



Point Comfort at Fort Monroe

A Real Estate Development Proposal

Fort Monroe Development Partners

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**Fort Monroe
Development
Partners, LLC**

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23 October 2019
G. Glenn Oder, Executive Director
Fort Monroe Development Authority
20 Ingalls Road
Fort Monroe, VA 23657
RE: FMDP Real Estate Proposal

Dear Mr. Oder,

Fort Monroe Development Partners is honored to have the opportunity to submit our real estate development proposal in compliance with your RERFP of April 22, 2019. Should FMDPs proposal be selected, we will pursue our work at Fort Monroe with the humble confidence that our team possesses the relevant experience, passion for history, and the energy to sustain a long-term effort. Our work will be guided by three principles, i) tell the story, ii) preserve the historic assets, and iii) create economically sustainable revenue for the long-term viability of Fort Monroe.

During the past year, following multiple site visits and discussions with potential participants, Fort Monroe Development Partners has created a robust design, construction, finance and development team with expertise relevant to the project. In this proposal, you will find chapters that detail:

- The development proposal, featuring 25 historic renovations and 18 new structures, for a total of over \$150 million in development product
- A highly qualified team including designers, builders, finance professionals, and operators, including robust additions, with experience in historic structures, and community building and investment.
- A continued interest and passion for assisting you in stabilizing better what we see as one of the Nation's valuable historical resources.

In the spirit of the RFP, we have worked diligently to develop a realistic and profitable proposal. Pursuant Virginia Code 2-2.3700, Fort Monroe Development Partners, LLC hereby requests that the following information relating to our proposal for the Fort Monroe Request for Real Estate Redevelopment Proposals be considered proprietary and trade secret:

1. Financial proformas and financial spreadsheets.
2. Vendor proposals
3. Construction cost estimates by third parties.
4. Proposal for services & letters of interest by potential vendors & investors.

We are grateful for the chance to provide you with our designs, methods, and solutions to initiate and guide Fort Monroe's march to self-sufficiency and economic viability. As our references can attest, we develop long-term relationships with our clients - often working with them for decades on a variety of successful and collaborative projects. We recognize that genuinely innovative projects take time to envision, plan, design, fund fully, and implement. We hope to forge a long-term partnership with the Authority as a part of this venture. We welcome the opportunity to explain this proposal to your Board and look forward to the next steps.

Sincerely,
Fort Monroe Development Partners



David P. Hill, ASLA
Managing Member

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Why Point Comfort?



Point Comfort Returns to Fort Monroe

Why Point Comfort?

Fort Monroe will become one of the nation's most visited national monuments for those seeking history and family legacy. Responding to this eventuality, the work of Fort Monroe Development Partners (FMDP) is guided by three principles, i) tell the story, ii) preserve the historic assets and iii) create economically sustainable revenue for long-term viability of Fort Monroe and the Hampton region.

Tell the Story

Fort Monroe's place in American history and culture is singularly unique. It is the genesis of America's European and African story, a history that is altogether wonderful, heartbreaking and uplifting like much of America. Fort Monroe inspires with its story of self-emancipation and self-determination. A fort that never fired a shot in anger, defended truth and changed history forever. It is where the American slave trail began and where it ended. Those brave African American souls who sailed, swam, walked and ran to Fort Monroe to cross its threshold and pass through its gates to freedom inspired others over the years since, to stand up and walk, to move forward and to claim their chosen place. Notwithstanding that story's open chapter, it is an inspiration for us all.

Our primary area of focus is the historic Point Comfort area and the marina waterfront along McNair Road. Within this once famous resort framework we will create restored and new buildings to provide hotels, a reception hall for events of 250 to 600 attendees, a culinary tourism kitchen and restaurant, waterfront restaurants with music venues, first class apartment residences, offices, artisan shops, beach concessions and a world-class marina. All improvements and uses will be of appropriate scale and character that reflects Virginia's and Fort Monroe's rich history and cultural traditions.

Reverence for authenticity will be our guiding development principals, as will the infusion of history throughout our development. We anticipate over \$150 million in development through adaptive reuse of 25 buildings and new construction. Our initial phasing will produce approximately \$15 million in federal and state historic tax credits with the one of a kind opportunity to invest in a place like no other, the beginning of the European and African American experience. We will employ a skillful historic tax credit strategy to finance the preservation and adaptive reuse of existing contributing structures and create a connected environment.

Additionally, an exciting element of our initial phase is a culinary workforce training center in collaboration with public and private entities that will provide culinary certifications and opportunities for internships and job placement, with an emphasis on underserved communities in the area.

Preserve the Historic Assets

Fort Monroe is nationally significant as one of the oldest military posts under continuous operation by the United States Army. Initially constructed in 1819 and expanded over the years until the Army discontinued its use in 2011, Fort Monroe is recognized for its role in the development of military defense, the freedom of enslaved men and women as contraband during the Civil War, and as a recreational waterfront resort. Additionally, the physical development and architecture of the Post - including the 1819 fort and subsequent institutional, residential, and recreational buildings, as well as the network of roads, military defenses, seawalls, parade grounds and other landscape features - represent the full range of building functions, styles and construction methods that developed over more than a century of continued use and evolution. Listed on the National Register of Historic Places and designated a National Historic Landmark for its historic and architectural significance, Fort Monroe is a unique resource with local, state and national importance that must be sensitively preserved.

The National Register nomination (updated in 2013) provides an excellent historic context for understanding the significance of Fort Monroe and thoroughly documents each of the resources in the district. Furthermore, the Fort Monroe Design Guidelines identify the character-defining elements of the overall development as well as each individual building, feature and landscape component to guide their preservation and the sensitive redevelopment of these resources through adaptive reuse. The design guidelines also provide direction for new construction in order to maintain the historic character of Fort Monroe while allowing for its continued growth. The development team will utilize these valuable documents as we identify character-defining plan components, features and materials to preserve in the proposed adaptive reuse of historic buildings and design contemporary and compatible new infill buildings.

The first step in preservation is ensuring the continued use of a historic building. It is critical that the uses of historic buildings evolve over time so they may continue to function as viable buildings. The reason the resources of Fort Monroe survive today is due to their continued adaptation over the years to meet the changing needs of the Army. Following the decommissioning of Fort Monroe, the challenge is to identify uses for these unique resources that give them a new purpose while preserving their historic character. The Secretary of the Interior's Standards for Rehabilitation and the Fort Monroe Design Guidelines will inform and direct the reuse of the historic buildings as well as the designs for new construction. Participation in the state and federal historic rehabilitation tax credit programs will ensure the preservation of the historic character and also assist with the financial feasibility in the adaptive reuse of these historic buildings.

The goal of our proposal is to retain the architectural and historic character in a sensitive manner that allows for future use and development while continuing to tell the stories of its important heritage. With an experienced development team that is well-versed in historic preservation and the Secretary of the Interior's Standards, we feel confident that our proposal will accomplish this goal.

The proposed development of the area of Old Point Comfort as a resort community is well-aligned with the history of Fort Monroe. The role of the peninsula as a tourist destination dates to 1821 with the construction of the first hotel and continues today with the privately-owned Chamberlain Hotel. As noted in the 2013 National Register nomination, the tourist industry on Fort Monroe grew to include three hotels, souvenir shops, newsstands, and restaurants along Ingalls Road. The development of Fort Monroe as a mixed-use resort community will serve to continue this heritage while creating a new sense of purpose and vitality.

