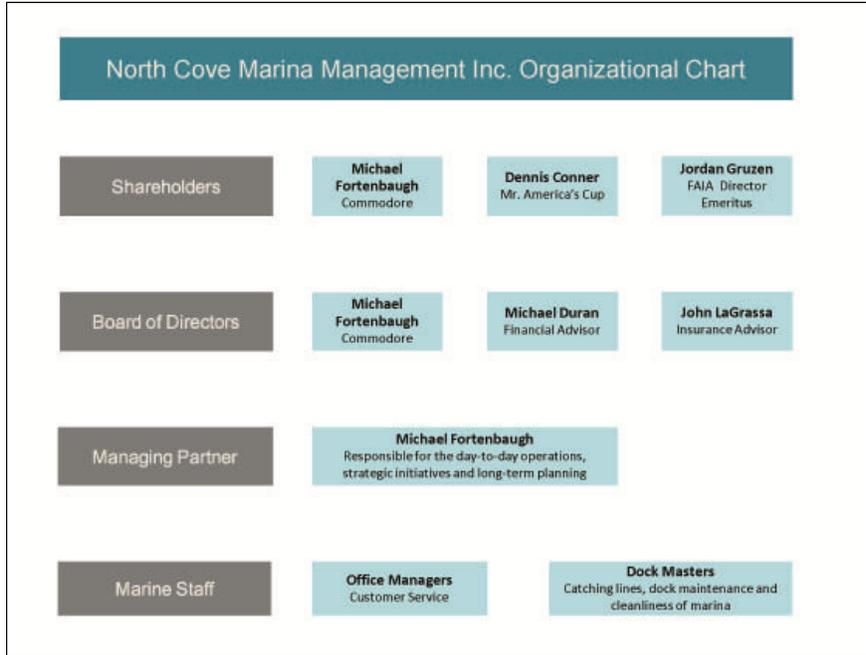


I write to commend you for the role the North Cove Marina has played in Battery Park City for the last ten years. You have built programs for people of all ages that engage the community and provide access to the harbor, such as the Manhattan Sailing School and Manhattan Yacht Club, which is far from inevitable at a marina.

Your focus on community engagement is particularly appreciated as the residential population has boomed in Lower Manhattan and waterfront infrastructure has increased around the harbor.

Your management of the marina has ensured that the North Cove is a vibrant part of the Lower Manhattan and greater New York area. I thank you again for your stewardship of the North Cove Marina.

- Daniel Squadron, State Senator 26th District



his senior thesis on NYC subway graffiti. He was also a championship sailor who competed around the country at the highest level.

When the Commodore moved to New York City, there was no organized sailing in the city and no marinas like North Cove. He set about to change this and has devoted his career to opening up the harbor for the people of NYC.

The Commodore started Manhattan Yacht Club in 1987 and has been called the "Pied Piper of Sailing." He is credited with re-introducing recreational sailing to New York Harbor after an absence of more than 60 years.

The Commodore has a compelling story which sheds light on his dedication to North Cove and the Battery Park City community. In 1994, he moved Manhattan Yacht Club to North Cove. He has lived in Battery Park City ever since, raising his children and participating as an active and supportive member of the community.

He was here on 9/11 and saw the first fireball rise up the south face of the World Trade Center. When he was evacuating his family, the second plane flew overhead. In the days and weeks after the horrific attack, the Commodore committed himself to rebuilding the community and helping other residents and businesses recover.

He led the effort to bring the Public School back to Battery Park City. Then he set about rebuilding the docks at North Cove so the sailing club and school could open on May 1. He had faith and determination and





I am writing to express my appreciation for the community-minded program that your organization, Manhattan Sailing School, has developed in the last decade of your tenancy at North Cove Marina. As a resident of Battery Park City, you have demonstrated an understanding of the community, and you have been a good neighbor and participant of local community events. Your organization's management of the Cove has led to elevated access to the waterfront for the local community, and you have also done a great job in developing sailing programs that are within reach and bring together local residents and businesses. We appreciate the work that your organization has done in operating and look forward to your continuing work as a valued member of the community.

- Margaret Chin, New York City Council Member, 1st District Manhattan

shared this with others. On the one year anniversary, he created *Sail for America* which filled the harbor with more than 1,000 sails. It was the harbor's greatest day in recent memory.



Photo: Commodore Fortenbaugh standing on the club docks on the first day after 9/11 when residents and business owners were allowed back into Battery Park City. This experience galvanized the Commodore and set him on the path to help rebuild the community, bigger and better than before.

BPCA put their trust in the Commodore when they awarded management of North Cove to his company 10 years ago. The Commodore has kept this trust, operating the marina for the public good, making it a big success, being responsive to the community and, as detailed in the letters of support attached to this RFP Response, doing the best job possible.

The Commodore has raised his family in Gateway Plaza next to the marina. He wakes up every morning inspired by the view and enthusiastic about the future. He has demonstrated the skills, knowledge and passion needed to be an excellent steward of North Cove. He also has an unmatched track record of innovation, success and public access in New York Harbor.

Dennis Conner is a partial owner and the "Patron" of NCMM and is known as "Mr. America's Cup". Dennis has won the America's Cup four times, successfully defending the Cup in 1974, 1980, and 1988 and winning as the challenger in 1987. He also is a renowned author, motivational speaker and has won a bronze medal at the 1976 Olympics.

When Australia became the first country to win the America's Cup from the New York Yacht Club, Dennis formed his own syndicate and mounted a challenge on behalf of the San Diego Yacht Club. Dennis embarked on





You and your team have opened access to everyone in Lower Manhattan making us feel connected to our waterfront and maritime heritage while still making the marina a viable business venture. That isn't always an easy combination and then to have a community focused sailing school and camp is even more impressive. I wish you well in you bid for the new lease to the North Cove and hope that we continue to work with you and have the North Cove Marina continue to be the community asset.

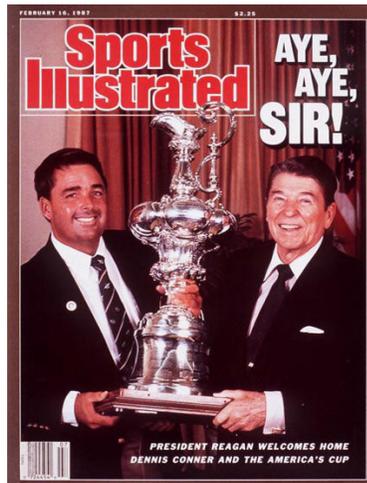
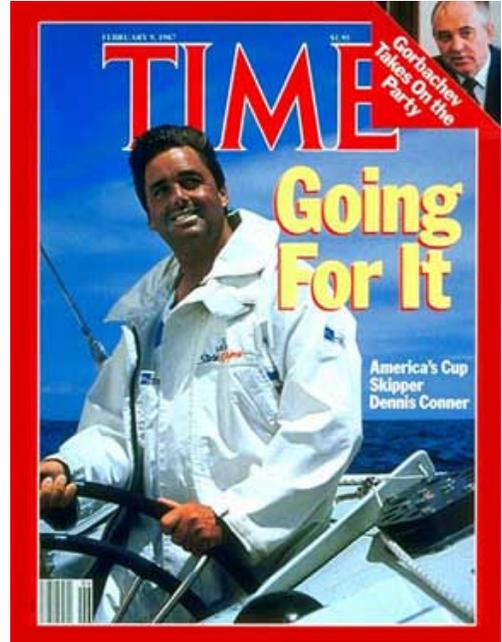
- Anthony Notaro, Jr

a three year campaign which culminated with his winning the Cup back from Australia in 1987.

After his triumphant victory in Australia, Conner appeared on the front covers of Time magazine and Sports Illustrated. He elevated the sport of sailing in the public eye and became a world-famous celebrity.

Today Conner is the elder statesman of yachting and resides in San Diego where he manages his various business interests around the country.

He continues to sail competitively in many classes as the great Grand Master.



In 2012, Conner was awarded one of his greatest honors, being voted as "America's Greatest Sailor" by the public in an extensive competition organized by US Sailing, the national governing body of the sport of sailing.

Dennis also has a personal connection to Battery Park City. He lived in this community from 1990 to 1994 and kept one of his America's Cup boats at North Cove. After 9/11, Dennis was affected like every American and when he was approached by the

Commodore to join the effort to rebuild North Cove, he offered to be of service. Dennis has been part of the team since 2005 and has lent his marquee name & star power to many of the efforts at North Cove.

Jordan Gruzen is a minority owner and the community & political advisor of NCMM. He has had an extensive career as an architect and planner, including designing five buildings in Battery Park City, in addition his many projects and works around the world. Jordan is also a 25 year resident of Battery Park City,





We would like to express our strong support for Michael Fortenbaugh's bid to continue the operation of the North Cove Marina. We have lived in Battery Park City since before the marina existed, and we have witnessed its creation, and most importantly, its transformation since Michael became its operator. As you evaluate the bids for the North Cove Marina, we urge you to keep in mind that BPCA's mission is not simply to maximize revenue for BPCA but also to support Battery Park City as a model of urban design and planning. Michael's operation of the North Cove Marina for the last ten years has supported and driven the rebirth of BPC after 9/11, creating value for the neighborhood far exceeding the fees that he has paid BPCA under his operating agreement. His track record strongly suggests that he will continue to create such unquantifiable value if he is selected to continue the operation of the marina.

- Paula & Jeff Galloway

Michael Duran is a Director and the Financial Advisor of NCMM. He is a leader in expert networking, knowledge management and the use of primary data in the private equity investment process. Mike is a Managing Director at Gerson Lehrman Group and a seasoned investor with a proven track record over many years and a dozen deals of superior returns in both public and private markets. Working with the Commodore, Mike has helped NCMM achieve a steady 10 year run of financial success.

John LaGrassa is a Director and the Insurance Advisor of NCMM. He has thirty years of experience in the insurance and maritime industry. He works at Zurich Insurance Company and is Head of Reinsurance for Asia and Latin America. Working with the Commodore, John has helped NCMM navigate the insurance markets and most importantly, ensure that the insurance funds were available to rebuild after Hurricane Sandy.



A-5. Identify all equity principals, shareholders (limited in the case of a publicly-held corporation to shareholders owning in excess of five percent (5%) of the stock), partners, or co-venturers of Proposer, and state the nature and the extent of each participant's interest in the proposed development and operation of the Marina and whether any of the same are minority persons. Attach three prior years' audited financial statements for Proposer and for each participant, along with any other information that will enable BPCA to assess Proposer's financial capability.

There are three shareholders of North Cove Marina Management Inc. and they are as follows (ownership %):

Michael Fortenbaugh (71%)
Dennis Conner (25%)





Jordan Gruzen (4%)
None of these 3 shareholders are minority persons.

A-6. State the name, addresses, and telephone numbers of at least three (3) commercial or institutional credit references. Two of the three should be institutions from which Proposer has previously obtained substantial project financing. Attach a letter authorizing each credit reference to respond to inquiries from BPCA.

I moved into Gateway Plaza in December 2001 while fires burnt on Ground Zero. The North Cove Marina was a disaster area with fears that the community would not rebound. I remember that I drove my city government car through the area in front of the marina that served as our exit route out of the community. It took the courage and loyalty of many residents and supporters to rebuild our community. Your role in operating the marina is a critical piece to that overall development plan. It built confidence in the community and the City that the neighborhood was once again a world-class destination. However, beyond the benefits of the economic upturn of the marina, you made sure the community got to enjoy the revival. You integrated the marina into the community. I can say without hesitation that no vendor can meet your solid experience and commitment to this community.

- Ninfa Segarra

Our company has not had the need to obtain any substantial project financing since we were founded in 2004. By all accounts, our company has managed North Cove very successfully for the past 10 years. We have achieved this success without any substantial financing. This demonstrates there is no correlation between previously obtained project financing and managing North Cove successfully.



NCMM began operating in 2004 with a \$100,000 loan which was repaid. NCMM operates as a small business with \$1,300,000 in annual gross revenue. Over the years, NCMM has built up a cash reserve designed to assist the company through difficult times such as experienced after Hurricane Sandy. The fact that NCMM had its own money on hand to complete repairs strengthened our ability to successfully negotiate with the insurance company.

NCMM has not applied for any significant project financing because we have financed all of our operations with cash on hand. We do not have any additional projects which would provide a good return on investment. The only major improvement which could be done to the marina is wave attenuation. BPCA conducted its own study of the potential costs involved and determined that wave attenuation was not a fiscally responsible investment.





I am writing in full support of you continuing the outstanding management of North Cove Marina. Over the years, I have seen the marina flourish under your leadership and become world-class. It is clear that you had a vision for the marina that has made it the essence, the heart, the gem and the vibrant center of Battery Park City and Lower Manhattan. You put your heart into the marina as well as the surrounding community. I can't imagine the marina without you at the helm. You have been exceedingly generous and kind to the community and have connected us to the marina because you have shown that it takes a neighbor to understand what works for the neighborhood.

