



Edwin M. Lee, Mayor
Philip A. Ginsburg, General Manager

To: TO ALL POTENTIAL RFP RESPONDENTS:

Date: July 27, 2011

**Request For Proposals
For the Lease and Operation of
Marina Degaussing Station**

AMENDMENT NO. 2

We would like to thank you all for your interest in this RFP process. This amendment to the RFP contains the final issuance of answers to questions asked either via email or in person at one of the pre-submittal site meetings. In particular please note the attached proforma, which takes the place of the original Appendix C.

1. Responses to Written Questions

- In the RFP it says "All revenue projections should be presented in the format dictated by RPD. See Appendix C for an example.". Do you need all the schedules, or just A? Should I just write on the sheet provided or can I start a new excel spreadsheet?
[Please use the revised Appendix C, attached below. Proposer teams may write in the blanks of the attached PDF or may create their own Excel spreadsheet with the same row and column headings.](#)
- Will RPD consider proposals that include a basement level to the facility?
[Yes.](#)

Please continue to check the RPD web site for additional amendments.



MARINA DEGAUSSING STATION CONCESSION PROFORMA

Initial Investment	
Start-Up Costs	
Working Capital	
Acquisition of Real Property	
Acquisition of Personal Property	
Total Initial Investment	

Equity Investment	
Loan Amount	
Loan Term (Years)	
Loan Interest Rate	
Annual Loan Payment	

Contract Term (years)	
Contract Start Date	

Target IRR	
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Inflation Rate	
Real Demand Growth	
Revenue Growth Rate	

Tax Rate	
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Average Useful Life of Personal Property (years)	
Average Useful Life of Real Property (years)	

Department	F&B	Other
Year 1 Revenue		

Direct Expenses (as % of Departmental Revenue)

Cost of Goods Sold		
Direct Labor		
Repair & Maintenance		
Operating Supplies		
Other Direct Expenses		

Consolidated Concession

Year 1 Revenue		
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General & Admin Expenses (as % of Consolidated Revenue)

Owner-Manager's Salary	
Management Salaries	
Insurance	
Other G&A Expenses	

Fixed Expenses

Rent to State	
Debt Service	
Rent	
Property Tax	
Depreciation	
Other Fixed	

MARINA DEGAUSSING STATION CONCESSION PROFORMA - INCOME STATEMENT

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Net Revenue								
Cost of Goods Sold								
Gross Profit								
Direct Labor								
Repair & Maintenance								
Operating Supplies								
Other Direct Expenses								
Total Direct Expenses								
Departmental Income								
Owner-Manager's Salary								
Management Salaries								
Staff Salaries								
All Other Salaries								
Insurance								
Other G&A Expenses								
Total G&A Expenses								
Rent to State								
Debt Service (a)								
Rent								
Property Tax								
Depreciation								
Other Fixed Expenses								
Total Fixed Expenses								
Pre-tax Income								
Taxes								
Net Income (b)								
Add Back Depreciation								
Cash Flow from Operations								

(a) Debt Service = Principal + Interest Payments

(b) After repayment of debt principal

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	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Net Revenue							
Cost of Goods Sold							
Gross Profit							
Direct Labor							
Repair & Maintenance							
Operating Supplies							
Other Direct Expenses							
Total Direct Expenses							
Departmental Income							
Owner-Manager's Salary							
Management Salaries							
Staff Salaries							
All Other Salaries							
Insurance							
Other G&A Expenses							
Total G&A Expenses							
Rent to State							
Debt Service (a)							
Rent							
Property Tax							
Depreciation							
Other Fixed Expenses							
Total Fixed Expenses							
Pre-tax Income							
Taxes							
Net Income (b)							
Add Back Depreciation							
Cash Flow from Operations							

(a) Debt Service = Principal + Interest Payments

(b) After repayment of debt principal

MARINA DEGAUSSING STATION CONCESSION PROFORMA - INCOME STATEMENT: FOOD & BEVERAGE

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Net Revenue								
Cost of Goods Sold								
Gross Profit								
Direct Labor								
Repair & Maintenance								
Operating Supplies								
Other Direct Expenses								
Total Direct Expenses								
Departmental Income								

	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Net Revenue							
Cost of Goods Sold							
Gross Profit							
Direct Labor							
Repair & Maintenance							
Operating Supplies							
Other Direct Expenses							
Total Direct Expenses							
Departmental Income							