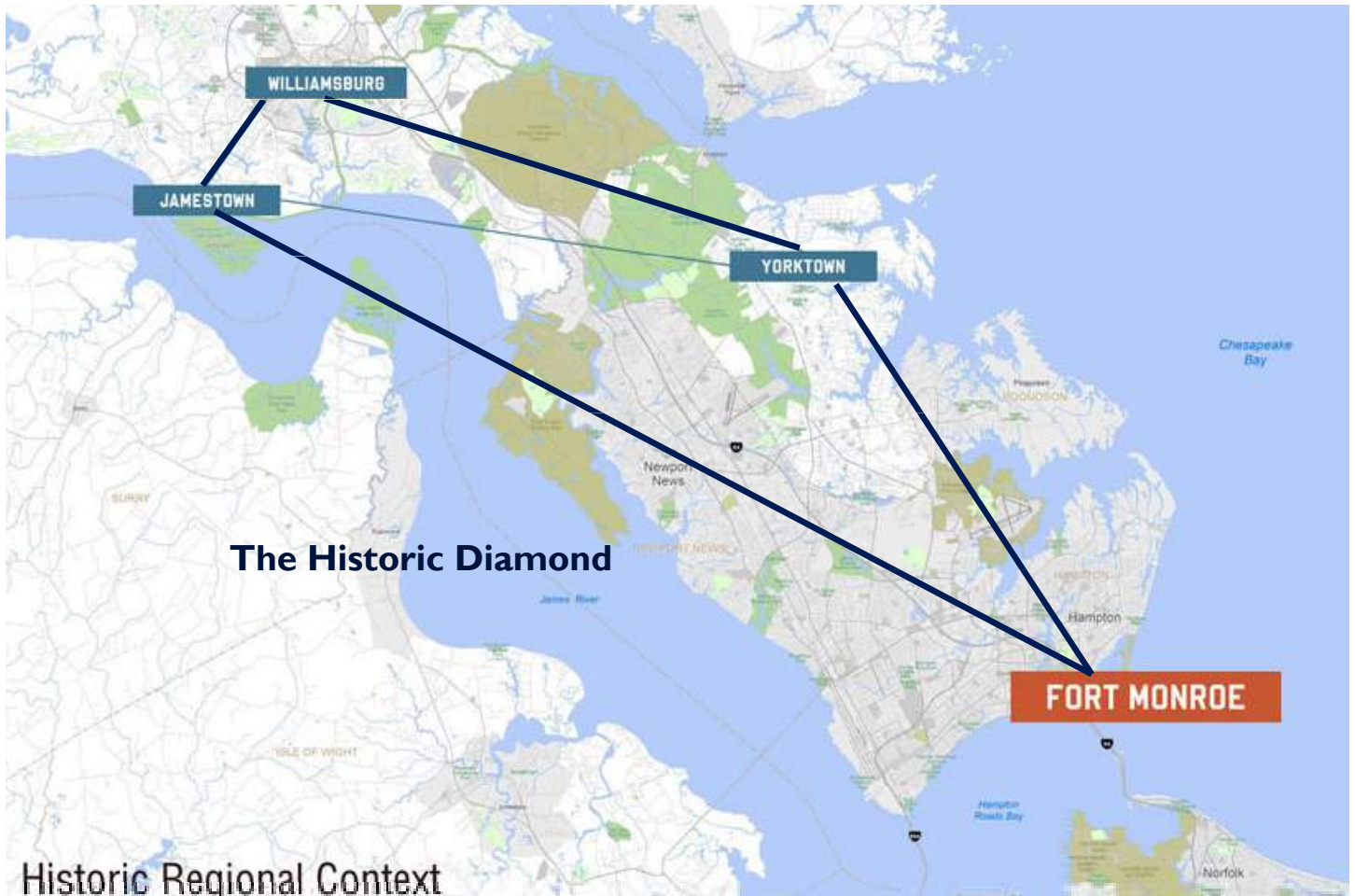


Point Comfort Returns to Fort Monroe

Create Economic Sustainability

Virginia's two leading economic sectors are tourism and agriculture, and we intend to combine the two through culinary tourism and combine them with Fort Monroe's singularly unique history to create a powerful economic engine for the Peninsula that complements the region.

Within a thirty minute drive west from Fort Monroe one finds the significant history centers of Yorktown, Williamsburg and Jamestown and within the same drive to the east lies Virginia Beach, one of the Atlantic seaboard's biggest tourist centers. Each year, more than \$3 billion is spent by tourist in these nearby destinations, often with the spenders driving past, or very near to Fort Monroe and the city of Hampton. In cooperation with the FMA and the Commonwealth we intend to give these visitors a bigger reason to stop and visit Fort Monroe to learn and experience its history and to enjoy its surroundings. Through creative adaptive reuse and selective new construction we will create a one of a kind tourism experience that communicates America's European and African ancestry and culture through the human senses of sight, touch, taste and sound, together with the names and faces of those who made Point Comfort and Fort Monroe so consequential to American heritage.



Location, Location, Location..... with good restaurants

Perched at the mouth of the Chesapeake Bay, Fort Monroe's coastal location offers the perfect site to blend the food and music traditions of Virginia's Tidewater region. Recognizing Fort Monroe's unbroken allegiance to the Union we intend to create a dining and entertainment district that celebrates Tidewater flavors along with Yankee Coastal influences.

Virginia's abundance of finfish and shellfish will be at center table and be complemented by Virginia's Piedmont offerings of produce, meats and wines. Soulful recipes along with offerings from the coastal north reflective of local tradition will tie the regions together, as Virginia's crab cakes and Main's lobster rolls compete for visitor's affections.

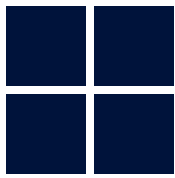
Music will play an important role in our entertainment areas, via intimate settings where past and present, local and regional musical artist will be celebrated. With an emphasis on the African American contributions of jazz, soul and R&B and their influences upon beach and pop and Rock and Roll. Greater Hampton Roads has given us the Norfolk Sound, Gary Bonds, Ella Fitzgerald, just to name a few. On this great foundation we will build a new, intimate music scene inviting of Virginia's other sounds, creating a complementary, yet differentiated offering from the large music venues successfully developed by Virginia Beach. Fort Monroe is about getting up close and personal.

As a National Monument administered by the U.S. National Park Service, Fort Monroe will attract visitors seeking different experiences and amenities. Within the mandate to create profitable, sustainable commercial enterprises, we wish to create a place welcoming to all. With this in mind, Fort Monroe Development Partners offers the concept of "No shirt to dress shirt", to encompass visitors to Outlook Beach and new concession areas, and those visiting our waterfront music and food establishments, proposed yacht club and Hotel 100.

Fully appreciating the seasonal changes, we envision Fort Monroe as a place for year round enjoyment and reflection. Summer will be replete with beach visitors, boaters, history buffs, foodies, and fun seekers. Fall will bring a change in visitor profiles, quieter days on the beach and comfortable patio dinners and walks along the marina promenade. Winter will bring seasonal events to the reception hall, a dusting of snow on the Live Oaks, culinary events to our hotels, and Christmas decorations along the marina promenade. Spring will invigorate the grounds and planting, as sails will return to their masts in the marina.

Throughout the seasons, our restaurants and music venues will continue to entertain guest from near and far, including the tenants of our apartment and office buildings and those who reside and work in other properties on Fort Monroe.

The secondary economic impact of appropriately developing Virginia's hidden treasure will have lasting impact in the City of Hampton and beyond. The pages of this proposal detail a year-round live, work, play and visit environment, that if positioned correctly will transform Virginia's Historic Triangle into its rightful shape as Virginia's Historic Diamond. Turn the pages and see how Fort Monroe Development Partners plans to position one of the Great Places in America by telling its story, preserving its assets and making it more sustainable.



Fort Monroe Development Partners Master Site Plan

Key Features

Gateway
Hotel

McNair
Boardwalk

Hotel 100

Hotel
Green

Tidewater
Culinary
Experience

Building 82

New
Marina

Cottage
Green

Artisan
Lawn

War College





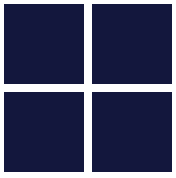
Future Features



Future
Amphitheater

Future Beach
Concession

Future Battery
Development



Project Area

FMDP plans two chapters of work. The initial chapter, outlined in red, encompasses around 65 total acres. In the first chapter of work FMDP proposes to develop 25 historic buildings, and plans to build 18 new structures. A later chapter of work, outlined in blue, is anticipated once the island achieves critical mass of development from all considered proposals. Chapter 2 is principally an entertainment-oriented upgrade of approximately 23 acres.







The Buildings

CHAPTER 1	
Army Name	Proposed Use
Building 11	Maker Space
Building 27	Tidewater Culinary Experience
Building 37	Liberty, Club
Building 73	Maker Space Offices, Restrooms
Building 82	Apartments
Building 87	Hotel
Building 92	Utilities
Building 100	Hotel
Building 109	Lodge Unit
Building 110	Lodge Unit
Building 111	Lodge Unit
Building 112	Lodge Unit
Building 113	Lodge Unit
Building 116	TBD
Building 130	Lodge Unit
Building 131	Lodge Unit
Building 132	Lodge Unit
Building 133	Liberty
Building 134	Flex, Liberty
Building 161	Apartments
Building 163	Liberty
Building 180	TBD
Building 183	Entertainment
Building 204	Wet Market
Building 205	Wet Market Summer expansion
CHAPTER 2	
Army Name	Proposed Use
Building 501	Hotel Restaurant
Building 502	Yacht Club
Building 503	Restaurant, Mxd Use
Building 504	Restaurant, Mxd Use
Building 505	Ice Cream Shop, Mxd, Use
Building 506	Family Restauraant
Building 507	Harbormaster, Mxd Use
Building 508	Restaurant, Night Club
Building 509	Restaurant, Night Club
Building 511	Maker Space
Building 512	Lodge Unit
Building 513	Lodge Unit
Building 514	Lodge Unit
Building 515	Lodge Unit
Building 516	Lodge Unit
Building 601	Garage with Apartments
Building 602	Garage with Apartments
Building 603	Garage with Apartments







Stormwater Resiliency

Fort Monroe is a unique waterfront landform that is positioned to explore alternatives for addressing sea level rise, recurrent flooding, and rainfall events. This map shows how public spaces can be designed to flood and relieve storm tides by grading with a depression. There are several opportunities that exist along the Fort's waterfront as well as within the Fort land area. As with most Fortresses, the common theme for resiliency has been conventional bulkheading, sea walls, rip-rap revetments, and beach nourishment projects. While these have served the Fortress well current progressive thinking suggests that in addition to conventional solutions ideas including living shorelines, designing public open space within the Fort to temporarily flood, rainwater management strategies within the Fort's interior, and a general acceptance of sea level rise as a design criterion within the Fort is now important. Rainwater management whether on a residence in the Fort or an older larger historic building starts at the roof. Green roof technology, coupled with innovative gutter, downspout, outfall systems, rainwater conveyance, permeable paving, and vegetative rain gardens are all a part of a dialogue to address water on properties. Whether from the sky or from the James River or Chesapeake Bay, water intrusion is here to stay and needs to be a part of any future redevelopment at the Fort.