- Rosalie Joseph

Almost all of the expansions of Commodore Fortenbaugh's businesses have been financed through surplus operating revenues because it made better sense to use cash on hand than to pay interest on loans.



The exception was the 2013 acquisition of Arabella by Manhattan Yacht Club, one of the businesses operated by the Commodore. Arabella was purchased for \$2,000,000 with \$600,000 in cash being invested by the club and two loans of \$700,000 each being provided by the New York Business Development Corporation and TD Bank. Both of these lenders are familiar with the successful financial track record of NCM as well as the conservative financial management demonstrated by Commodore Fortenbaugh for many years.

Kevin O'Leary
NYBDC/ESCDC
5 Hanover Square
Suite 1003
New York, NY 10004



North Cove Marina Management Inc.



koleary@nybdc.com
Cellular No. 917.846.5718
Office No. 212.785.5961

Michael Lembo
Vice President
TD Bank
317 Madison Avenue, 3rd Floor
New York, NY 10017
Phone: (212) 396-5777
michael.lembo@td.com

I am adding my name to the list of supporters who want to see operation of North Cove Marina continue to be managed locally by the Manhattan Sailing Club.

I have been a resident of Gateway Plaza in Battery Park City since 1996. Soon after my arrival, I became acquainted with Commodore Fortenbaugh and found him to have a genuine interest in the growing neighborhood. Over the years, he has sponsored not only events for sailors, but also ones for non-sailors. I have fond memories of the Holiday Train Exhibit, community sail evening, and Block Party meetings on the William Wall floating clubhouse.

He has devoted his entire self into making North Cove Marina a jewel in the Downtown Manhattan crown. By raising his family in Battery Park City and calling this neighborhood home, Commodore Fortenbaugh has invested more than money into wanting North Cove Marina to succeed. I doubt that any large corporation would be willing to do so much.

- Denise Cordivano

Our third reference is Chase Manhattan Bank where our company has maintained checking accounts for the past ten years.

Marquis Taylor
JP Morgan Chase
45 Wall St #3
New York, NY 10005
Phone: 212-568-4039
Email: marquis.taylor@chase.com

A letter authorizing each credit reference to respond to inquiries from BPCA is included in Appendix A.



A-7. Attach the latest Dun & Bradstreet credit report or a similar recent credit report for Proposer, each participant in the project, and any related business entities.

See Appendix





I've known Michael Fortenbaugh for many years and I can tell you that he is an integral part of our Battery Park City community. The North Cove Marina is a unique setting, for sure, and the programs and events that Mike has created there will have contributed greatly to the texture of our community. His generosity, amiability and low-key demeanor have translated into making the marina a neighbor-friendly venue that allows everyone—tenants and tourists alike—to enjoy the space. We hope that he will continue to operate the marina for many years to come and fully support his efforts and dedication to his work.

- Glenn Plaskin

A-8. Identify any affiliation or relationship, other than as set forth in A-5 above, between Proposer and any other company, parent company, lending institution, or other entity that Proposer believes will enable BPCA to better assess its financial capability.

The President of North Cove Marina Management, Inc. is Commodore Michael Fortenbaugh. The Commodore also serves as President of Manhattan Yacht Club, Inc. Manhattan Yacht Club was the first company he founded in 1987 to reintroduce recreational sailing to New York Harbor. The club is a small business with a 27 year track record of financial success.



The club has several divisions. Manhattan Sailing School is the public teaching arm of the club. This has grown into the largest adult sailing school in the country. The Honorable William Wall is one of the clubhouses and has been recognized as one of the best and most unique publically accessible spots in the harbor. The 157-foot mega yacht Arabella is the latest expansion of the club and serves as the summer clubhouse inside North Cove. In winter, she operates week-long charter vacations in the Caribbean.

The Commodore also serves as Executive Director of the New York Harbor Sailing Foundation, Inc. This is a non-profit recognized by the Internal Revenue Service as a 501(c)(3) organization. The Foundation runs all of the junior sailing programs out of North Cove.

All of these business entities run by Commodore Fortenbaugh have a long track record of financial success. North Cove has been successful for 10 years. Manhattan Yacht club has been successful for 27 years. The



North Cove Marina Management Inc.



I give you credit—and I mean this literally—for changing the fabric and direction of my life here in the City. It was MSC’s sailing program that first introduced me to New York Harbor and showed me that access to the water was possible in the heart of New York City. As a result, I’ve grown to become passionate about New York’s waterfront and, as the Executive Director of the Brooklyn Bridge Park Conservancy, am fortunate to spend my days working to improve waterfront access for all New Yorkers. I am certain others have noted how well North Cove has been run under your direction. I am happy to speak to that as well. But what’s really important is your vision. You are a pioneer who saw an incredible unused resource and started working to bring waterfront recreation to New York City. We’re all better for your efforts, and I trust we, and North Cove, will continue to benefit from your extraordinary vision and commitment.

- Nancy Webster

Manhattan Sailing School is a leader in the country. The clubhouses are world class and the Foundation has been creating our city’s most successful sailing programs for kids. All of these demonstrate that the Commodore knows and understands how to run a stable business and that his financial capabilities for success have been proven.

NCMM and the Commodore have also passed three significant stress tests:

1) The first was 9/11. Other larger companies in Lower Manhattan failed. The company which managed North Cove marina and was created by a Mexican billionaire threw in the towel. Commodore Fortenbaugh’s companies navigated the upheaval successfully and were the first recreational businesses back in full operation when spring returned.



2) The second test was the Financial Crises in 2008-2009. All around North Cove, major companies were on the ropes and asking for government bail-outs. Our company kept paying our rent to BPCA every month and on time. At the same time, other marina companies were going into default and restructuring. NCMM needed no financial help to get through the economic hard times.

3) The third test was Hurricane Sandy. The North Cove electrical vaults were flooded, requiring a complete replacement of electrical equipment. To get the marina back fully functioning in time for the May 1st start of the season, NCMM were hands-on in crisis management. Commodore Fortenbaugh and his team did their own work of pumping out the vaults, stabilizing the equipment, sourcing and hiring contractors and negotiating with the insurance underwriters. Without this pro-active and hands-on management after the Hurricane, it would have been very unlikely that the marina could have opened properly in 2013.





Having collectively been a resident of BPC since 1983, our family tends to consider the marina and esplanade as 'our backyard.' What makes us think this is not only its location, but the abundance of community activities afforded us and the traffic of tourists, business and residents that make up our neighborhood. Having a member of our community managing the marina makes the neighborhood feel more secure that even though it needs to be run as a business, our needs and concerns will always be given consideration. We love to walk by and say to our visitors, 'we know the Commodore and he is very gracious in his hospitality,' and not just look at the marina with anonymity.

- John, Philomena and Caroline Pinto

In addition to these major stress tests, NCMM and the Commodore's operations have also continued to grow during the last three years while Brookfield has been shuttering the World Financial Center. The WFC Plaza used to be a great draw for the public with Southwest NY restaurant providing popular outdoor seating overlooking the marina. There were also many small businesses inside the WFC providing food and other services. For the past 3 years, Brookfield has virtually shuttered the WFC, closing the small businesses one by one. This combined with Brookfield's empty office space has significantly reduced the walk by traffic at the marina. Through all of this, NCMM as well as the Commodore's other businesses have continued to grow and succeed.



A-9. State whether Proposer, any principal of Proposer, or any affiliate of Proposer or of such principal, has or has ever had any interest in any entity that has received a mortgage loan from, or entered into a lease or other on-going relationship with, the State or City of New York or United States, or any agency of any of them, for any development project. For each loan received or relationship entered into, state the name and address of the parties and project involved and briefly describe the project and its current status.

In 2005, North Cove Marina Management Inc. entered into a 10-year license agreement with Battery Park City Authority for the management of North Cove.

NCMM was put in charge with the mission to "Bring the World to North Cove" as outlined in our 2004 Response to the RFEI. NCMM has succeeded beyond all expectations in this mission.

During the 10 history of our license, we have:

- made every rent payment in a timely manner;
- paid BPCA a total of \$2,540,161 in rent payments;





I live at 375 South End Avenue and have lived in BPC for twenty years and would like to voice my very strong support for Commodore Fortenbaugh who has been an excellent steward of the marina. The level of his business acumen is evident when one remembers the scarce number of boats visiting the marina before he took over—it was indeed a sad spectacle to see all the empty berths and lack of activity. The marina is now a vibrant and lively space filled with mega-yachts, interesting teaching vessels and sailing boats servicing the delighting the local community. His generosity to the community is unrivaled and must be strongly considered when making the choice of who will operate the marina. Commodore Fortenbaugh has done a wonderful job of looking after my ‘backyard.’

- Maryna Lansky

- restored the marina to full working order and continued to maintain it in excellent condition;
- repaired the entire marina electrical system after Hurricane Sandy to the sum of \$500,000 and at no expense to BPCA;
- invested \$930,000 in the improvement of floating docks and other equipment;
- increased the volume of yachts visiting the marina so that we now operate at near 100% capacity much of the boating season;
- managed the marina in a successful manner which has brought credit to BPCA and enhanced the value of all surrounding real estate;
- managed the marina in a manner which integrated the community and won the support of the vast majority of people who live or work in BPC.
- Fostered and promoted an unprecedented number of recreational programs which connected the public to the harbor, including kids and adult sailing lessons here in Lower Manhattan.

For the past 10 years, North Cove Marina Management has been very successful by almost every standard of measurement.



A-10. State whether Proposer or any principal or officer of Proposer or any affiliate thereof has any business or financial relationship or any relationship by marriage or blood with any Member, officer, or employee of BPCA. If so, identify the persons involved and describe the relationship. (All current BPCA Board Members, BPCA Employees and BPCPC Employees are identified on Exhibit E to the RFP.)

Not applicable.



I am a native New Yorker. When I was growing up in this city in the 1950s, I didn't have a chance to experience the joy of sailing or of learning to sail. When I left New York as an adult, friends took me sailing in Chicago (Lake Michigan) and Boston (Salem Sound), where I learned the art and science of this wonderful activity. I became a boat owner and charterer in these other cities. I taught my children to sail in these other cities. Then, as luck would have it, I returned to the city of my birth and learned of the Manhattan Sailing Club. For the past fifteen years, I have been a member of this outstanding Club. For the past four years, I have been a boat owner, where Ajax, my J/105, is resident at North Cove Marina. These have been some of the most enjoyable years of my life. I race and cruise my J/105 sail boat in New York Harbor. Lake Michigan and Salem Sound are fine places to sail. However, New York Harbor is in a class by itself. Here, I participate in social activities and camaraderie sponsored by my Club. I support the New York Harbor Foundation, donating my boat to the New York Harbor Regatta at Governor's Island event just last month. I take my grandchildren sailing. As they get older, I hope to have them learn to sail under the auspices of the Manhattan Sailing Club. It is hard to imagine my life without the Manhattan Sailing Club or North Cove Marina as they are currently structured.

- Zachary Fluhr

A-11. List and provide a brief description (including names and addresses) of operations and developments of marina facilities of comparable or larger scale, complexity, and quality as/than the North Cove Marina that have been undertaken by Proposer in New York City or another major urban center, with particular emphasis on projects similar to the type of marina development called for in the RFP Guidelines. Include, for each project identified, the name and address of a person or persons familiar with the project who will respond to inquiries from BPCA.

North Cove Marina Management Inc. has operated and developed North Cove marina for the past 10 years. BPCA is familiar with our management and many current and former employees of BPCA can attest to our responsiveness to issues and quality of our operations.



A-12. BPCA as a New York State public benefit corporation has a diversity program that encourages the hiring of minority- and women-owned firms ("M/WBE Participation"), as specified in Exhibit D attached hereto. Indicate whether Proposer and its development and operations team have provided for meaningful M/WBE Participation, as described in Exhibit D. If so, describe in detail the extent of such participation, including the ownership interest, equity contribution, participation in earnings and profits, losses and fees, development role, and/or management role of the participating M/WBE companies or firms. Attach all agreements or other arrangements reflecting the terms and conditions of the M/WBE Participation.





Over the time that we have been involved, and particularly over the last ten years, we have witnessed and enjoyed continual improvements in both the quality of the operations at North Cove, as well as the sailing and entertainment options available there. The Club's fleet of 124 sailboats is well maintained and the addition of America II, a former America's Cup racer, and the Arabella, a truly beautiful yacht/clubhouse, has expanded the ways that we use the Club.

- Bud Rogers

North Cove Marina Management Inc. is a small business and most of our work at the marina is done by our own staff. We only use two outside contractors on a monthly basis. These are:

Garbage Removal: IESI NY. Payment in 2013 - \$16,171. IESI is the carting company which serves most small businesses in Battery Park City.

Security: Sottile Security International. Payment in 2013 - \$21,239. Last year was the first year when North Cove was subjected to people going aboard boats and stealing items which were not secured. We began hiring security guards. We had the first incident just before July 4th and hired Sottile because they were a local company and were able to get a guard to the marina the next day.



For 2015, we have identified 4 M/WBE which could provide security for the marina, Arkon Security Group, Griffin Security Agency, MG Security Services & Prestige Protective Services. Using one of these companies for our security needs would mean that M/WBE would participate in 57% of our outsourcing (by dollar amount).

NCMM also used an outside contractor for the one-time repair of the marina electrical systems after Hurricane Sandy. The company was Five Star Electric. This was a one-time occurrence on an emergency basis. The selection of Five Star was made because they were on the ground already doing work for the NY/NJ Port Authority at the World Trade Center site and they had the ability to do the job immediately and within our insurance budget which was of paramount importance.

Every few years, NCMM also engages an outside company to do repair and maintenance work on our floating docks. The company is Garpo





After 9/11, life was extremely difficult in this area and you managed to offer opportunities that kept us connected and give us hope for a better future. Your art projects, like the Skyline Show, which combined art and the Marina, was inspirational to many artists in the area. You have managed to make a successful business out of the Marina, while continuing to give back to the neighborhood. Your annual Holiday Train is just one example. I am not sure another operator would have the same sensibilities. While money making is important, it needs to be balanced with an awareness of the needs of the neighborhood and you have certainly achieved that balance.

- Fran and Bob Dickson

Marine in Staten Island. This is the only facility in the harbor which offers marine hauling, sand blasting, painting, welding and other related work to small commercial vessels and steel docks.

A-13. Describe Proposer's recent participation in programs for diversity in connection with the development, operation, and management of marina projects. Also state, if available, the percentage of work on, or materials supplied for, such projects that were performed or provided by M/WBE companies or firms and the percentage of the work force on such projects that were composed of minorities and women.

North Cove Marina Management is a small seasonal business with an average of 6 full time summer employees in addition to Commodore Fortenbaugh. Of these 6 employees in 2014, 1 was an African-American minority and 2 were women. Three of our 6 employees (50%) were minorities or women. All of these team members had significant responsibilities within our company.



Our minority team member served in the position of Dock Master. He was responsible for running the marina during his shifts, speaking with the yachts and captains by VHF and in person, catching lines, hooking up power and water and performing all the day to day operations of the Dock Master.

Our women team members served in the positions of Dock Master as listed above and the position of Office Manager. The Office Manager was responsible for answering the phones, speaking directly with the captains and owners, handling all billing and invoices and providing high quality customer support whenever needed.





I am writing in support of the bid by Michael Fortenbaugh and his organization to continue as the operators of North Cove Marina. Michael's stewardship of the North Cove Marina has been exemplary. My wife and children learned to sail through the MYC, and two of my children in particular have become skilled, life-long sailing enthusiasts thanks to the Club. My son worked for Michael as a dockmaster at the marina a few summers ago, and we were impressed by the professionalism of the MYC organization, and particularly by the measures Michael took to be encouraging and fair with his employees. Michael has created a great store of good will toward the marina and Battery Park City by his efforts to reach out to the community.

-Jim Hopkins

In winter, our staff reduces to 3 or 4 people in addition to Commodore Fortenbaugh. Two of these four (or 50%) are expected to be women.

In 2015, we expect to continue these types of percentages in hiring minorities and women. This is beyond the average in the marine industry. However, NMCC makes special efforts and we also benefit from a diverse city with a full spectrum of potential employees.



A-14. Provide the name, address, telephone number, place of principal employment, and occupation of every person or organization retained, employed, or designated by or on behalf of Proposer to attempt to influence BPCA to select Proposer as Operator of the North Cove Marina. Indicate in each case whether such person or organization has a right to any financial reward if Proposer is selected as Operator. Affirm that: (i) Proposer certifies such information to be accurate and complete; (ii) Proposer will update such information and certification if additional such persons or organizations are so retained or employed after the date of this response; and (iii) Proposer agrees that its designation as Operator of the North Cove Marina may be terminated if such certifications are found to be intentionally false or incomplete.

None.

A-15. Identify whether, in the last five years, Proposer or any principal, officer, or employees thereof have been involved in litigation or other legal proceedings relating to the provision of marina operation and/or development services. If so, please provide an explanation and the current status or disposition of such matter(s).

None.





Having spent my life sailing in other venues I have never before been a part of a group that is so inclusive and creates so many opportunities to enjoy the water and build the community. I am grateful for the community that has been fostered in North Cove over the past few years and am looking forward to watching it continue to grow.

- Drew Zangle

A-16. Identify whether, in the last five years, clients have terminated their working relationship with you. If so, please provide a brief statement of the reasons. Provide the name of each such client and each such client's in-house counsel's name, address, and telephone number.

None.



A-17. Identify whether, in the last five years, Proposer or any principal, officer, or employees thereof have been disciplined or censured by any regulatory body. If so, please describe the relevant facts.

None.

A-18. Identify whether, in the last three years, there have been any significant developments concerning the Proposer such as changes in ownership or restructuring. Additionally, identify whether Proposer anticipates any significant changes in the near future. If so, please describe.

None.

A-19. Identify any equity principal, shareholder (limited in the case of a publicly-held corporation to shareholders owning in excess of five percent (5%) of the stock), partner, investor or co-venturer of Proposer who is either a present or former Member, officer or employee of BPCA or BPCPC or which is an entity affiliated with or controlled by a present or former Member, officer or employee of BPCA or BPCPC.

None.





Sailing in the Hudson has given me a new perspective on the NY waterways and the beauty of downtown Manhattan.

Speaking of perspective, the club's Honorable William Wall is the perfect spot to enjoy the views (and a cocktail!) while watching the sunset across the glass buildings. And this privilege is available to all for a nominal fee, not just club members! I do not think a large corporate giant headquartered outside of NY could bring the same passion for teaching, respect for the community and love of sailing to our lovely marina. Thank you, Michael, for your vision and hard work.

- Julia Vassalotti



Honorable William Wall

The Honorable William Wall is one of our city's greatest waterfront attractions. This vessel is Manhattan Yacht Club's floating clubhouse in the harbor. She is two stories with an upper deck which is open to the air and provides some of the best views in the city.

Beginning in 2010, Manhattan Yacht Club opened the Honorable William Wall to the public on Saturdays. This was a great success and in 2013, the clubhouse was opened to the public every day.

When the Honorable William Wall was opened to the public, The New York Times wrote the first story.

<http://www.nytimes.com/2013/06/02/nyregion/aboard-the-honorable-william-wall-sails-and-sheets-to-the-wind.html? r=0>



Then more press followed. In 2013, the Downtown Alliance selected the Honorable William Wall as Lower Manhattan's #1 Secret Treasure.

<http://www.downtownny.com/hiddentreasures>





The North Cove Marina under your management has flourished and is one of the highlights of our neighborhood. Although the marina is home to many world-class yachts it still feels very much a part of the people who live here. I hope that the BPCA will have the wisdom to continue to have you run the North Cove Marina. The fact that you have run a successful operation for a number of years and are a longtime Battery Park City resident who has the support of his neighbors will hopefully count for something.

- Jay Fine



This past spring, the clubhouse was featured in Town & Country about "Where to Find NYC's Most fashionable."

<http://www.townandcountrymag.com/leisure/travel-guide/fashion-insiders-favorite-nyc-restaurants#slide-1>

This summer, the Tasting Table called the clubhouse the "best Kept Secret at Sea."

http://www.tastingtable.com/entry_detail/nyc/17808/Drink_at_Sea_on_the_Honorable_William_Wall.htm





I consider MYC and North Cove Marina as an outstanding and inseparable part of this spirit in Battery Park City. North Cove Marina is a home for kids, juniors and adults to learn to sail and share their passion for this sport. I would like to thank you for creating such an admirable marina, an outstanding sailing school, a beautiful yacht club and a friendly community. None of these would have been realized without your impeccable vision and strong leadership

-Elif Levent



The Honorable William Wall was listed as one of the Top 6 Floating Bars in the world on TheThrillList.com.

<http://www.thrillist.com/travel/nation/6-bars-in-the-middle-of-ocean-pelican-bar-in-jamaica-the-rock-r-restaurant-in-indian-ocean-and-more-thrillist-nation>

The clubhouse is also an international ambassador for the city. This video ran on Air France flights to New York City:

<https://www.youtube.com/watch?v=I7iWH1WRYQU>

Just last month, the Village Voice recognized the Honorable William Wall as the best outdoor place for a drink in the entire city!

<http://www.villagevoice.com/bestof/2014/award/best-outdoor-drinking-5026742/>





As a 30+-year resident of Battery Park City, I could not fathom the North Cove Marina being operated by anyone other than yourself and the fine organization that you have built over the past twenty years. The talented and energetic team that you have put together and cultivated all share your vision and passion for the expansion of the use of the marina and the Hudson River in general. I applaud all that you have accomplished, and look forward to many, many more years of your stewardship of the North Cove Marina.

- David Cohen



The initial concept behind the floating clubhouse was to make it possible for people to watch the sailboat races. The club has a very active series of races but because they happen in the harbor near Ellis Island, no one could see the excitement. The floating clubhouse made it possible for spectators to watch the action. And it has been a huge success ever since!

Today, the clubhouse operates at full capacity of 149 passengers almost every day from May until October. Lots of corporations have their summer office parties on board. The clubhouse has hosted weddings, birthdays and many other special events. The signature event each month is the Full Moon Party because it has the best view of the moon rising up over Brooklyn.

The clubhouse is anchored on station in the harbor from May through October. Guests reach the clubhouse by riding out on "Admiral's Launch," a 40-foot former US Navy boat. The clubhouse is open from Tuesday through Saturday.





I am writing to express my support of the renewal of your agreement to run the North Cove Marina. As a long-time resident of Battery Park City, I strongly feel that under your management the marina has become a vital part of our community. I have good friends who are members and love being a part of the club. I have had a great time on both the Arabella and the William Wall Clubhouse. There is no reason to start over with a new manager when things are going so well.

- Joanne Taylor



From November through April, the clubhouse is docked in North Cove where it serves as the winter gathering spot for members. Educational seminars are held every Tuesday evening and social gatherings are every Thursday evening. In December, the upper deck of the clubhouse is transformed into the Holiday Train Garden with more than \$15,000 in Lionel trains on display to delight and amaze kids of all ages who come to visit Battery Park City.

The design for the Honorable William Wall design was begun in 2001 and the project was initially derailed by 9/11. The Civic Capital Corporation offered grants to programs stopped by 9/11 and the Honorable William Wall project was selected as a recipient. Work resumed and the clubhouse was opened in 2004, initially for members only.





*"If you build it, they will come."
And that's what's happened.
You've built a successful sailing club, kid's sailing, sailing school and brought people out to the Honorable William Wall to use the harbor like it never had been. Managing North Cove has been an asset to the neighborhood as well. I'm a native New Yorker and never had that opportunity until these years. Many people don't know that in most other places you have to own your own boat to do what we do. We pay our dues and go sailing in the club boats. So thanks Michael for all you've done, all you've built. It would be wonderful to have you recognized by having your team remain the management team for North Cove Marina.*

- Claire Morda



The club realized the public relations potential of bringing new people out to see the harbor and watch the sailboat races. This is why the club opened the Honorable William Wall to the public and it has now become a NYC institution!

The success of the Honorable William Wall would not have been possible without the support of North Cove Marina Management. Our company encourages new programs and we provided the dock space for the club to experiment with their launch service which led to all this success.





I am an eighteen-year resident of Tribeca. After many years of walking by the North Cove Marina with interest, I took a basic sailing course this spring and thoroughly enjoyed it. I was so impressed that I then arranged for my daughter and a friend to take the Teen Sailing course during a week this summer. ... Both of them couldn't stop talking about their experience for weeks after. I believe the Manhattan Yacht Club is doing a fantastic job, and they are doing it for all of the right reasons—they love sailing, they love the water and they would like to pass on this enthusiasm to as many people as possible in an affordable way.

-Evan Zimmerman



Arabella

Under our company's guidance, North Cove keeps improving in quality and offerings. The latest major expansion was last year when Arabella joined our skyline.

Arabella is a 157-foot mega yacht with three towering masts. She has taken up residence on the south side of the marina. Arabella is a visually stunning yacht, especially at nighttime when her three masts light up. She improves the visual presentation of North Cove tremendously.





I have lived in Battery Park City for almost five years. My daughter is a kindergartner at PS 276 and we hope that she will learn to sail with your summer camp or sailing school when she's old enough. My husband, daughter and I adore our neighborhood, in large part because of the community spirit we haven't found in the other parts of Manhattan. You have done amazing things with the North Cove Marina.

- Mara Sonnenschein

Since Arabella is stationed in North Cove throughout the summer, she makes the marina always look filled and active. She is the foundation of North Cove's increased visual appeal.

Arabella is the new clubhouse of Manhattan Yacht Club. The club had 350 members after 9/11. Today, the club has 950 members. Because of this growth, the club needed a larger gathering spot for members. Arabella is a world-class yacht and she came for sale at the same time the club was looking. It was a perfect match and now all people in the BPC community benefit from having such a beautiful vessel outside their window.

Since arriving at North Cove, Arabella has raised the bar for the entire area. She has attracted and hosted parties for celebrities and movie stars. This past summer, she served as the marketing platform for Moët & Chandon.