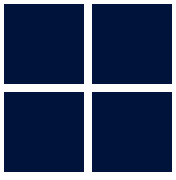


**Proposed Green Design
SWM Measures**

0 100 200 400



Key Components



Key Components

Hospitality

Our hotels will provide the perfect point of departure to see the history that came after Point Comfort in nearby Jamestown, Williamsburg and Yorktown. Our guests won't forget the history, or the rooms. Each day, history arrives at your doorstep along with breakfast and afternoon treats. Guests can feel the history within our accommodations and enjoy the amenities, services and comforts of first class hospitality. Upon delivery of Hotel 100, the Cottages and the Gateway Hotel we will have 116 high quality, fully service hotel rooms and suites offering an experience unparalleled on the Peninsula.

Culinary

Food and history are the two biggest influencers for global tourism. They combine in a way that provides a leading sense of who a people were and are today. Tidewater Virginia has a long culinary tradition, as does upland Virginia and through our Tidewater Culinary Experience at Fort Monroe we will provide the place and programs that showcase both traditions with some added influences. Our culinary center will house catering facilities to accommodate up to 600 guests, a culinary tourism kitchen for guest chefs and participatory classes and our culinary training and certification program to provide a pathway to success for members of underserved communities. The Tidewater Culinary Experience will also provide an excellent venue for promoting Virginia's Finest.

Marina

Old Point Comfort Marina will be redeveloped in to a world class marina with approximately 300 slips designed to accommodate local resident and transient boat owners for the smallest craft to beyond 150' in length. We will provide fueling services and limited access boat owners' facilities with showers, lockers and lounge. No other mid-Atlantic marina will provide direct access to similar hotel, entertainment, dining and historic resources, as Old Point Comfort.

Residential

Where else can one find modern, amenity rich apartments in a historic property surrounded by live oaks, beautiful architecture, immense history, museums, hotels, a world class marina, leading restaurant and music venues, all on the Chesapeake Bay? Add to that the YMCA, pool facilities, a beach and seven miles of walk/jog trails. Commencing with less than 50 units with the potential for more, we are confident that our unique apartment offering will be in high demand and contribute to Fort Monroe's successful return to a vibrant community.

Office

During the U.S. Army's occupancy, as many as 5,000 men and women worked at Fort Monroe. Through respectful adaptive reuse, we will convert as many as five properties to office use, depending upon tenant interest and compatibility, that will provide the lucky few with an unparalleled work environment. Fort Monroe provides an authentic mixed-use, waterside location offering walking trails along the Chesapeake Bay and a rich green canopy for refreshment away from the office. In response to these attributes and to our plan of development a company with 300 employees is evaluating conversion of the War College to their corporate headquarters. We are currently programing two War College buildings for their near-term use.

Support Experiences

Our proposed development at Fort Monroe will take on the character of a well established development long before it is completed. This is partly due to the existing historic fabric and to the synergies created by our complementary uses.

Hotel guests will be served by the culinary center’s experiential events, as attendees of our culinary arts certification program gain important education and job training that can be applied in our restaurants and event hall. Our apartment residents will enjoy a walkable waterside entertainment and dining district while living within sight of jogging trails and the beach. Office workers will enjoy inspiring offices, multiple venues for lunch and peaceful walks. Those arriving by sea will appreciate the world class marina infrastructure and immediate access to one of a kind restaurants and hotels. Residents and visitors alike will enjoy the waterside strolls, artisans’ park and pop-up events. This interactive community will create a lively daily backdrop for visitors to the inner Fort and Casemate Museum, where after they too will have access to many of these same amenities.

These complementary uses and the resulting synergy and convenience are attributes usually found in larger, long established developments, but we will endeavor to make them available near-term to accelerate Fort Monroe’s return as a Hampton Roads’ essential asset.

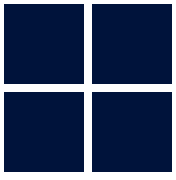
The Landscape

In the tradition referenced in the Design Guidelines, FMDP has created several emblematic landscape spaces that host special events for the entire island. The Hotel Green, the Artisan Lawn, Cottage Green and the revised McNair Boardwalk park spaces are designed with reference to the open simple formal military tradition, and will fit with the family of spaces already in place. Their programs will supplement the open space tradition on the island. The heritage landscape is very much a part of the Fort Monroe Experience. Our efforts to continue the tradition are supplemented by the need for our enhancements to be resilient to weather and climate.

Infrastructure

FMDP proposal includes the scope of some proposed off-site utility and stormwater management improvements. It is the desire of the FMDP that all reasonable off-site utility improvement costs be borne by the FMA to support redevelopment of the areas mentioned in the proposal. The Fort Monroe Authority has developed Utility Master Plans for water, sewer, gas and stormwater utilities which encompass the entire property. As property is re-developed, the master plans will serve as guiding documents for on and off site needed improvements to support development activities. All improvements will be designed and constructed in accordance with local municipal service providers requirements:

- Water – Newport News Waterworks (NNWW)
- Sewer – City of Hampton and HRSD
- Gas – Virginia Natural Gas
- Stormwater – City of Hampton



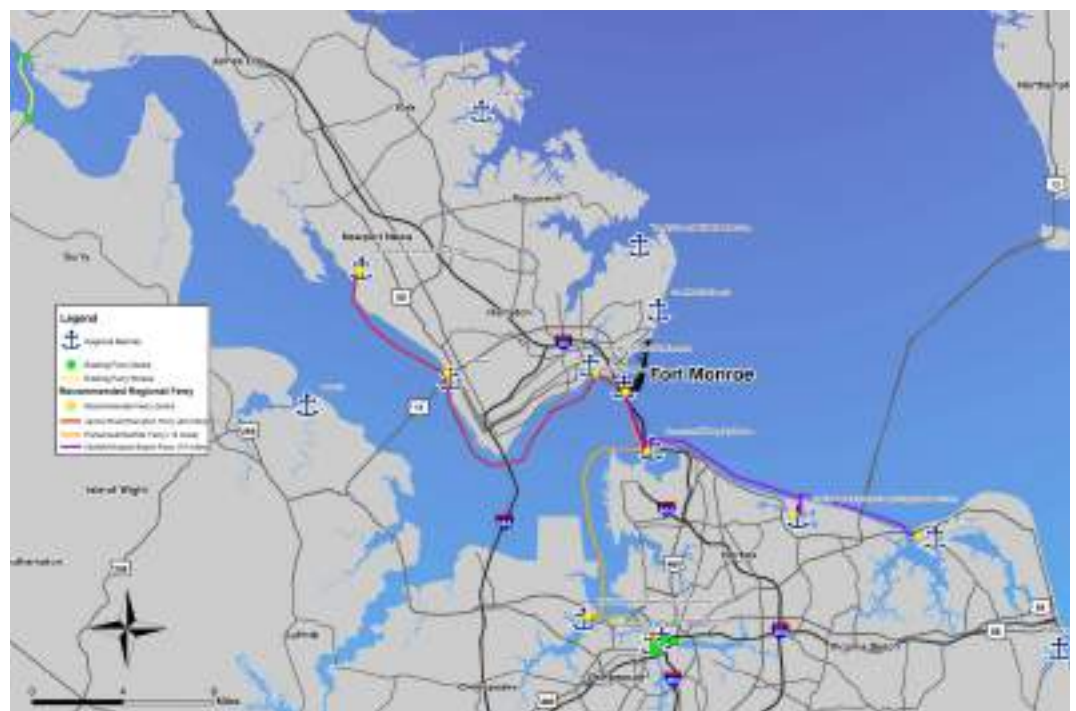
Key Components

Water Improvements – The utility master plan calls for replacement of water mains on McNair (12”), Harrison (12”), Ingalls (12”), and Fenwick (8”) to create a looped transmission system in accordance with the standards of NNWW. The FMDP development consists of rehabilitating existing buildings and construction of new facilities for commercial and residential use with on-site improvements for parking and utility service line replacement as necessary. We anticipate existing off-site water mains will provide adequate water supply for our proposed redevelopment and any replacement or improvements would be provided by the FMA.