The club also donates Arabella for many community events so many people get to experience being onboard. She is used for the BPC Block Party as well as various fundraisers and meetings. This past summer, Arabella served as the host when former Police Commissioner Ray Kelly was presented with a life-time achievement award by the Gateway Plaza Tenants Association.

In winter, Arabella travels to the Caribbean where she offers week long sailing vacations. While in the Caribbean, she continues to serve as an ambassador for North Cove and Battery Park City.





We have heard with astonishment and considerable concern that the Manhattan Yacht Club might have to surrender management of the North Cove. At risk will presumably be the yachting activities, which you and your fellow club members have built up so successfully, not least the Dennis Conner International Yacht Club Challenge which is a fantastic and probably unique event in the international yachting calendar. As a former Olympian and life-long competitive sailor I can attest to the uniqueness of the race series—obviously the fruit of many years of hard work. You have to impress on the authorities in charge that only the Manhattan Yacht Club can keep this event alive and that it would be a great loss for Manhattan and the international sailing community if it would cease to exist.

*- Ulli Libor
Nord Deutscher Regata Verein*



Dennis Conner International Yacht Club Challenge

The Dennis Conner International Yacht Club Challenge is the harbor’s biggest international competition. The purpose of the regatta is to “promote international goodwill through friendly competition.”

The Patron of the Challenge is Dennis Conner, one of the most famous sailors in the world. By lending his name and credibility to this event, he has helped create another New York Harbor institution.



This event brings together teams from around the world for 3 days of competition and 4 days of social events. This past summer, 19 teams representing 14 nations participated. The competitors were:

- Cercle de la Voile de la Société Nautique de Genève (Switzerland)
- Club Universitario de Buenos Aires (Argentina) – 2 Teams
- Fenerbahce Sailing Club "Team Goblin" (Turkey)





Very few people in the world could claim to have a determination and a solid track record like yours, which goes back two decades and a half, to make sailing accessible to New Yorkers. When I arrived in this city some five years ago, the North Cove with its facilities that allowed for sailing comradeship was an immediate attraction for me. Ever since, I have learnt a lot from your example and benefitted from the sailing community that you created beyond my wildest imaginations.

- Utku Teksoz



- Howth Yacht Club (Ireland) – 2 Teams
- Manhattan Yacht Club (United States) – 2 Teams
- Nissan Marina Tokai (Japan)
- Norddeutscher Regatta Verein (Germany)
- Royal Cape Yacht Club (South Africa)
- Royal Cork Yacht Club (Ireland)
- Royal Danish Yacht Club (Denmark)
- Royal Hamilton Amateur Dinghy Club (Bermuda)
- Royal Melbourne Yacht Squadron (Australia) – 2 Teams
- Royal Norwegian Yacht Club (Norway)
- Shanghai Boat and Yacht Club (China)
- Societe Nautique de la Baie de Saint-Malo (France)

The regatta is run in late August when many New Yorkers are on vacation and the local economy is slowest. About 200 foreign visitors come to the city and book hotel rooms, eat in restaurants, shop and visit attractions.





I write in support of keeping North Cove under its current management, which is local-based and has a proven commitment to building the profile of North Cove Marina into a 'world-class' marina that is also—and crucially—accessible to all. I would like to take this opportunity to thank you for having entrusted the development of the North Cove Marina to Commodore Michael Fortenbaugh ten years ago. As you decide to whom to entrust it to for another ten years, please keep in mind his proven track record and the local sailors who support him and so love the marina.

- Steven Rawlings



For many of the participants, this is their first visit to New York City. The regatta gives sailors and their friends and families a reason to come see the Big Apple. And because the regatta is restricted to amateurs, normal sailors from all over the world are enthusiastic to participate.

The regatta creates lifelong memories for all of the participants. Over the years, this event has raised the awareness of North Cove and Battery Park City among boaters around the world.

The 7th Dennis Conner International Yacht Club Challenge is scheduled to take place from August 21-23, 2015.





You have done an excellent job of maintaining and developing the North Cove Marina, for the entire BPC community. This is true for the "sailing and yachting" groups, obviously. But your efforts have been a benefit to those like myself who do not participate directly, rather watch and enjoy the activity of the Marina. As a resident of PBC for almost 30 years, I've seen all of the comings and goings in the neighborhood. Thank you for all that you have done to enhance the area and its offerings. You have my hope and support for your continued management of North Cove Marina

- Elizabeth "Betsy" Buhler



International Race Starts and Record Attempts

North Cove Marina Management has attracted many events of international magnitude to the marina. These events raise the profile of Battery Park City and Lower Manhattan around the world.

The reason NCMM has been so successful in attracting these events is that Commodore Fortenbaugh is a sailor who speaks the same language as the race organizers. NCMM wins the business by establishing reasonable economic deals which benefit both the race organizers and the marina.





We have been Battery Park City residents for 11 years and strongly wish to express our support for Commodore Fortenbaugh's continued operation of the marina in BPC. He has done a magnificent job managing the marina and creating local and accessible programs for adults and children alike. He is a resident of the neighborhood and supportive of the community in every way

*- Kathy Skowyra
& Bill Baccaglioni*

This policy has been very successful and North Cove has become the must-stop location for many events. All three major sailing races on the East Coast this spring, The Atlantic Cup, New York to Barcelona Race and the Clipper Round the World Race, stopped by North Cove.



New York to Barcelona Race

In June 2014, the trans-Atlantic Race from New York to Barcelona started directly off North Cove. This event was secured for the marina by NCM who successfully negotiated the dockage with the event organizers Open Sports Management.

These events do not happen just because North Cove is here. They require good connections and advanced planning. For the New York to Barcelona Race, the initial connection was created by Denis Horeau of France who worked with Commodore Fortenbaugh & Isabelle Autissier in 1994. The race concept started as Monaco to New York. In the end, the organizers settled on New York to Barcelona.





Although we do not know Mike Fortenbaugh or have ever participated in any of his sailing school activities, we feel that it is vitally important that the marina be managed by someone who is not only invested in BPC's vitality but also in its quality of life. Mike Fortenbaugh has proven that he meets both criteria. In our 17 years living in Gateway Plaza, we have never been negatively impacted by any event occurring in or sponsored by North Cove Marina. The same cannot be said of Brookfield. Brookfield has shown little interest in serving the needs of BPC residents.

*- Audrey Comisky
& Alan Sturm*



Bringing this event to New York City required an extended series of negotiations as well as strategic insights and connections which Commodore Fortenbaugh brings to the table. The Commodore also made arrangements with the United States Coast Guard to have the race start directly off Battery Park City with the maximum visibility for the public.

To increase the spectacle for the public, NCMM used its contacts to secure NYC's howitzer to signal the start. This is the same cannon used to start the NYC marathon. Sir Keith Mills of London, who was co-chair of the London Olympics, and the Deputy Mayor of Barcelona officiated at the start with Commodore Fortenbaugh.



The result of this hard work was an incredible event which excited the neighborhood and made everyone feel special.





My wife and I have been residents of Battery Park City for the last twenty years. We have raised two children in BPC who are now almost thirteen years old. The marina and Sailing Club have been an integral part of our lives. I have walked around the North Cove Marina with my children countless times, pointing at the mega-yachts that now visit the marina. We have personally witnessed the improved facilities at North Cove Marina and have enjoyed seeing a vibrant and well-maintained marina since North Cove Marina Management took over operations. My children also attend the local schools and we have seen the generous donations that North Cove Marina Management has made over the years. As sailors and residents of Battery Park City, the Picone family fully supports North Cove Marina Management and is hopeful that such high-quality services and events, as well as professional staff, continue to manage North Cove Marina.

- Michael, Margarita, Alexander & Lauren Picone



Clipper Round the World Race

Another international event which NCMM has secured for North Cove for the past 6 years is the Clipper Round the World Race. This is a competition for twelve 72-foot boats which stop at major ports while racing around the world. What is unique about this event is that average people can buy a spot on the boat to participate. Many people sail one or more legs as a way to get the ultimate experience of their lives.

The Clipper Race came to New North through Commodore Fortenbaugh's connection with Sir Robin Knox-Johnston. The Commodore convinced Sir Robin to move the start of Around Alone, the single-handed round the world race, to New York in 2002.



Once NCMM was put in charge of North Cove, we also secured the Clipper Race which had previously docked in Jersey City. This year, the





As a longtime resident of Lower Manhattan I want to express my strong support for you and the Manhattan Sailing School to continue to manage North Cove. Your proven commitment to the community and the special brand of goodwill with which you and your staff handle the sailing school and other operations there are instrumental in making it the special hub of maritime activity that is a very special part of the neighborhood. Your hands-on approach would not be duplicated by another manager.

- Caroline Press

Clipper fleet spent part of their time in New Jersey to keep costs down and to do maintenance. Then the fleet moved over to North Cove for several days before the start for maximum visibility and exposure.



The public around North Cove loves when these great sailing events come calling. The boats are filled with flags and activity. These races fill the marina with a warm and welcoming atmosphere.

The events also bring lots of participants and spectators into the city from around the world. This spurs the local economy by booking hotel rooms as well as filling restaurants and sending customers to local stores.





The Marina and the work that you do has improved the quality of life not only in Battery Park, but also has been a major factor in the 'revival' of our downtown, making it one of the most sought after neighborhoods in all of Manhattan for residence and business alike. I would like to personally thank you for making all of these possibilities a reality for us every day. You are certainly one of the best neighbors and I look forward to you continuing your ongoing work with our community.

- Jawnna Standish



KRYS Ocean Race

Another ground breaking race attracted by NCMC was the KRYS Ocean Race in 2012. This was for a fleet of 70-foot trimarans. The race was from NYC to Brest. This was the first major ocean race connecting New York City to France.



To win this event for NYC, NCMC had to negotiate with the organizers and convince them of the benefits of starting in New York City rather than Newport, RI.





I am writing to express my support for the current management of North Cove Marina. Hopefully the incredible work of our neighbor, Michael Fortenbaugh, will be rewarded by the renewal of his contract to operate the marina and continue the wonderful programs he has developed for our community and other New Yorkers' enjoyment. Under Michael Fortenbaugh's stewardship, the North Cove Marina has flourished. Michael hires and cultivates amazing employees. It's impressive that the caliber of his staff is so consistently high. It's rare to find a group of people who are so professional, while remaining friendly, enthusiastic and helpful.

- Kathy Hansen



Record Attempts

North Cove has also been the starting point for many great record attempts. Because of the public interest these sailors generate, NCMM sometimes gives them discounted or free dockage. The most recent example was the famous Italian sailor Giovanni Soldini who shattered the New York to San Francisco record in early 2014.



Giovanni set sail from North Cove on New Year's Day 2014. He sailed down the coast of North and South America, rounded Cape Horn and then continued up to San Francisco where he smashed the old record.





Michael's management of North Cove Marina combines this truly extraordinary and inclusive sailing program with a high-end urban marina that attracts some of the world's largest super-yachts. North Cove is a precious resource to New York City and Michael Fortenbaugh, over the last ten years, has been an excellent steward of the Cove. Along with many other supporters, I am hopeful that Michael will have the opportunity to run North Cove for another ten years.

-Gareth Gaston

Greeting him in San Francisco was lots of press as well as sailors and sailboats. Commodore Fortenbaugh flew out to San Francisco with the Clipper Challenge Cup to present it to Giovanni and his crew when they reached dock.



Soldini races his 70-foot monohull with an international crew. He has also made two trans-Atlantic record attempts starting from North Cove.

Another great record setting boat stopping by North Cove was IDEC skippered by Francis Joyon. Joyon was the first great adventurer to stay at North Cove when we began managing the marina in 2005.





We want in this letter to express our gratitude for these years of achievements in building and managing the North Cove Marina. You put New York back on the map of the great sailing cities. We don't see any other large capital in the world having developed so successfully a sailing center. We fully support your vision and the execution of it over the years and sincerely think you are the only person with the right management skills to continue to develop the marina and the sailing activities in North Cove in harmony with the surrounding community.

*-HP Beauchesne
& Jenny Corless*



Joyon made two attempts at the Single-Handed Trans-Atlantic Record. On the second try, he also smashed the record, pushing himself so hard that he collapsed after crossing the finish line. His boat went onto the rocks but Joyon managed to revive and crawled off alive. He then had a new boat built and continues his pursuit of all the great sailing records around the world. Joyon visited North Cove again in 2013.

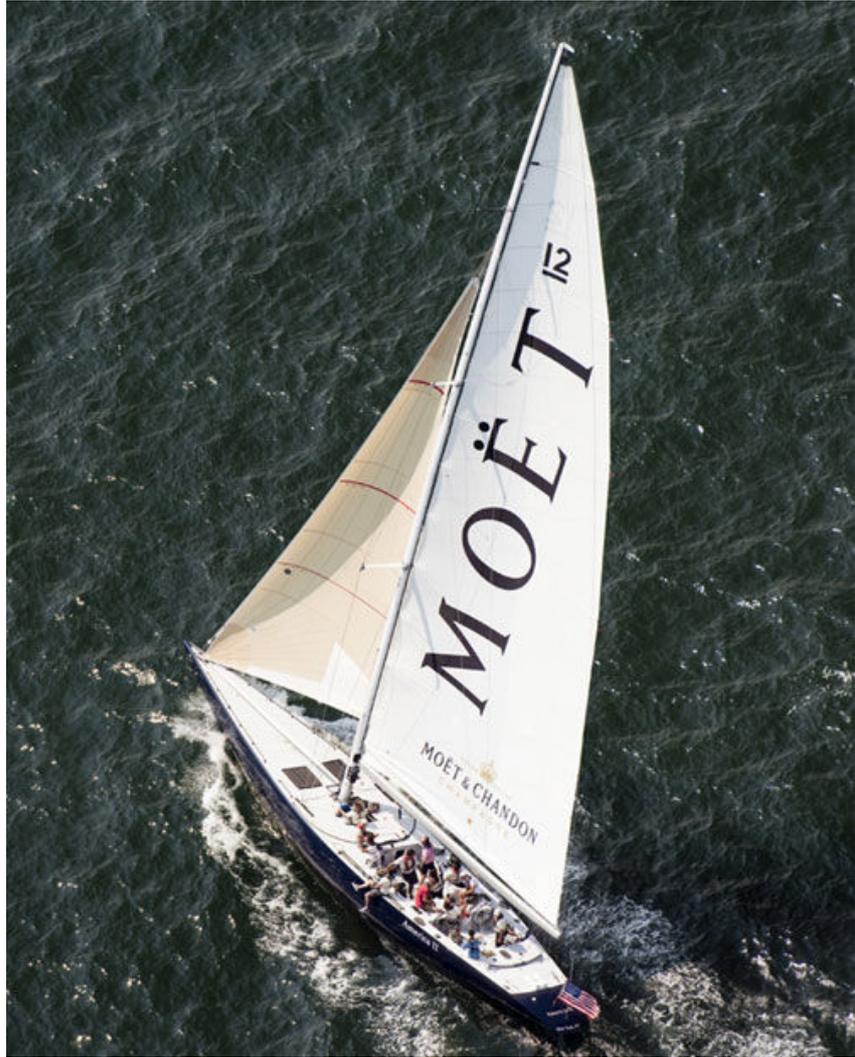
Other famous sailors have included Ellen MacArthur on B&Q Castorama and Thomas Coville on Sodebo. These are the type of events with NCMM has demonstrated the desire to create and the ability to make happen. No other marina in the harbor is doing events of this magnitude.





Moët & Chandon would like to thank you for the many wonderful years of partnership with you, North Cove Marina, the New York Harbor Sailing Foundation and with the spectacular America's Cup 12-Meter America II. Together, we have entertained many wonderful people in front of the skyline of Manhattan. We have shared with them the quality of life and passed on our passions for sailing and champagne. What you have created at North Cove is the best waterfront in all New York City. You have been an excellent partner and truly great ambassador for Moët & Chandon. We look forward to seeing all the great things you do in the future and when it is time to celebrate...

*-Thomas Bouleuc
Vice President
Moët & Chandon*



America's Cup 12 Meter America II (US 46)

North Cove is also home to one of the greatest yachts in the harbor – the 12 Meter “America II” (US 46).

America II is an America's Cup 12 Meter. She was built to compete in the America's Cup competition when it was held off Freemantle, Australia in 1987. This was the final Cup Races for the 12 Meter class and America II was one of the last 12 Meters ever built.

The 12 Meter class personifies the history and tradition of American yachting. These yachts are iconic and visually beautiful. The 12 Meter, with its large sail plan and towering mast, is instantly recognizable as a racing yacht of significant pedigree.





I am writing this letter in support of North Cove Marina Management as continued operators of North Cove. The marina needs an operator who is in tune with the community and responsive to it. The marina needs an operator to continue programs like the sailing school and the sailing camp.

Commodore Michael Fortenbaugh's incredible vision and tireless work ethic, dedication to sailing and to his community and strong support of community events and programs are what has driven the success of the marina.

- Scott Curtis



In 2007, on the 20th anniversary of Manhattan Yacht Club, a group of members got together to commemorate the occasion by acquiring "America II." After operating her for a few years, the members and club donated her to the New York Harbor Sailing Foundation in order to continue her preservation for future generations of sailors.

Today, America II sails in the Harbor under the auspices of the Foundation. She provides incredible experiences for sailing enthusiasts, tourists and others. She is frequently used for corporate entertaining and team building.

The America's Cup is one of the world's premier sailing events. The races used to take place in New York Harbor until 1929. Then the Races moved to Newport RI. The Cup was held by the United States until 1983 when the longest winning streak in sports was finally ended. Australia was the first country other than the United States to win the Cup.





Among New York City's most valuable resources, the water and the waterfront are precious to the community and the City and Commodore Fortenbaugh has done an excellent job of facilitating participation at all levels and also sponsored community events which appeal to both the residential and business communities. North Cove Marina is such a special and wonderful place and I know it will continue to be so under his leadership.

- Beth Natrella



When the Cup races were run in Australia in 1987, Dennis Conner went down and won the Cup back for the United States. It was one of the biggest moments for sailing in our country's history. Dennis was featured on the covers of Time and Sports Illustrated. He became a national hero and the most recognized name in boating in the country.

When North Cove Marina Management was put in charge of North Cove in 2005, Dennis Conner was part of the team. Dennis actually lived in Battery Park City from 1990 to 1994 and was eager to help the rebuilding efforts after 9/11. By lending his name and star power to the marina, North Cove became an immediate sensation and was featured in boating press around the country and abroad. Once Dennis got involved, it was only a matter of time before North Cove got a historic 12 Meter.





What you have done for/with the marina over the last ten years is extraordinary and I am proud to be associated with this amazing organization. You are a force and have created an amazing club, sailing school and a unique way to appreciate the Hudson and Battery Park City. I support your wisdom, business acumen and spirit. You have inspired me and many others to work on our passion for the water and the wind. Many thanks for what you have created.

- Caroline Coleman



For the 1987 Cup, a total of three “America II” 12 Meters were built, US 42, 44 & 46. US 42 & 46 were for testing designs. The 12 Meter we have at North Cove is US 46, the final boat which actually raced in the America’s Cup competition. US 42 lives in Greenwich and US 44 lives in Hawaii.

America II has been sponsored since 2007 by Moët & Chandon. Her mainsail is a well-known harbor icon. Moët has used America II as a platform for entertaining. They have brought many celebrities down to the marina to experience the thrill of sailing an American icon in the harbor and past the Statue of Liberty.

America II is the first sailboat in the harbor which attracts the Staten Island Ferry. The ferry sometimes motors close and then toots her horn as a salute to this America’s Cup veteran!





Having grown up as a Battery Park City resident, having worked as a sailing instructor of the sailing school, and as a current member of the sailing club, I have a unique perspective and appreciation for the job you've done. In years past, the marina was an empty canvas, but today it has become a beautiful portrait of what makes New York great.

– Reilly Scull

America II has also been instrumental in the creation of New York Classic Week. This is an annual event when classic yachts come to New York Harbor for 3 days of racing. America II serves as our city's ambassador to invite the visiting yachts.

North Cove Marina Management has been an essential part of bringing America II to New York Harbor. Without the support of North Cove, the Foundation would not have been able to make this possible.





Whenever I take my 3-year-old daughter to North Cove, I can already see the twinkling in her eyes when sailboats come in and out of the marina. I am so much looking forward to the day that she'll be enrolling in her first sailing activity at the Manhattan Sailing School and become part of yet another generation of sailing and water enthusiasts at North Cove.

- Tom Bervoets



Movies & TV Shows

North Cove Marina Management has had an unprecedented string of successes in landing movie and television shoots at the marina. One of the reasons for this record run is that Commodore Fortenbaugh is personally involved. He speaks directly with location scouts and asks "What can we do to win your business?" Working in conjunction with Nidia Reeder at BPCA for the past 4 years, they have won more film shoots for the community than ever before.

During the first filming events in 2006, the Commodore was careful about how the marina and community would be portrayed. He also made sure the productions would not impact the local residents in a negative way. But he soon learned the local community loved these productions taking place in BPC. They got to see movie stars on the esplanade and their community on television or the big screen!



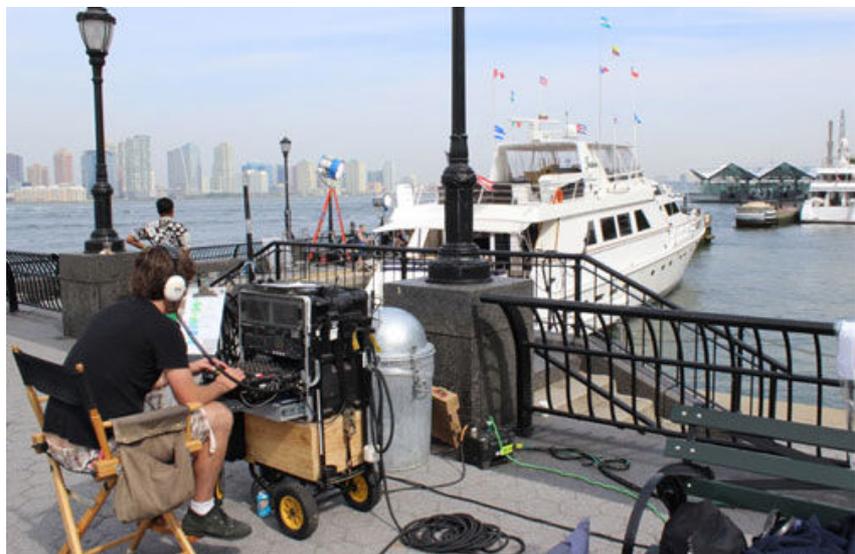


Steadily, over ten years, North Cove has become a place that truly touches people and inspires them to give more of themselves, whether they're one-time students or round-the-world racers. It's taken quite a while to build this amazing resource for New York. You and your team deserve enormous credit for persevering through extraordinary challenges. I wish you all the best in building on your remarkable success.

- Doug Bell



Movie stars from Leo DiCaprio, Justin Timberlake, Woody Harrelson, Tina Fey and Alec Baldwin have been at North Cove recently. The shows which have been filmed here include *Wolf of Wall Street*, *Friends with Benefits*, *Persons of Interest*, *Gossip Girls*, *Flesh & Bones* and *30 Rock*.



One of the more dramatic productions was the final scene of the final episode of *30 Rock*. Tina Fey and Alec Baldwin are standing at the water's edge discussing life. Alec says goodbye and jumps over the railing. Tina thinks he is jumping into the water to end it all and she screams.





Having numerous boats in other marinas, I am constantly amazed at the effortless, invisible efficiency with which the marina, the sailing school and the sailing club are run. The marina presents a welcoming, calm, friendly vista to all, all while the most amazing amount of activity goes on with ships seemingly larger than the cove easily coming and going effortlessly. Unlike many marinas I have used, it is beautifully kept up and totally inviting with a friendly, professional, extraordinarily competent staff.

- Neil Sheflin



But Alec was jump jumping onto his sailboat. With a wave, he says “See you later” and sails off into the night.

North Cove Marina Management does not want to sail off into the night. We have more work to do and we are hoping to keep guiding North Cove for another 10 years of movie and TV shows for the Battery Park City community! Our hands-on management and quick responses to location scouts is key to winning this business.





As someone who has been sailing from North Cove for fifteen years and visiting for winter community events, I commend the transformation that has taken place under your leadership. Each year, North Cove attracts even more impressive yachts, celebrities and international visitors, bringing prestige to Battery Park City. Yet, this is balanced with ever-growing community activities giving opportunities to people that they could not have otherwise. I lived in London, Hong Kong and Tokyo before New York and still visit each of those cities every year. None has a publically accessible city marina with yachts as impressive as those that now come to North Cove. None has the range of sailing school, charity events and innovative activities such as the winter train garden, funded by you, staffed by volunteers and open free of charge to all visitors. Michael—your leadership is a demonstrated success.

- James Sinclair



Holiday Train Garden

Every winter, North Cove Marina Management transforms the marina into a magical location for all kids (young and old). The North Cove staff helps convert the top floor of the Honorable William Wall into a wondrous celebration of activity known as the Holiday Train Garden.

This model train display is a whole diorama of NYC and Battery Park City scenes. There are more than \$15,000 in Lionel equipment, new and antique. There are seven separate train tracks with locomotives and cabooses running in all directions. There are city streets with model buildings and holiday winter scenes. There is even a harbor complete with the Statue of Liberty, a sailboat race, ferries, the Honorable William Wall clubhouse and, of course, a miniature North Cove marina!





I would like to submit this statement in support of the current operator of North Cove:

North Cove Marina Management and Commodore Michael Fortenbaugh. The management of North Cove over the past ten years has been an extraordinary success. North Cove has been a strong supporter of community programs. From the Holiday Train Garden, to the annual Battery Park City block party, to support of local athletic leagues, North Cove and the Manhattan Yacht Club have been enhancing the quality of life for New Yorkers and visitors to a degree that few organizations have achieved.