Sewer Improvements – the utility master plan calls for replacement of the existing PS 180 and new gravity sewer mains on Fenwick and McNair and new force main from PS 180 to McNair and discharging to an existing force main that connects to an HRSD gravity sewer outside the Fort Monroe property in accordance with the standards of the city of Hampton and HRSD. This also includes abandonment of the existing sanitary force mains upon completion of the new PS and force main. The FMDP project consists of demolition of buildings 266 & 267 and construction of new structured parking and commercial buildings which would include abandonment of the existing gravity sewer in that area. The remaining existing gravity sewer, PS 180 and sanitary force main have adequate capacity to serve our proposed redevelopment of existing buildings and any replacement or improvements would be provided by the FMA. Any existing gravity sanitary sewer within our project development limits that have been identified in need of replacement will be replaced during our project at our costs.

Gas Improvements – There are no off-site natural gas improvements planned for this area.

Stormwater Management - to support our development will be accomplished in accordance with the Commonwealth of Virginia stormwater management and Chesapeake Bay Preservation Area (CBPA) requirements. Required stormwater improvements will be developed on-site to accommodate and support re-development activities in accordance with the Commonwealth of Virginia standards and city of Hampton requirements. We intend to address this through a combination of purchasing nutrient credits plus utilizing low impact development techniques in the site plan design such as permeable pavers, underground retention/treatment, and infiltration areas where applicable. Design and permitting practices will follow the strict guidelines required by the Virginia Department of Environmental Quality and CBPA.



Linking the Region

To foster the success of our proposal, and for the better success of all proposals, FMDP proposes to partner with FMA and NPS to reduce cars on the Island. This is particularly important during special events. Masses of cars and traffic detract from the visitor and resident experience.

FMDP will provide expertise, some facilities, and assistance with available grants to implement this 3-pronged strategy:

1. Partner with City of Hampton, Hampton University, and other Garage owners and large lot owners to have “park and shuttle” on a trolley bus to special events on the island.
2. Provide sheltered parking solutions on Fort Monroe. Locate the principle garage toward the mainland, to capture cars on the west side of the island.
3. Provide a port and assist with marketing of a water taxi, which can be used during special events, and grow to a daily service.

Water Taxi

Existing marinas and water taxi docks are shown in relation to the priority destination hubs of the region. Three proposed future water taxi routes will reach Portsmouth, Norfolk, Virginia Beach and up to the James River to Newport News. These three water taxi routes each stop approximately two to three times on their journey until returning to Fort Monroe’s newly proposed entertainment district and regional marina accommodations. 300 to 400 people could be accommodated per water taxi for during events.

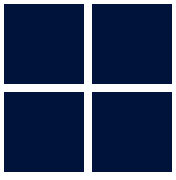
With increasing car traffic and the unique and abundant waterways of the region serving as an asset, there is high likelihood that this service can be achieved by connecting the region’s vast destination hubs through a regional partnership between public and private entities to successfully tap into market demand and meet the travel needs for visitors, tourists and workers. The FMA/NPS/FMDP partnership will serve to match existing and prospective private transportation services with public actions and investments. These include adequate off-site supporting facilities and services, such as docking, parking, sidewalks and road-based transit service all-the-while ensuring development of attractive land uses proximal to each destination hub. In addition, it is important to establish guidelines and procedures to achieve basic standards of operation.

Park and Shuttle

A special events transit service is offered during various music and other entertainment events held at Fort Monroe. This service can pick up at various parking lots outside of Fort Monroe such as the parking garage by the Air and Space Center, Crowne Plaza garage and Hampton University lot as well as a Victorian Station lot, resulting in a short four mile route which would moderate congestion during high profile events. A well-connected regional transit system already exists throughout the Hampton Roads region. Another possible partnership includes addition of a special events bus, and in the long-term a permanent bus route into Fort Monroe , as it will mitigate some parking concerns and provide a safe and alternative mode for visitors and residents to reach the newly proposed entertainment district as well an option for workers to commute in and out of Fort Monroe.

Structured Parking

To deal with the surges of guests and visitors, FMDP proposes three strategically located sheltered parking structures. These garages will park a total of 1380 cars, when complete. Developed in partnership with FMA, these structures will serve residents, offices, and special events needs for or development, as well as others.



Future Components

Once a critical mass of residents and business are in place, the island will be able to upgrade its entertainment infrastructure.

Old Batteries

These include the old batteries, future entertainment venues, particularly well seated to host large, temporary outdoor events with spectacular views on the water.



Beach Concession

Considered early by the Fort Monroe Authority (FMA), the changing rooms might work better if a food and beverage business is in the mix. When the market conditions are right, FMDP will help you to develop and possibly manage this resource.

Amphitheater

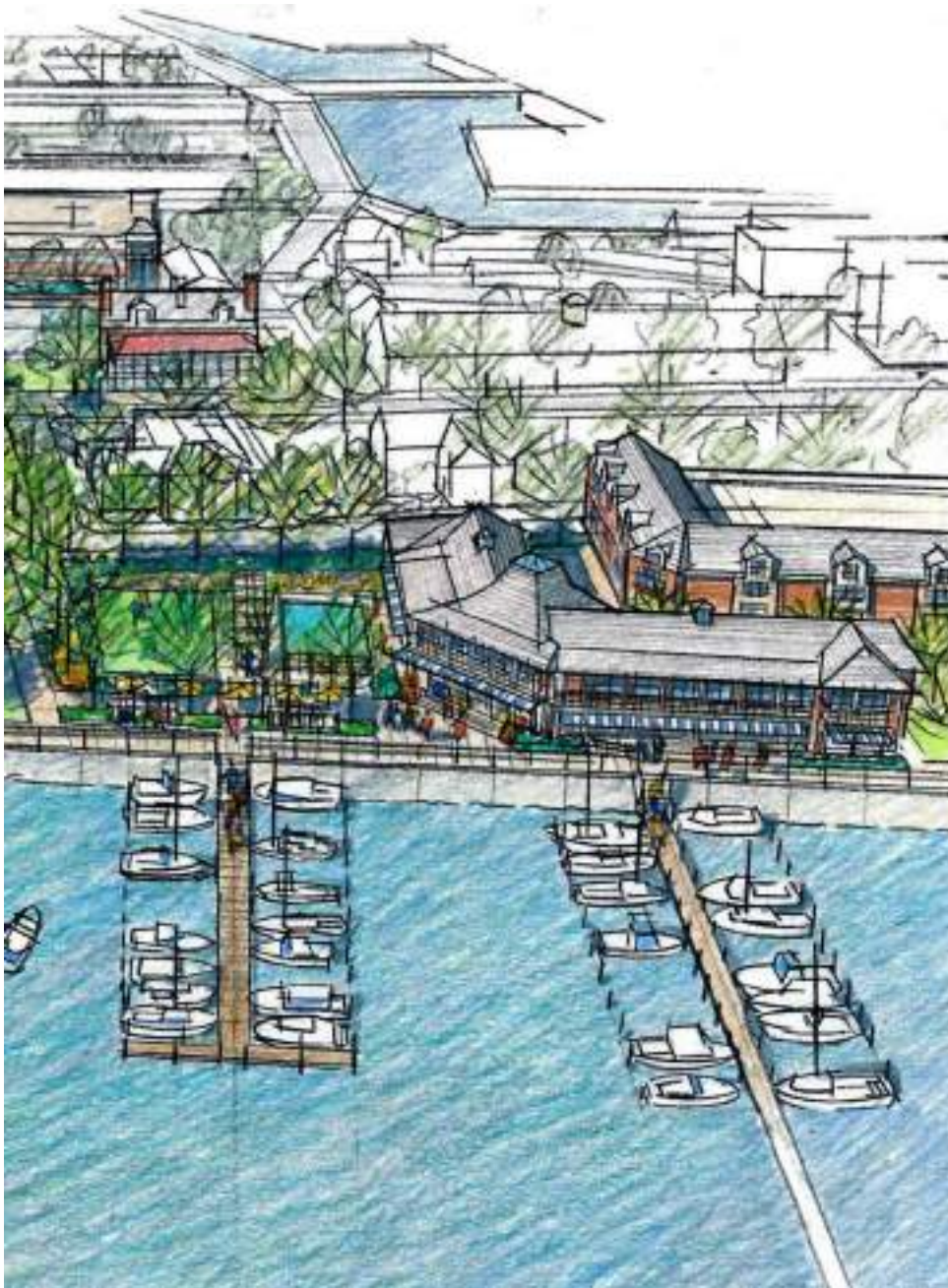
There is occasional pressure for a larger outdoor performance venue at Fort Monroe. Currently, there is not an infrastructure to host said event. Our Marina Entertainment complex can readily host up to 1,500 people, however when the demand exceeds this, FMA may consider the large field near the beach.





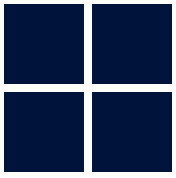
Point Comfort Area Plans





The Hotel Green

Anchored to the resort - hinged between the “village” and the marina, between the daily life of the island and the ‘destination’ the island provides, Hotel 100 is a point of major intersection between the past and future, the private and public, the land and the sea. The “Hotel Green” is a pastoral space, a multi-purpose lawn, a place for celebration, commemoration – an events space which take precedent from the simple, open Military greens on the island. The large green visually connects Hotel 100 to the harbor and serves residents and visitors alike, the literal meeting place where residents, the past, the harbor, the street, and the region look upon each other façade to façade, face to face. The green is everyone’s lobby and as such literally and symbolically connects all who are there coming, going or passing by.