- Doug Witter



Every evening, when kids come home from school, they stop by North Cove to see the trains. All kids, young and old, are fascinated by all the activity, the lights and the rush of the trains. Everyone is delighted by the exhibition and kids and families stop by many times while it is open.

The Holiday Train Garden is open seven days per week from mid-December through Christmas Eve. It is open from 4 to 7 p.m. on weekdays and from noon to 5 pm on weekends. The Holiday Train Display is free to everyone who wishes to see it. NCMM provides financial and additional money is raised from local businesses.





The Save Our Seaport organization wishes to endorse your bid to continue your occupancy of the North Cove Basin, and to continue to provide services to the public there. Your operations at North Cove have struck an excellent balance between public access and the utility of a large-vessel harbor. Your small and nimble group maintains the flexibility to respond to the needs of the community far more efficiently than any mega-corporate facility.

- Save Our Seaport Steering Committee



This is just one more example of the diverse programming that NCMC brings to the Battery Park City community. We do this not because we were asked. We envisioned and created these ideas ourselves. They did not exist before us. NCMC does this because we care about the community. We have the skill and ability to see what can be done and how the marina can connect with the people who live and work nearby.

Not only have we created this and many other programs, but we have implemented them in a successful and sustainable manner.





I am writing this letter in support of Michael Fortenbaugh and the job he has done managing North Cove Marina. In doing so, I want to thank the BPCA for allowing Michael Fortenbaugh the opportunity to manage North Cove for the last ten years. All this in just ten years. Imagine what he might accomplish in ten more?

-Drew Wilkins

Future Plans

Our company will continue to work to attract the largest collection of mega yachts in the harbor. We will continue our high quality customer service and personalized marketing which has already made us the busiest marina for mega yachts.

We will also increase our marketing through strategic partnerships with other unique marinas. We also expect to add a “yachts services partnership” and are in discussions with a world-wide company which is headquartered in Barcelona and Monaco.



We will also continuing fostering and promoting our unmatched public programing. Under our stewardship of North Cove, we expect the following to occur over the next few years:

- Operation Optimist growing from 30 to 50 boats, making it one of the largest junior sailing programs in the country. We will achieve this growth by assisting the NY Harbor Sailing Foundation with their fundraising as well as dock space;
- Expansion of the teen sailing programs to offer both Leadership Training Courses as well as Dinghy Courses.
- Manhattan Sailing School growing to teach more New Yorkers how to sail every weekend. To do this, the school needs to add more boats. We will work with the school to help them establish a mooring field in the harbor for expansion.
- Manhattan Yacht Club continuing to serve the sailing community in a high quality manner. The club should reach the 1,000 member milestone in the next year or two.
- Continued expansion of the Corporate Sailing League. Last year, the league grew from 8 to 14 teams. We expect the league will grow to 20 corporations within 2 years.





There is no other venue in Manhattan where so many can enjoy access to free or low-cost water activities. My concern is that a larger, profit-driven corporate organization would turn the marina into a luxury amenity available only to super rich residents and high-end tourists. But if the decision on an operator is truly based on who will best serve the community - and not just about the money - I believe the only choice is to continue with Michael Fortenbaugh and the current management team.

- Julie Hylton

We will also continue all the other great programs we have detailed in this proposal such as sailboat charters, the Dennis Conner International Yacht Club Challenge, the Holiday Train Garden and more. We will continue to attract great sailboat races as well as great vessels which create public interest.

Here are some specific projects we would like to make happen if these are considered favorable by Battery Park City Authority:

Hermione

In 2015, the harbor's most important visitor will arrive from France. She will be *Hermione*, the replica of the Marquis de Lafayette's French ship from the Revolutionary War. Remember Lafayette!



Hermione and the spirit of Lafayette will be escorted to New York City by a fleet of tall ships. She will arrive on July 2. Commodore Fortenbaugh has already had many meetings with the organizing committee and we have a preliminary agreement for Hermione to dock at North Cove, subject to the outcome of this RFP process.

Then on July 4th, Hermione will lead a majestic Parade of Ships in the Harbor. Hermione will be greeted by a thousand small boats, welcoming the spirit of Lafayette back to the city. There will also be a Tall Ship escort and the parade will go from the Verrazano Bridge, up past the Statue of Liberty to the George Washington Bridge.

The Friends of Hermione-Lafayette in America Committee has appointed Commodore Michael Fortenbaugh as the organizer and "Commodore" of the harbor's Lafayette to Liberty Parade. The Commodore will





Please find attached my letter showing my support for you managing our sailing club and North Cove community. I hope that you are resoundingly successful in this bid as you have dedicated your career to providing a phenomenal sailing school, community, and accessible marina to New Yorkers over the past two decades, and there is nobody I can think of who has the passion, support, and experience in managing the marina and capitalizing on all of its potential.

- Aleks Rasevski

communicate will all regional boating organizations to invite them to participate. He will oversee and orchestrate the parade. This will be our harbor's greatest spectacle and celebration in 2015. And we expect the "belle of the ball" to visit North Cove.



In-Water Sailboat Show

There is currently no sailboat show in New York City. But our city is the business capital of the country. A huge number of sailors and would-be sailors live and work here. Then they fan out across the East Coast from Annapolis to Maine.



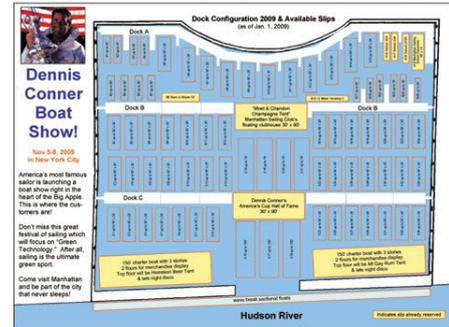


I have worked in the World Financial Center for over twenty years. You and your staff have become fixtures of the North Cove and surrounding neighborhood. You have made the Harbor completely accessible to so many people, young and old. I regularly take visiting friends and clients down to the marina to show them what you have done. Who would have ever thought any of this was possible?

- Jeffrey Fazio

An in-water sailboat show based at North Cove could become a world famous event similar to the Paris and London Boat Shows. Our company began working on this concept prior to the Great Recession. The economic climate has now recovered enough that we wish to revive plans with the support and approval of BPCA.

We propose to do the show in the late October or early November when the marina business has slowed down. The boat show would provide an economic boost for our company as well as all surrounding businesses.



The show would be allowed to grow organically, beginning small with new and used boats. If the concept proves popular in the city, then more boats can be added each year. Tickets would be sold to the public which would enable sailing enthusiasts to see all the boats in the show, walk aboard and celebrate the sailing lifestyle.

“Sailors Wharf”

The number of people using North Cove to access the harbor has been increasing every year. Anyone can buy a ticket to ride on the charter sailboats Shearwater and Ventura. In addition, several smaller boats have begun offering tourism sails. We would like to support this growing interest and make North Cove a focal point.





After September 11, you motivated us to rebuild and provide new opportunities not only for sailing but for experiencing New York in very special ways. One outcome was a collective effort by the sailing club to build the floating clubhouse, the “Willie Wall”, which resides near Ellis Island, and to open it to the community. This clubhouse has been a source of joy for many visitors. In the past few years, it has been featured in the NY Times as a must do venue for the value, compelling many New Yorkers to visit North Cove and Battery Park, some for the first time.

–Margot DeFrance

We are considering the concept of branding a section of the marina as “Sailors Wharf.” Several publically accessible sailboats would be docked together to increase the excitement and draw for all boats. Sailors Wharf could be a very small version of “Fisher man’s Wharf,” the popular attraction on San Francisco Bay.



Sailors Wharf could be located along the northeast quay of the marina. We will study the utilization of floating docks to see if Dock C can be extended in the same manner as Dock F on the south side. A longer dock would mean more sailboats could be accommodated. We will also study the concept of “hot bunking” whereby several boats can use the same slips at different times.

Because North Cove is short on space, boats could reside at night at other marinas or at anchor. They could then come into North Cove during the day in rotation with other boats to maximize the number of boats and people each slip can serve.

For Sailors Wharf, we may even reimagine the floating dock. Right now, the dock is a low value use of space. This past summer, we began tying up 12 Meter America II alongside Arabella to maximize the use of space. A similar concept could be utilized at Sailors Wharf where a vessel replaces the dock and sailboats tie up alongside. The vessel could then become the “Welcoming Center” for Sailors Wharf where tickets could be sold before the sail and merchandise and food and beverage sold afterwards.

Sailors Wharf would become a press worthy location which could attract local television and be an ideal location for weather reports. Sailors Wharf could become an annual media attraction as New Yorkers celebrate the good weather every spring.





I would like to commend North Cove Marina Management and Manhattan Sailing School for the important contributions they make to not only the Battery Park community but also to all of NYC. When I have friends, family or clients in from other cities or countries the first place on my itinerary is North Cove Marina and a sail or visit to the William Wall to see an unforgettable view of NYC.

-Chris Patterson



Round the World Race

New York is a world capital. Over the years, we have hosted many record setting boats and round the world races. Now is the time to capitalize on all this experience and exposure by creating our own – ROUND THE WORLD RACE!

This race would start from North Cove in Battery Park City, sail non-stop around the world and then finish again off North Cove. Depending on the class of boat selected, the race could take about 3 months.



A Round the World Race could help us solve one of the biggest challenges on the Manhattan waterfront - activity during the winter. We could require all race boats to dock in the marina during the month of December. The boats could be illuminated with holiday lights, creating a





We want to show our support to you to operate North Cove Marina. We believe that as a local resident you understand what people, families and our community needs. You have been a great support for so many years. You created great programs for our children and our community.

- Best, Mimi, Todd, Amy & Ben Lischin

great visual spectacle which attracts people. The race could start on Jan. 1. Rockefeller Center may have its Christmas Tree, but on January 1, Battery Park City would have the start of the Round the World Race! The race would create on-going publicity for three months. Then the boats would finish at the beginning of April, just when we want to start focusing media attention on the marina again.

To create a Round the World Race, we need to find a sponsor who would benefit from the potential significant media exposure and could invest in the prize money and operational support. With the economic climate improving, this is the time to leverage all the past experience we have gained at North Cove to create something for the history books.

Café Seating on the Quay

We have been trying to bring the public down to the marina and encourage them to get involved. The seating at the old Southwest NY when it was located in the World Financial Center used to overlook the marina. People would see the boats while dining, get intrigued and go to find out more. Now the food court has been repositioned upstairs, moving the public further from the marina.



We would like to figure out a way, if BPCA supports the concept, where people could sit close to the boats on a nice day and have a sandwich or coffee. Paris is a city with lots of small seats and bistro tables. We would like to begin a test to see if this would be popular among the public. We could use the existing restaurants around North Cove to provide the food. North Cove could supply the wait staff and ensure the operation enhances the overall nature of the marina operations.





In many ways the North Cove Marina and the recreational sailing opportunities it affords have become a second home to me. It would not have happened without your leadership, visionary outlook and seamless operations between the many facets of the marina.

- T.J. Shea

B. A site plan of the proposed Marina, indicating the location of all slips, the sailing school, amenities, work areas, and mechanical uses or equipment that are not part of the BPCA Facilities. Discuss where mechanical uses or equipment not part of the BPCA Facilities would be located, if any. Include all relevant information regarding Proposer's proposed Marina site plan, as well as any other information or project components required by the RFP Guidelines.

Our site plan for North Cove will remain the same in 2015 as it was in 2014. The mega yacht slips, the sailing school docks and all the other equipment at North Cove are already ideally located to run a world class operation as we have demonstrated. Now we are fine tuning the layout each season based on experience and changing needs.



The actual site panel is reproduced on page 23 of this Response and the picture above is a visual representation of our exact site plan.

In 2014, we added another small floating dock alongside Arabella to berth 12 Meter America II. We also resurfaced docks A, B, C & H. In previous years, we upgraded sections of dock for the sailing school and we added a dinghy dock in the northeastern corner of the marina.

Currently, we utilize almost every square foot of water for dockage. We are considering the lengthening of Dock C to match the configuration of Dock F and creating the "Sailors Wharf."

C. A market assessment reflecting, among other things, Proposer's target market, an analysis of comparable and competing marina facilities, recent historical industry performance data, and Proposer's anticipated marketing and promotional efforts designed to support the proposed use program for the Marina.

Our proposal is based on actual and markets and demonstrated performance. We know who our customers are based on 10 years of





These letters are being posted to your attention today. One letter was written by our daughter Jeanne, 7th grade, and the other by our son Felix, 5th grade. We did not influence them or told them what to write. The third letter - well - is by myself. We wish you to succeed. The Sailing Camp has been a defining moment in our family life. I wish it will continue. Please let us know if there anything else we can do to support you.

- Gilles Bransbourg and family

managing North Cove. Our proposal is not based on estimates, promises or over-optimistic market assumptions. We have a full list of all customers for the past 10 years as well as addresses and contact information.

We provide this demonstrated track record in lieu of an assessment based on assumptions. We have provided BPCA copies of our audited financial statements as proof of this business. BPCA can be assured that our company has demonstrated the ability to fill the marina and run it with financial stability.

Likewise, we present our demonstrated experience in lieu of anticipated marketing and promotional efforts. We will keep doing what we have been doing because it has proven successful in real life at North Cove.



We will continue providing high quality customer service to our visiting yachts and rely on them to spread word of mouth. We will continue with our website which is simple and easy to navigate. We will continue placing ads in publications read by yacht captains. We are also working to develop referral partnerships with other unique marinas similar to North Cove. And we are in discussions with a global yacht services company which would encourage yachts in their network to also visit North Cove.

[D. A development plan, schedule, and cost estimate for proposed Operator Facilities and Operator Equipment to be used in the Marina that shows the anticipated first occupancy date following a License Agreement commencement date of January 1, 2015.](#)





What you have created at North Cove with the sailing school and the club is one of the greatest amenities that exist in New York City. When talking about my life here in New York to my friends in Europe, I used North Cove as a differentiator that no other city can offer and a testimony of what New York is all about.

- Dominique Guenot

Our development plan is to continue operating North Cove in the world class manner we have already demonstrated for the past ten years.

There will be no disruption of service to yachts or the local community. We will continue doing on Jan. 1 what we were doing on Dec. 31.

We already have all the necessary Operator Facilities and Operator Equipment in place and paid for. We do not need additional equipment, schedules or cost estimates to keep doing a great job with North Cove.



E. BPCA has no plans to design or implement a wave attenuation system or new wave attenuation improvements in the Marina. Proposer shall determine whether a wave attenuation system and/or wave attenuation related improvements are desired or essential in order to support its proposed Use Program. Proposer shall expressly state in Section B-1 E. of its Proposal whether it considers such wave attenuation to be unessential, desirable but unessential, or essential. Based upon its conclusions, as categorized below, Proposer shall tailor its Proposal, including the Development Program, Preliminary Financing Plan, Cash Flow Analysis and License Payment Proposal, and if applicable submit an alternate Proposal, in order to reflect its intentions with respect to such wave attenuation system and/or improvements, in the following manner:

1. Wave Attenuation Considered Unessential: Proposer will submit one Proposal, and wave attenuation will not be considered as part of Proposer's Development Program.
2. Wave Attenuation Considered Desirable, but Unessential: Proposer may submit two alternate Proposals, the first of which will not consider wave attenuation as a component of





You have done an incredible job of bringing visibility to Battery Park City as well as providing dynamic and fun events that have become a tradition. I look forward to the future of you running North Cove as I'm sure you have some exciting plans in the works. I can't imagine my life in this crazy city without the outlet of the Manhattan Yacht Club and North Cove Marina.

- Nancy Rosenthal

Proposer's Development Program. The alternate Proposal will include Proposer's proposed means of addressing and financing wave attenuation in a manner suitable for supporting Proposer's Use Program in keeping with the guidelines and objectives of the RFP.

3. Wave Attenuation Considered Essential: Proposer will submit one Proposal, which will include Proposer's proposed means of addressing and financing wave attenuation in a manner suitable for supporting Proposer's Use Program in keeping with the guidelines and objectives of the RFP.

Our company considers wave attenuation as desirable but unessential.

It is desirable because it could potentially lessen the ferry waves which affect the marina. On weekdays and especially around rush hours, the waves inside the marina cause yachts to move and roll much more than yacht locations outside our busy city. We know this is primarily a ferry wave problem because on weekends when ferries are not running, the marina is calm.

North Cove does lose business every year from yachts which depart early because owners do not like the waves or from yachts which skip the city altogether. This is lost economic activity for the marina as well as Battery Park City and all Manhattan. We have estimated the lost revenue and earning potential for North Cove from the ferry waves to be about \$100,000 per year.

The reason wave attenuation is unessential is that we are able to run the best mega yacht marina in the harbor without wave attenuation. This proves wave attenuation is unessential.

The challenge with any form of wave attenuation is that it is very expensive and there is no guarantee it will work. BPCA did its own study of wave attenuation and what it would cost. This study was conducted at some point between 2007 & 2010. The costs were up to \$4 million and there is not sufficient economic benefit to justify this investment.

This is also no guarantee that wave attenuation will work. Other marinas affected by ferry waves have paid for and installed wave attenuation systems. These include Chelsea Piers, Lincoln Harbor, Shipyard Marina and Newport Marina. In each and every case, the engineered systems did not deliver significant wave attenuation and they all broke up in the wave action and required substantial additional investments. Any plan for wave attenuation at North Cove created by a company without direct experience in New York Harbor with the ferry waves will likely follow the similar path.





The North Cove Marina has truly changed my weekends forever and introduced me to a better quality of life. The Manhattan Sailing School and Manhattan Yacht club have made a big difference to me as well as the community. Visiting the North Cove Marina on the weekends feels like being out of the city and at the same time being in the city. It's helped bring joy, laughter, & happiness to our lives.

- Vivek Hemdev

Our company has studied ferry waves extensively and we have conducted tests at North Cove. We have unique insights to the challenges and the potential solutions. Any experiment towards wave attenuation should be made in incremental steps based on site specific tests and demonstrated success.

NCMM is interested in having more in-depth discussions with BPCA about wave attenuation concepts. We propose using North Cove as a test location to help develop real and cost-effective solutions to this harbor's significant ferry wave problems. A testing program should include Stevens Institute of Technology which is a leading expert in this field, the NY/NJ Port Authority which owns most of the ferry terminals in the harbor, the Army Corps of Engineers which would permit any wave attenuation as well as ferry operators. Grants, transportation resources and other funding may be available to conduct these studies.



F. Proposers shall include in the Project Information section of their Proposals a detailed description of which conditions identified in the Condition Assessment the Proposer intends to address, and the manner(s) in which the Proposer intends to address each such condition.

Below are the recommendations from the Condition Assessment followed by our comments.

3.2 Recommendations - For proper operation and lifespan, the electrical equipment in the Utility Vaults needs proper ventilation. During site inspection, the vaults were found to be humid and warm. It is recommend that the split systems as wells as the fans and mechanical





North Cove has been an outstanding member of the community. As an example, North Cove has the first and largest sailing program for kids. Hundreds of city kids have experienced sailing, a luxury not usually afforded to kids in the city.

- Wayne Turett

dampers be repaired or replaced to provide the required cooling and ventilation for the electrical equipment.

The ventilation systems existing in both north and south vaults were as designed for the original marina in the late 1980s. The air conditioning systems which feed underground trenches have never been used and are not needed based on demonstrated experience for the past 25 years. In addition, these trenches were designed without the knowledge that they would go under water at extreme high tides. All fiberglass insulation in these trenches was saturated with salt water and there is no value to air conditioning these underground electrical cables. Because the trench air conditioning systems are not needed, NMCC proposes to remove these AC units and ducting in the vaults. The plenums in the trenches can be removed in the future if the trenches are opened again.



When we took over the marina in 2005, both north and south vaults had water leaks and high humidity. The source of the water was primarily rain which was leaking in from the vault hatches. Our company renewed the drainage systems around these hatches and we clean them of leaves and debris every week. Rain water is now channeled direct to the water ejection pits. As a result, both the north and south vaults became dry.

In the past three years, the south vault is now experiencing water seeping in around locations where the electrical conduit departs the vaults to run to the marina. We have observed this seeping and the source appears to be to the irrigation system in the planting beds above the vaults. When this irrigation system is off, no water seeps into the south vault. When the irrigation system is on, water seeps in. If the irrigation system is left on, a significant amount of water seeps into the vault. We have shared these observations with BPC PC as well as Ken Windman of BPCA.





Over the last 10 years North Cove Marina Management has done a spectacular job managing North Cove. I love that North Cove Marina Management and Manhattan Sailing Club have paved the way to open the harbor & waterfront to all New Yorkers.

- Natalia Lesniak



If water continues to seep into the south vault, then the environment will remain humid. This is also a potential for a flood and equipment damage. The proper solution is to stop the entrance of water. This could be accomplished by ending the irrigation of plants above the vault and using plantings which do not require irrigation. Another solution would be to rebuild the openings where the electrical conduit depart the vaults and use new grouting to try and block water ingress. This solution would be expensive and there is no guarantee it will work.

Hurricane Sandy raised another issue. The vaults need to be raised above ground because they are below the flood plain as currently situated. If they remain in their current locations, it is just a matter of time before the next high water event like Hurricane Sandy, floods these vaults again. The cost of replacing the electrical equipment inside the vaults would be \$500,000 to \$1,000,000.

We recommend that a new electrical room be constructed at street level, directly above the existing vault. All existing electrical equipment could be moved up and wire runs simply extended. This would be a cost effective solution to stormproof this electrical infrastructure

The existing vault below the surface could stay as is but without any equipment. The new street level electrical room could be an opportunity for a new sculpture in the park. The exterior could be encased with translucent or illuminated glass which glows softly at nighttime. The roof could be used as a small and unique bistro with coffee service. Residents could sit on the roof and get the experience of being up in the trees, closer to the leaves and birds. Rents from the coffee terrace could offset the costs of this project.

4.2 Recommendations - The meters in the North vault should be either relocated to meet Con Edison guidelines or discussions should be held with Con Edison to establish the ability to locate the meters at this elevation due to flood/resiliency concerns. When, and if, the existing





The simple truth is that the quality of life in Battery Park City has been immeasurably improved by the existence of the marina and the club/school. The real estate agents who sell condos and coops in BPC should be sending commissions to North Cove Marina.

– Josh Goldberg

services need to be upgraded or new services need to be added, the North vault contains free space to add equipment. The South vault currently cannot accommodate any new electrical equipment.

After Hurricane Sandy, all electrical meters were replaced in kind and in the same locations. No changes were made to the layout of the electrical system. Therefore, we believe all work done when the marina was built prior to 1989 was according to code. If the code has changed, than this equipment would be grandfathered. We believe there is no change needed to any of the electrical sub-meters.



5.2 Recommendations - The existing cold water services to both the North and South side of the marina have pipe leaks and corrosion. We recommend the replacement of the existing water services with new meter, RPZ, piping and insulation. In addition, the copper sump pump discharge pipe, located in North utility vault and South water meter vault is corroded. We recommend replacing the corroded pipe and fittings.

We do not believe the water service on the north or south sides of the marina leaks contrary to the survey report. We do leak tests at the marina every spring when the water is turned on and again during the summer. We would like more information from the contractor to know what specific leaks they observed as these were not detailed in the report. It is possible that the contractors observed condensation on the water pipes. Depending on the flow of water through these pipes as well as the humidity of the vaults, this could have been significant condensation which could have been misread as leaks.





Thousands of New Yorkers come downtown to the Battery Park area specifically because your Sailing Club offers 1) access to the Harbor 2) educational classes on safe boating skills 3) activities for students from all economic backgrounds 4) hosting of major international sailing events and there are many more reasons. The Battery Park region is enriched by having a locally owned, responsive and growing business that is fully and only invested in the livelihood of this community.

– Caner Dinlenc

There is rust on the main valve providing service to the marina on the south side. This valve needs to be replaced. We understand that this value is owned and maintained by the City and that they need to do the replacement. If we are permitted to replace, then we would like to do so.



The water pipes coming from the main valve and feeding the marina are all high quality copper and oxidation of the copper is natural. This is different from corrosion which indicates a chemical or electrical process of degradation. We have not observed any corrosion and would like to get more details from the contractor.

If any sections of the water piping are not currently insulated, our company will insulate them in Jan 2015. All of the insulation went underwater during Hurricane Sandy and we have already replaced the sections we felt were most important.

6.2 Recommendations

- Clean, Prime, and Paint all railings
- Develop a program of regular inspection and maintenance of all concrete and masonry elements of the Utility Vaults and Marina Structures to address cracks, spalls, pointing and efflorescence.
- Remove moss and other vegetative growth from the joints of the perimeter walls.
- Repair and reset paving blocks as required to prevent tripping hazards.

Our company already cleans, primes and paints every year all of the railings within our responsibility. The contractor misunderstood which sections of the rail are maintained by our company and which sections are meant to be maintained by Brookfield. The photographs 6.5, 6.6, 6.7



& 6.8 all show railings which are on Brookfield property. All of the railings on our property are fully painted and maintained.



Likewise for the stairs, our company just needs direction from BPCA that we can undertake these repairs. Photos 6.11 & 6.12 show stairs and missing joints that were previously maintained by BPCA.

The east wall of the marina is property of Brookfield so photos 6.15, 6.16, 6.17 & 6.18 all relate to them.

Suffice it to say I am a big believer in North Cove, your staff, its accomplishments and its continued mission. No question your organization has contributed immeasurably to the quality of life in Lower Manhattan—and improved recreational (and educational) opportunities for the entire city.

- David Muessel



We are happy that the report reinforces the fact that all of the items which have been the responsibility of our company are in good condition and being properly maintained.