Elements of Hospitality



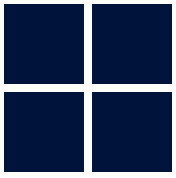
Point Comfort returns to Fort Monroe

The Hospitality Plan includes five individual and related projects.

- The Gateway Hotel
- Hotel 100
- The Hotel Cabana
- Tidewater Culinary Experience
- Cottage Green

Collectively, these elements will re-establish the hospitality atmosphere that greeted the island over a century ago. Historically, the general location of hospitality, Point Comfort returns. These projects are described on the following pages.





Building 87



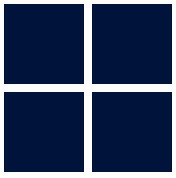


The Gateway Hotel

Building 87 (also known as Randolph Hall) is now the Gateway Hotel, designed as a boutique hotel offering comfortable, well-appointed rooms, with an emphasis on outside activities including boating, history and food tourism. Nearby Phoebus offers unique shops and a growing food scene and Colonial Williamsburg is just a 30 minute drive east. The Gateway Hotel will also cater to wedding guests, visitors to the Fort, its beaches, local businesses and to those participating in classes and activities at the Tidewater Culinary Experience.

Preservation Strategies

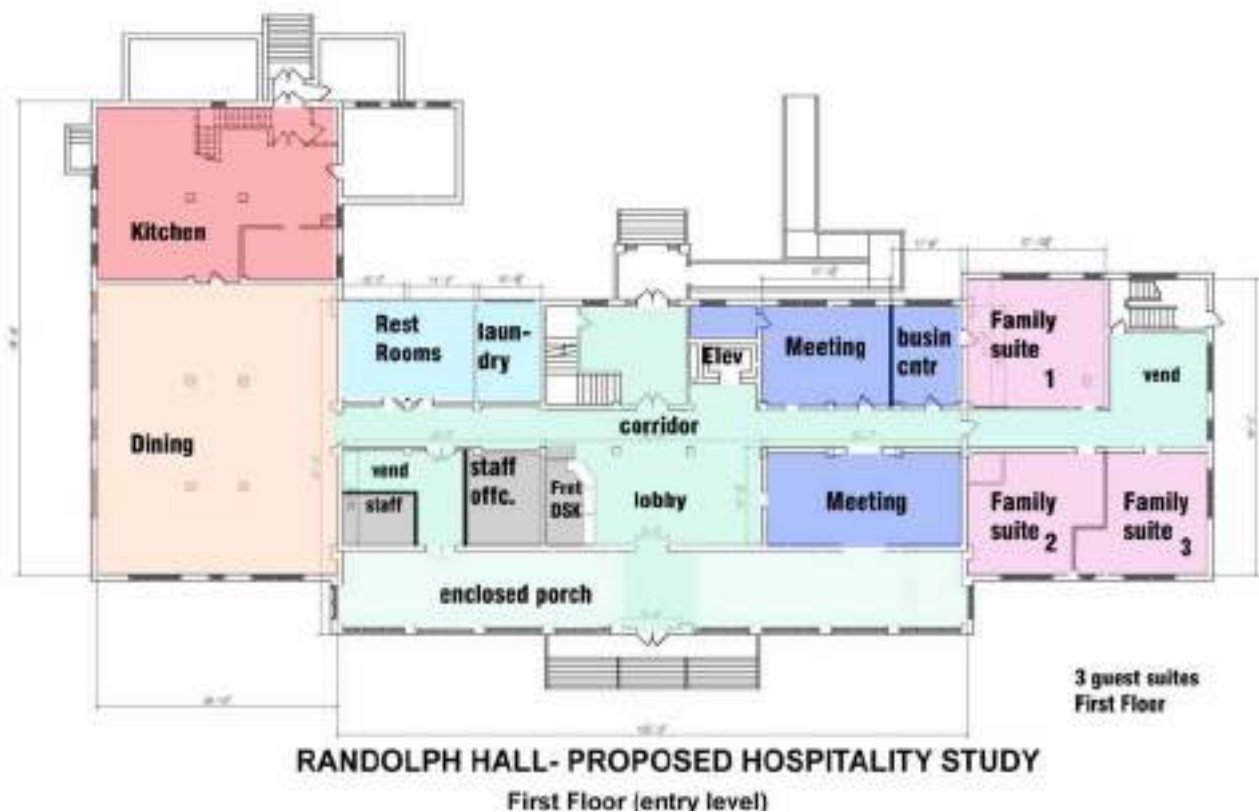
Built in 1932, Randolph Hall provides an excellent opportunity to re-establish the resort aspect of Fort Monroe with its prominent location at the Post entrance. Set back from Ingalls Road with a large front lawn shaded by mature trees, the three-story Colonial-Revival style brick building features a symmetrical, three-part façade. Granite steps leading to a distinctive frame porch accentuate the recessed central entrance bay. The rectangular form, red-brick construction, hipped roof with pedimented dormers, nine-over-nine and six-over-six sash windows with brick rowlock sills and cast-concrete detailing are typical of the buildings constructed on the post in the 1930s utilizing WPA and PWA funds. Originally built as bachelor officers' quarters and later serving as the MP barracks, the building plan is well-suited for adaptive reuse as a hotel. In addition to the double-loaded corridors that characterize the building interior, the historic stairs with steel railing and terrazzo flooring will be preserved in the design for the new use as a hotel.