For the pavers, these heave every winter as a result of freezing water below the pavers. Long term, the sand used to bed the pavers should be replaced with asphalt and a thinner layer of sand so not as much water resides below the pavers before a frost.

7.2 Recommendations

Develop a Program of Regular Inspections of all Structural Elements of the Esplanade and Breakwaters surrounding the Marina. This should include ultrasonic thickness measurements of the steel sheeting of the South Cutoff wall. The maximum interval between investigations should be five years.

Replace the Fendering System at the Marina Entrance.

Repair or Replace the Ladders at the Marina Entrance.

The structural elements of the marina and breakwaters are the property of Battery Park City Authority. In our first license agreement, it was





The North Cove Marina is what it is today because of your vision and relentless commitment to excellence. Countless sailors learned to sail at the Manhattan Sailing School and became proud members of the Manhattan Yacht Club. I am one of them. The camaraderie and sense of community that you helped foster are unparalleled.

- François Quintard-Moréas

recognized that the costs involved with this infrastructure, such as insuring or repairing, was beyond the realistic financial abilities of a successful marina business. Therefore, BPCA has kept the responsibility for insuring and maintaining the structural elements of the esplanade and breakwater.

BPCA took over the marina from the initial developer in 2003. BPCA did a condition survey and then refurbished several aspects of the marina in 2005-2006 in consultation with our company.



One item slated for renewal was the fendering at the marina opening. Our company received feedback from visiting yachts on how to improve the system. The existing rubber bumpers were not conducive towards protecting boats while entering or departing the marina. The bumpers are rubber and with contact, heat up creating more friction. The bumpers grab the boat rather than helping it slide by. Based on this feedback, we suggested to BPCA that a system of rollers be installed in the opening instead of the rubber bumpers. The BPCA contractor studied this concept but came up with rollers too large for the marina environment. This is where the project has sat for 10 years.

Because this was a cost BPCA was previously willing to undertake, we would be happy if BPCA replaced the wood around the entrance. If BPCA wishes to pass this cost to the marina operator, we are also prepared to replace the wood skirting ourselves. There are 54 pieces of 9" x 5.5" x 11' timber on each side. After installing new timber, we would reinstall the existing rubber fendering on top of the wood.

When we began managing the marina in 2005, there was one ladder at the south breakwall and a damaged ladder on the north breakwall. The





You have created a truly accessible, safe and affordable way for New Yorkers (adults and children) to access the beautiful natural amphitheater of our city's waterways, and for that I am greatly appreciative and hopeful that you will continue to operate the marina, just as you have done so successfully with your steadfast dedication over the past two decades.

- Aleks Rasevski



damaged ladder subsequently disappeared, probably falling off into the water. These ladders are in an area where they are exposed to being hit by commercial vessels. Yachts would not touch these ladders because of the damage to their vessels. Steel-hull commercial vessels like police boats and others frequently pull into the marina and go bow to the wall. If these vessels push against the ladder as originally situated in the breakwall, it will cause the ladder to bend or be broken off.

For safety, we did not find these breakwall ladders adequate. The highest probability of a person falling into the water is from a floating dock. A person in the water is not going to swim towards the marina entrance where they could be swept out into the Hudson. Having recognized this, our company installed rescue ladders on the end of the floating docks. There are now 5 rescue ladders in the marina. These rescue ladders are situated at the end of the floating docks and are protected by tensioned chains from contact with vessels.

If BPCA would like an addition ladder reinstalled on the breakwall, we are willing to do this.

8.2 Recommendations - It appears that the relatively large swells that are present in the Marina are the result of the combination of large entry opening and the relatively short extent of the skirt wall, which allows a large water column to propagate the deeper portions of the large swells and vessel wakes that occur in the greater Harbor. To remediate this condition it will be necessary to perform a full wave analysis of the Marina and surrounding Harbor. Based on this analysis it would be possible to design a more effective wave attenuation system. Such a system would likely include extending the exterior skirt walls to be closer to the river bottom and might also include some sort of





After recently learning that North Cove Marina is up for renewal and there are other companies looking to take over the lease, I wanted to reach out to lend my support. Your organization, Manhattan Yacht Club, has had one of the greatest impacts on my time in New York City, and what it stands for is so important to not just the people of New York, but especially to the neighborhood and community of Battery Park City. Thank you again Commodore, for working so hard to bring life back downtown, and for making something which seems unattainable, so accessible and affordable to so many in New York City.

- Anastacia Stathakis

movable “gate” at the entrance of the Marina. These measures would also likely require significant reinforcement of the structures supporting the breakwaters and adjacent esplanade to resist the additional forces from wave and current.

BPCA has already conducted a study between the years of 2007-2010 of wave attenuation and the potential costs involved with installing a system.





My name is Chris Jager and I started sailing 5 years ago, when I was just 13 years at the summer camp at Manhattan Sailing School. North Cove is especially fueled by the youth programs. It is a program that I grew tremendously through. I'm still sailing today. The programs run by the Manhattan Sailing School are invaluable to me because it has made me a better leader and teammate. My college application is filled with accomplishments I made at the Manhattan Sailing School such as becoming an instructor. Again, the program is something kids from all backgrounds can grow through. The experiences I had at North Cove with everyone are invaluable to my future and getting me to where I want to go. It is a program that cannot be replaced.

- Chris Jager

B-2. Sustainable Operation Program

A. Identify, describe, and discuss specific steps Proposer proposes to take in furtherance of a sustainable operation program, taking into account the United States Environmental Protection Agency's "Best Management Practices for Marinas," attached to the RFP as Exhibit B. Upon review and acceptance by BPCA, such elements will be included in the License Agreement, including any choices of materials and operating procedures Proposer intends to implement that would contribute to creating a more sustainable Marina.

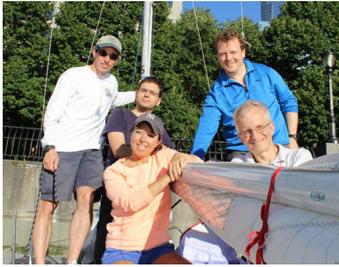
North Cove is one of the greenest marinas in part because we do not have any fueling or haul out operations. This helps to create a healthier environment for our customers and staff.



Our company is committed to operating the marina in a sustainable manner with the least impact on the environment. Examples of some of our efforts at North Cove are:

- When building our dock master booth, we utilized the smallest footprint feasible, settling on a 10 x 10 foot design.
- We did not outfit our dock booth with air conditioning but instead used higher levels of insulation in the ceiling and walls. Then we installed large opening doors in the front and back of the booth so natural air flows through the booth cooling our workers.
- For lights, we installed LED lights in our dock booth ceiling which provides adequate luminosity at night time.





I would like to thank you, Commodore Fortenbaugh, for your tireless work in building and expanding the North Cove as a place of sailing skills and friendship. No one else in the world can do what you do so well—bring the sailing lifestyle to the heart of Manhattan, the local community and everyone who wants to join it no matter how young or old, able or disabled, skilled or new to the seas. ... Heartfelt thanks and to another ten years of North Cove and MYC!

- André König

- We also installed solar panels on the dock booth roof and capture the sun's energy into a battery bank to power our LED lights.
- All of our Dock Masters walk around the marina. We do not have any golf carts or motorized transportation.
- We operate one small engine on our marina dinghy and this is the latest 4 stroke engine with the best available clean burning technology.



- We recently replaced our sewage pump with a dual stroke motor so that it pumps twice as much fluid for the same electricity.
- We encourage wind powered vessels to dock at North Cove.
- We have replaced all lighting around the marina with energy efficient bulbs.
- We do not permit our dock masters to wash the quays with a pressure washer but instead only use a regular hose.
- We only use water and no additional solvents or cleaning supplies when cleaning the quays.
- We encourage recycling and rather than send out bottles and cans to the commercial carting company, we give them to a local person who recycles them.





I hope BPCA recognizes your commitment to the city and neighborhood in restoring North Cove as the center of sailing in New York Harbor. Under your management, not only has our sailing club hosted a number of major events, including major transatlantic races, but we have also begun the International Yacht Club Challenge and hosted sailors from across the world. The race series throughout the summer also seems to grow more popular each year with large corporations as well as many members of the sailing club. Aside from the environment that has been created, the sailing school that has developed under your management is an exceptional asset for the community. It provides low-cost access to an exceptional sailing program and allows people—both children and adults alike—to learn how to sail without owning their own boat.

- Andrea Samdahl

- All of the paints we use for the marina railings are low-off gassing models and we use the same paints as Battery Park City Parks Conservancy which is known for their environmental consciousness.



B. Provide an estimate of the incremental cost of each specific step identified in B-2(A) above to be taken by Proposer.

We do not have data showing incremental costs of each specific step. Nor do we believe that there is much incremental cost. Energy reduction programs such as installing solar panels and LED lights pays for themselves by less electricity usage over the long term. The extra costs of thicker insulation means we can operate without air conditioning and save most electrical costs.

Not running a pressure washer to clean a quay means the dock master will have to work a little longer. But at the same time, this creates a better environment than having the noise and pollution of the pressure washer around the marina. And one of our dock master's roles is to create a better environment.





I would like to express our support to the outstanding job that the Commodore Michael Fortenbaugh and his team have done in managing this facility.

Over the years I have taken many "New York Sailors" out in the harbor with me, musicians, actors, contractors, Wall Street workers, social workers, physicians, lawyers, professors, police officers, artists, students and many others. I have witnessed each and every time a great joy in each of them to feel they are given the opportunity to be part of something very special

. - Bertand Saliba

B-3. Preliminary Financing Plan

The Preliminary Financing Plan shall include the following:

A. An estimate of total development/improvement costs, including specific cost breakdown;

Over the past 10 years, we have invested approximately \$930,000 into North Cove. The marina is now running in excellent condition and has been a successful business for many years with positive cash flow.

Because we have already invested in the equipment we needed to run the marina successfully, no significant additional improvements are needed at this time. The primary mission of the marina manager will be to maintain the existing equipment.



For specific items mentioned within this RFP, we provide these details:

If we replace the fendering along the marina entrance, we will provide our own labor to keep our staff employed during the slow season. The cost of materials is expected to be \$20,000.

If we are given permission to remove excess mechanical equipment from the electrical vaults, we will supply our own labor and the cost to hire a certified technician to remove any refrigerant is negligible.

We already pull up and inspect the chains each year.





I wanted to take this opportunity to commend your forethought, perseverance and courage, to turn an idea into a goal and a dream into a reality—a reality called North Cove Marina. You made it a world-class venue open to all who desire to be part of it.

- Bob Young

We already have renewed the decks of all docks except one. If we renew the final deck this winter, we will use our own labor and the cost of materials is expected to be \$3,000.

B. The amount of Proposer's equity contribution and other sources of equity, if any;

All of the repairs anticipated by our company will be made from cash on hand.

C. The amount Proposer proposes to finance; and

We do not expect to finance any amount.

D. The proposed source and terms of such financing.

If we did need financing, we would approach the two organizations, TD Bank and the New York Business Development Corporation, which provided financing for the recent acquisition of Arabella. We have an excellent track record with them.



B-4. North Cove Marina Cash Flow Analysis.

A cash flow projection must be included using the schedule of Base License Fees submitted under Section C, below. The pro forma analysis must include information and assumptions on development and construction costs, the cost of capital, proposed slip rates, projected occupancy, other revenues, operating expenses, and the basis therefor.

	Years									
	1**	2	3	4**	5	6	7**	8	9	10**
Projected Gross Income	1,340,451	1,340,451	1,340,451	1,407,474	1,407,474	1,407,474	1,477,847	1,477,847	1,477,847	1,551,740
Vacancy (Credit Loss)*	0	0	0	0	0	0	0	0	0	0
Effective Gross Income	1,340,451	1,340,451	1,340,451	1,407,474	1,407,474	1,407,474	1,477,847	1,477,847	1,477,847	1,551,740
Operating Income	1,340,451	1,340,451	1,340,451	1,407,474	1,407,474	1,407,474	1,477,847	1,477,847	1,477,847	1,551,740
Operating Expenses	857,655	857,655	857,655	900,538	900,538	900,538	945,565	945,565	945,565	992,843
Marketing Expenses	24,694	24,694	24,694	25,929	25,929	25,929	27,225	27,225	27,225	28,586
Net Income	458,102	458,102	458,102	481,007	481,007	481,007	505,057	505,057	505,057	530,310
Debt Service	0	0	0	0	0	0	0	0	0	0
Cash Flow	458,102	458,102	458,102	481,007	481,007	481,007	505,057	505,057	505,057	530,310
Base Rent	400,000	408,000	416,160	424,973	432,973	441,632	450,465	459,474	468,664	478,037

All financial projections are based on actual performance as documented in the 2011-2013 audited financial statements of North Cove Marina Management, Inc. These statements as well as a more detailed discussion about the financial potential of North Cove are provided in Section C "License Payment Proposal & Confidential Business Information."

* No vacancy rate is needed because this projected gross revenue is based on actual revenue already generated and proven by NCMM.

** Indicates years in which \$1 per foot dockage rate increased are enacted.