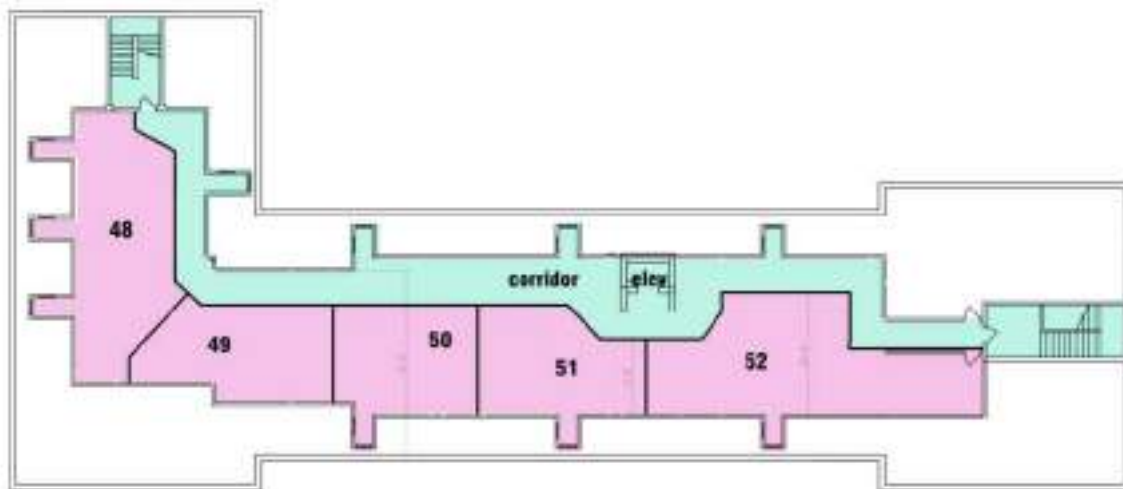


Building 87

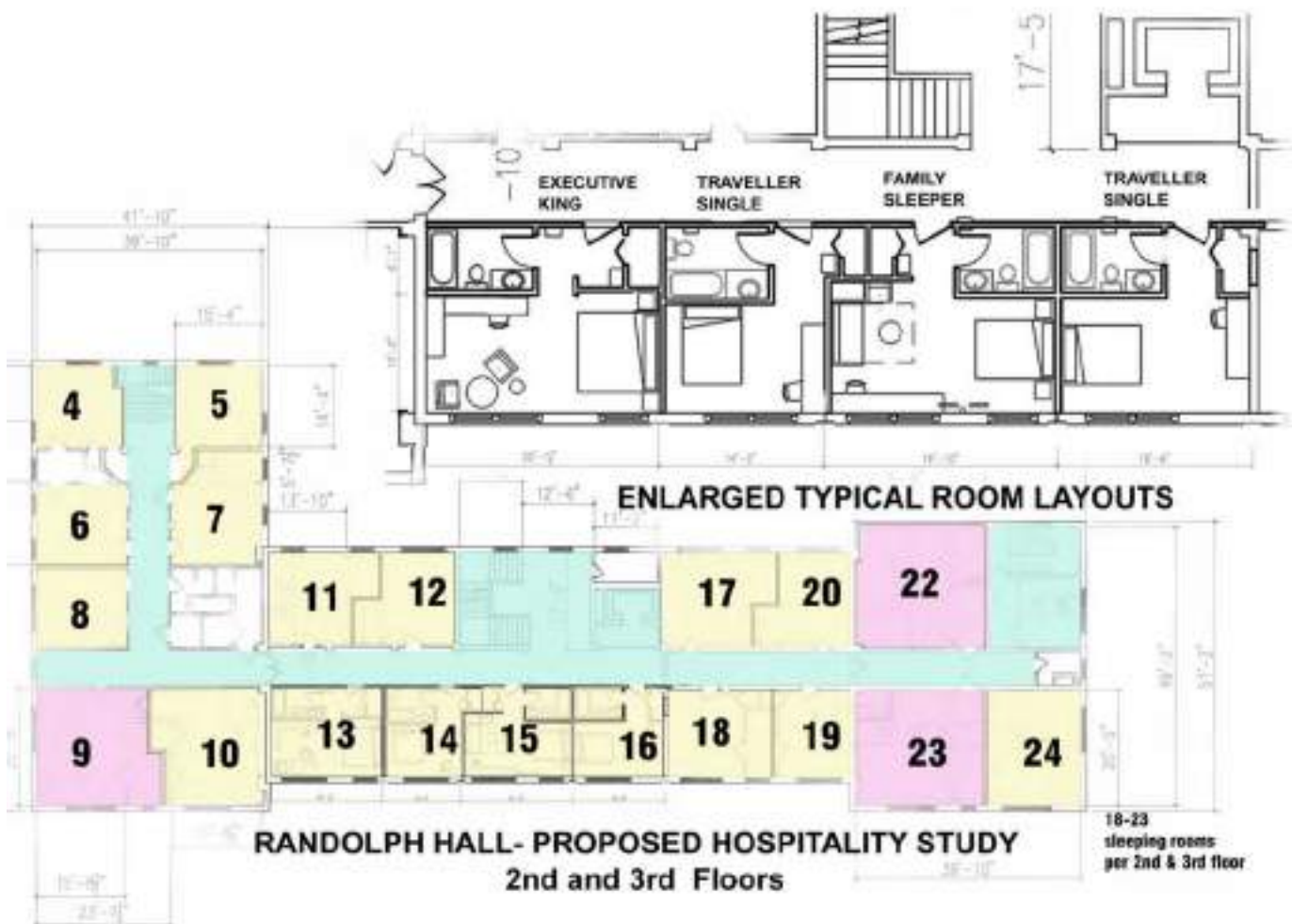


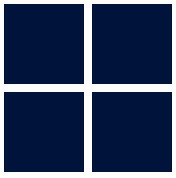
The Gateway Hotel features 50 guest rooms and some can be formatted as family suites. Breakfast is served on the historic enclosed porch. Kitchen and dining are renovated from the existing kitchen and dining area in place.





RANDOLPH HALL- PROPOSED HOSPITALITY STUDY
ATTIC





Building 100



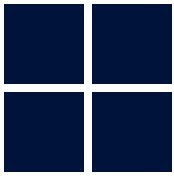


Hotel 100

Hotel 100 is being positioned as a four-star boutique hotel within the historic village on Ingalls Road. Guests will arrive by boats through our marina or by car. The Tidewater Culinary Experience & Reception Hall and Fort Monroe’s visitor center will be within a block’s walk. Guests will enjoy comfortable, well-appointed rooms and suites, some with water views in a historic property offering common and private patios. Premium breakfast will be served and afternoon beverage service will become a Fort Monroe tradition. Hotel 100’s main lunch and evening dining facilities will overlook the marina in a two-story building of new construction across the Hotel Green.

Preservation Strategies

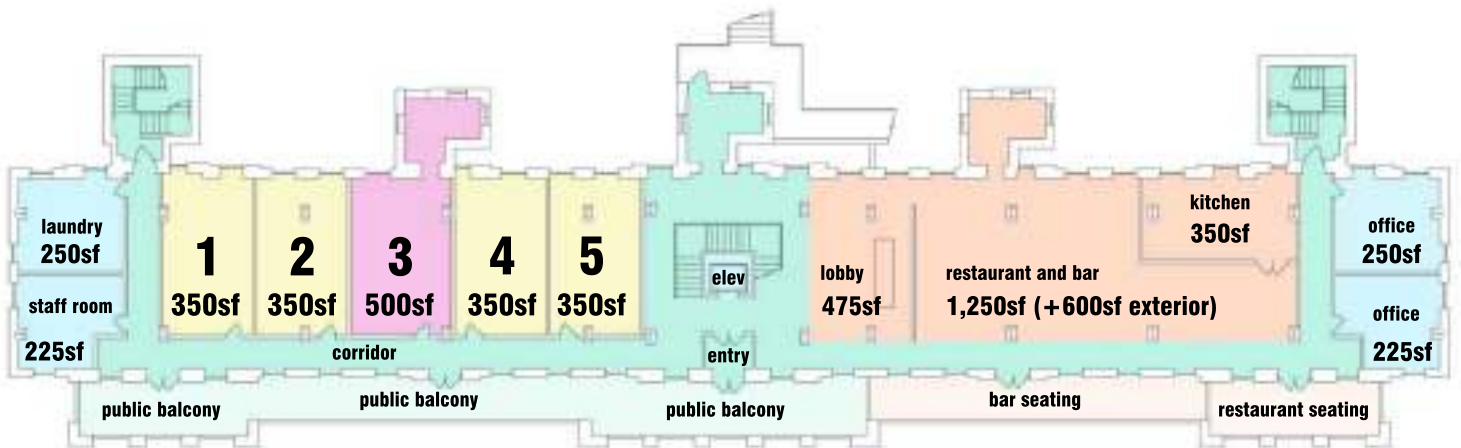
One of the more ornate buildings on the Post, Building 100 (also known as “old Hundred”), provides a grand architectural statement for its proposed new use as a hotel. Designed by nationally-known architect Paul J. Pelz in 1906, Building 100 was originally constructed as an apartment building for bachelor officers. The impressive, three-story Colonial-Revival style building consists of five sections with projecting, two-story pavilions with separate entrances and balconies with iron railings. Constructed of red brick on a raised concrete foundation, the building sits on a raised basement and features a side-gable roof with dormers, pedimented gables and parapets connecting chimneys on the end and intermediate fire walls. Ornate cast-concrete detailing includes decorative keystones, water tables, and classical motifs in a cartouche tablet. Fenestration consists of two-over-two sash windows with jack and segmental arches and brick sills that reflect the date of its construction. While the exterior retains much of its original architectural features, the interior has been remodeled several times with no remnants of its historic plan or fabric. The proposed new use as a hotel will allow for the preservation of the distinctive architectural elements of the exterior. While the interior in its existing altered condition lends well to adaptive reuse, efforts will be made to identify any surviving interior features or fabric that can be integrated into the design for the new use.



Building 100

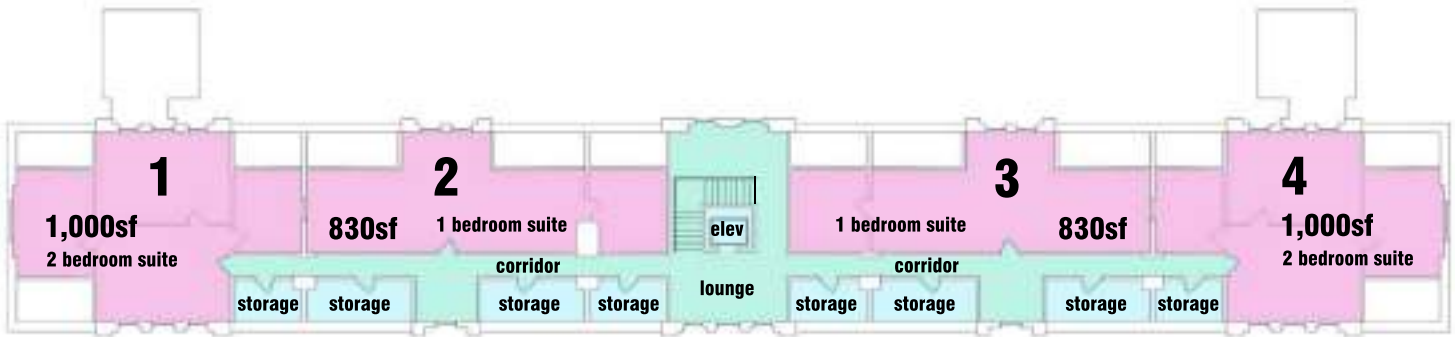


Hotel 100 features 41 guest rooms, with larger attic and corner suites. The central stair and elevator exit to lobbies on each floor, which have their own balconies. Many rooms feature private balconies overlooking the Hotel Green. The first floor includes a small hotel bar and restaurant.

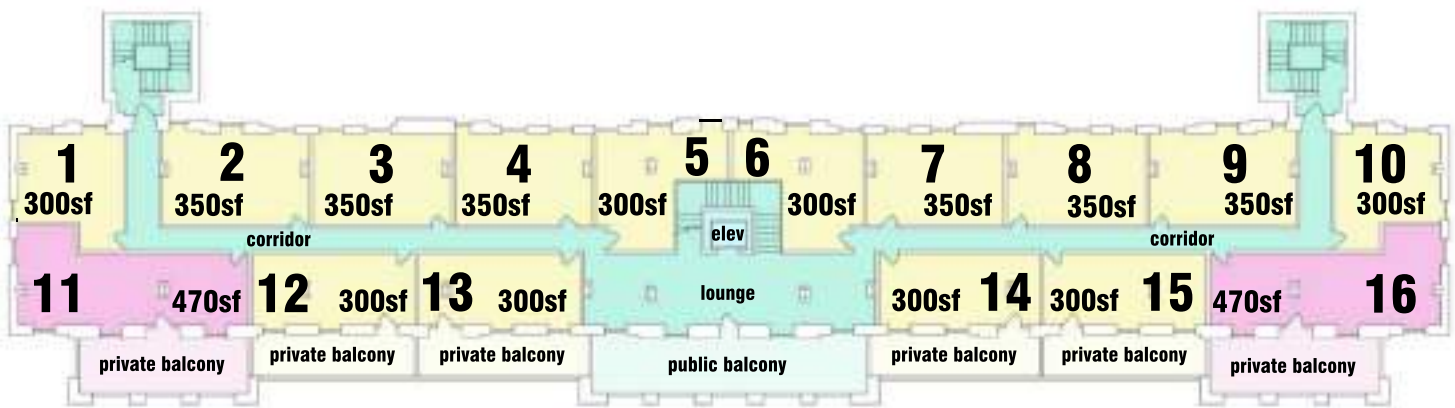


First Floor Plan

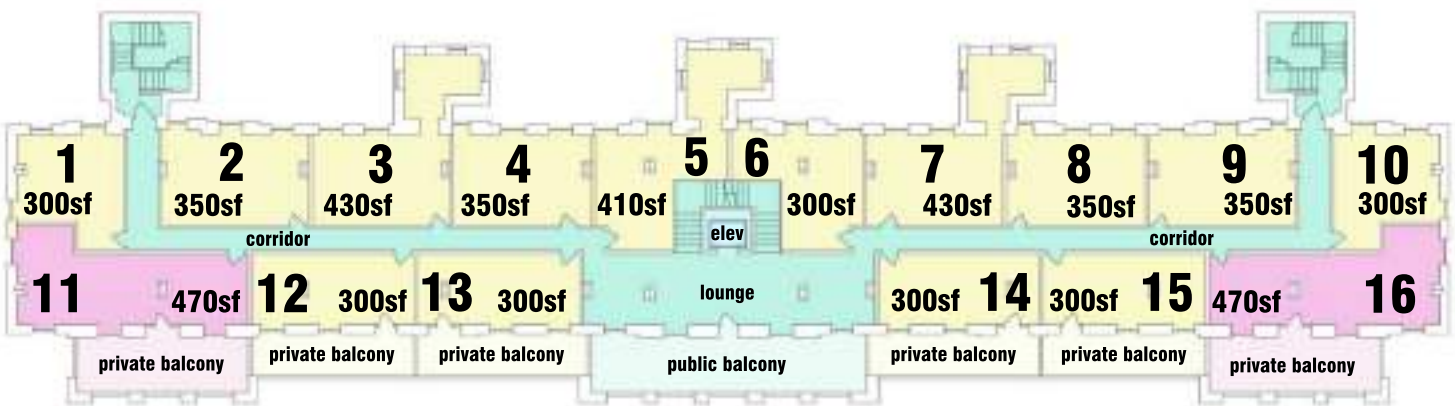




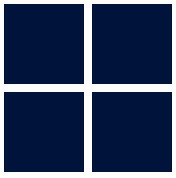
Attic Plan



Third Floor Plan



Second Floor Plan

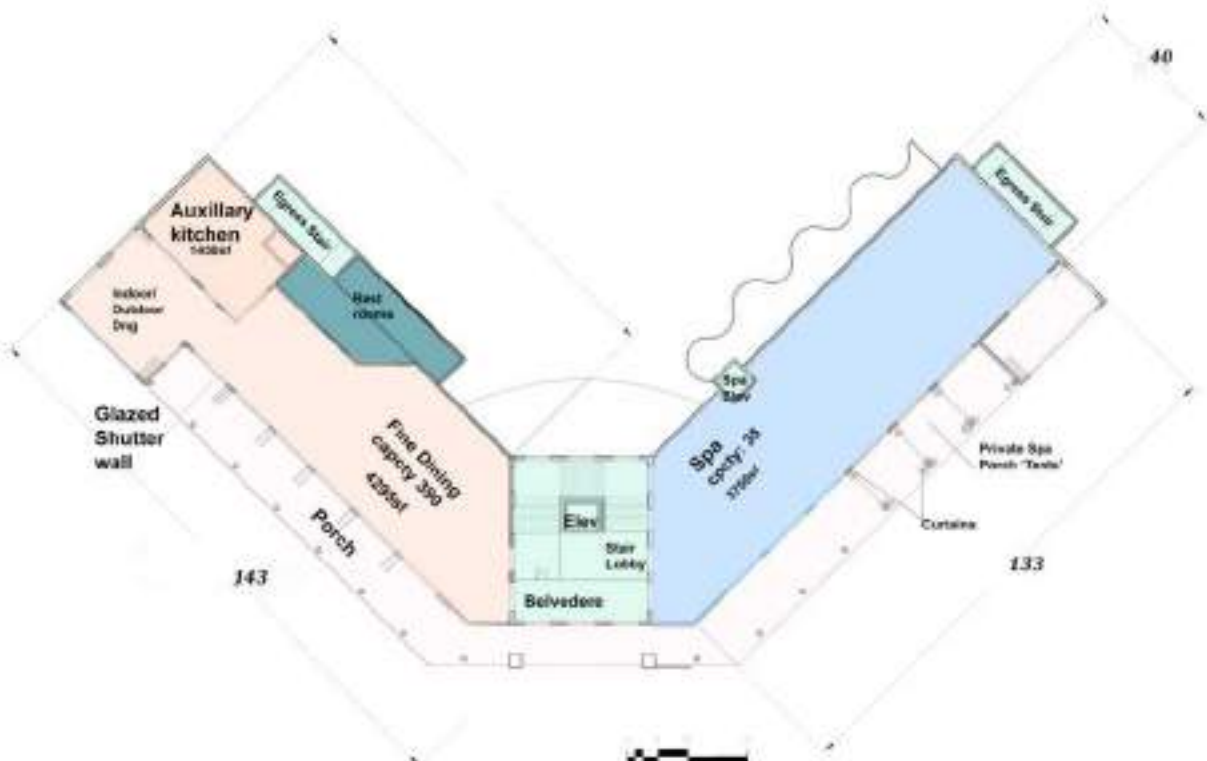


Building 501

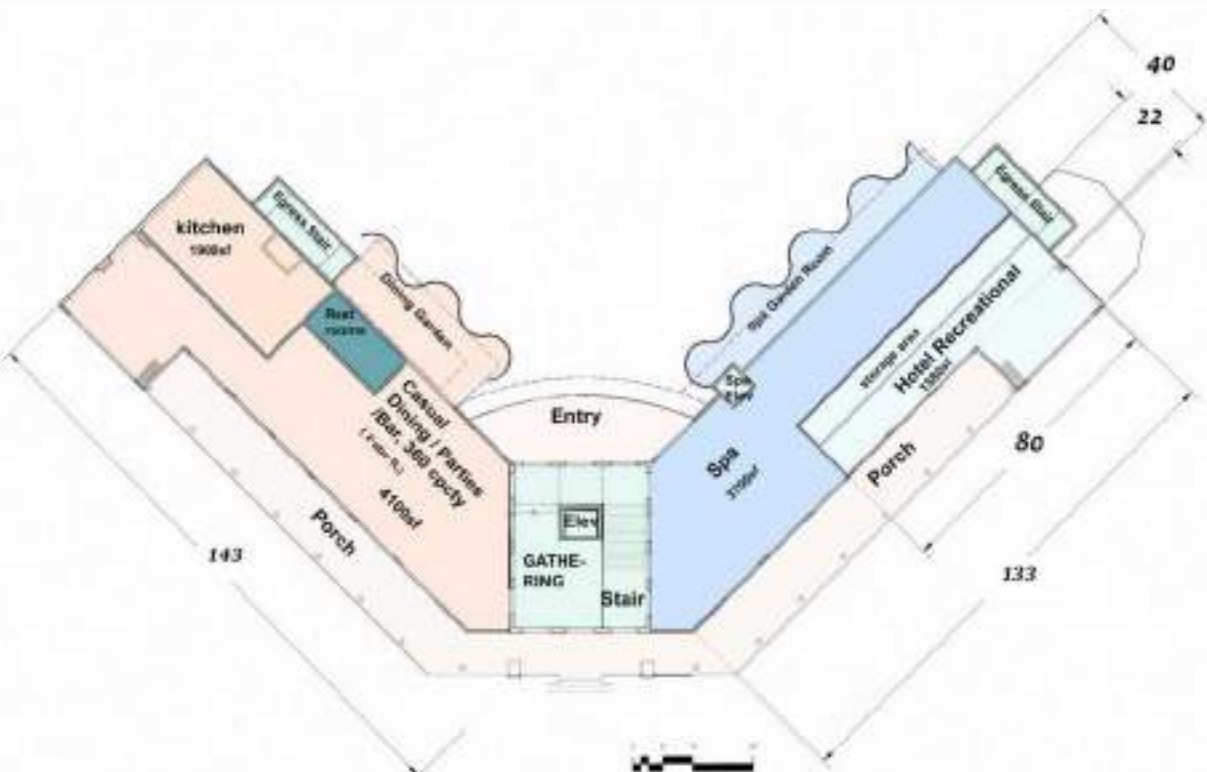


Hotel Cabana

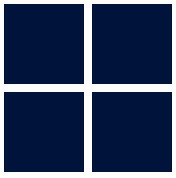
The 'Hotel cabana' is one of two "pavilions" marking the shoulders of the Hotel Green. Hotel 100 serves as the 'capital' or head. The Cabana is Reached from the Marina moorings, the boardwalk, Mcnair drive, and parking off of Ingalls. The Cabana will expand the amenities associated with the hotel and includes white table cloth dining for 300 on the second floor with casual dining below, a full service spa (2 levels) accommodating 70 clients, and 'quartermaster' for bikes, scooters, and recreational equipment. With 26,000 square feet, and generous porches on both levels the Cabana will comfortably accommodate the general visitor as well as Hotel guests. The building will house guest services, a spa, pool, boat owners club and rooftop dining areas. The porches are defined by colonnades which pay homage to the antebellum "Hygeia" hotel. The arcaded brick masonry walls continue the architectural expression of the Hotel 100. These characteristics are utilized to extend the comfortable seasons with ample shade, porch dining, and ample views.



HOTEL "CABANA": RESTAURANT, SPA, EVENTS, RECREATIONAL EQUIPMENT STORAGE
SECOND FLOOR
approx. 13,400SF GROSS ENCLOSED SPACE PER FLOOR



HOTEL "CABANA": RESTAURANT, SPA, EVENTS, RECREATIONAL EQUIPMENT STORAGE
FIRST FLOOR
approx. 13,400 GROSS ENCLOSED SPACE PER FLOOR



Cottage Green



Existing conditions are shown to the left, with the yellow boundary delineating the area proposed for 5 additional units. The completed plan appears to the right.

Typical cottage duplex



Duplex Suites

To increase our hotel room count and provide varying styles of accommodations, FMDP proposes to convert the eight existing duplex residences on Tidball Road into duplex hotel suites that will be an extension of Hotel 100. These fully serviced accommodations will be connected to Hotel 100's front desk, and guests will enjoy a cottage B&B experience.

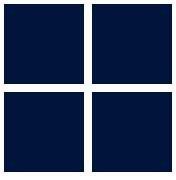
Each will contain two bedrooms and a bath on the second floor and a bedroom, bath, living room, and kitchenette on the first floor (with the possibility of a third bedroom). Each cottage enjoys a front porch and the ample space preferred by families or those seeking a longer stay.

The completed Cottage Green will include the addition of five additional cottages continuing along Tidball. The units will complete the 'necklace' and interiorize a green court ready for daytime recreations and night time gatherings around the fire pit. These new units will be a compatible match to the existing and will be built after prescribed archeological study and in accordance with design guidelines.



Preservation Strategies

These historic duplex buildings are part of a total of twenty duplexes of similar design built at Fort Monroe between 1906 and 1911 in response to the growing demand for housing associated with the expansion of the Coast Artillery School. Designed in a simplified interpretation of the Colonial-Revival style, the duplexes are significant as they represent the trend towards the use of standardized designs from the Quartermaster General's Office. As a building type, the duplex also reflected the need to provide housing for a variety of military personnel, ranging from officers to enlisted servicemen and from bachelors to families. The red-brick construction with raised basements and Colonial-Revival detailing relate these buildings to the majority of buildings constructed at the Post during the early twentieth century. Full-width front porches (which have been screened in) and individual porches on the rear promote a sense of neighborhood that continues today. The interior plans, features and finishes – including open-stringer stairs, fireplaces, door and window trim, and wood floors – remain relatively intact as these residential buildings have not been adapted to different uses over the years. The proposed use of these duplexes as cottages associated with the new hotels will allow for the preservation of their character-defining plan elements, features and materials.



Building 27



Photo from FMA Egnyte

Culinary Arts

The current 17,000sf building was built in 1860 to replace the previous arsenal building which had blown up. Soon afterwards an artillery training component occupied the building. In 1904 the search light cupola was added. After 120 years and many iterations of use this sturdiest of brick buildings remains. Strongest amongst its features are numerous large windows, oversized doors to the exterior, ostensibly scaled to receive large defense engines, and articulations provided by stone lintels, corbeling cornice work and parapeted gable end walls (“Building 27,27A Fort Monroe DS – 2016” National Park Service). Once again a training facility finds a desirable home here and brings an exhibition event space and restaurant with it. Ingalls Hall and 27A will be capable of hosting over 140 diverse students, and a variety of functions, including weddings, celebrations, meetings, culinary seminars and exhibits. Our proposal foresees bringing the impressive volumes of the two primary spaces which form the Ingalls’ “T” plan back to life. We will bring back original high ceilings, we will minimize the interruption of natural light and the use of new partitions. The buildings’ varying scales lend themselves to the functions we are proposing. We hope to explore and ultimately express the search light cupola and any adjacent historic fabric into the main space experience. The cupola’s octagonal geometry informs the concept of the central “hub” or main public arrival space. (for diners, visitors, event participants.) While the culinary/restaurant training uses benefit from engagement with the public – hands on learning – stricter ‘training’ purposes (classrooms, locker room, library, cooking stations) benefits from annexation – the larger Ingalls front or “T” crossbar serves the former well, the “T” upright the latter. These resuscitated spaces, once again graced by diffuse natural light, sensitively programmed with regard to the street front and site context will attract visitors into a ‘Village’ center and enhance the daily use of the building and multiply the memories of those gathering in them.

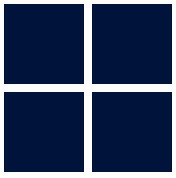
Preservation Strategies

Building 27 (The Old Arsenal) is distinctive with its one-story, “t”-shaped form with cross-gable roof and parapet end walls with an octagonal cupola. Constructed of brick laid in three-course English bond on a stone foundation, the vernacular building features a corbeled brick cornice, large twelve-over-twelve sash windows with stone lintels, and multiple entrances capped with stone lintels accented with a keystone. Built ca. 1860, it is one of the earliest surviving buildings and represents the aesthetics and construction methods of the antebellum period. Originally constructed to replace an earlier arsenal, the building has over the years functioned as classrooms and laboratories for the artillery school, a commissary, a warehouse, a store, and a maintenance shop before being renovated as offices in the 1970s. The utilitarian character with concrete floor and historically open plan as well as its unique one-story form with large windows, multiple entrances and distinctive cupola make Building 27 a destination building well-suited for the proposed use as a school for the culinary arts and hospitality industry.



INGALLS HALL (27, 27A) - PROPOSED CULINARY CENTER

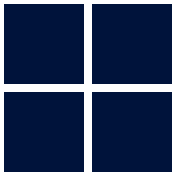
APPROX. 16,700 GROSS INTERIOR SF



Building 27







Tidewater Culinary Experience

FMDP will make food, beverage and hospitality a connecting theme throughout our development at Fort Monroe, beginning with Hotel 100's dining facilities and the Tidewater Culinary Experience and Reception Hall, and carrying through to each of our food and entertainment venues.

Virginia is graced by its Piedmont and Tidewater regions and their respective traditions in food and music. Our culinary traditions are centuries old and include upland game, fruits and produce and Tidewater's rich influences of fish, crabs, oysters and clams.

Preserving the northern influences in the region due to Fort Monroe having always remained part of the Union, we will invite chefs known for their Yankee Coastal flavors to work with their southern counterparts to create a union of flavors that will become a food experience unique to Fort Monroe.

The Commonwealth of Virginia's tourism and agricultural departments have embraced Virginia's culinary culture and appreciate its being a leading economic impact makers. FMDP proposed to create The Tidewater Culinary Experience and Reception Hall in the historic armory building on Ingalls Road. This attractive historic building will be home to our experiential Culinary Tourism Center offering cooking classes, lectures and chef's table dinners, our Reception Hall catering to seated events for up to 250 and standing receptions for 600, and to our developing Culinary Workforce Development program.

We anticipate that the Tidewater Culinary Experience will be a popular year-round tourist destination at Fort Monroe and a valuable component of our hospitality plan. Fifty-one weddings and receptions were held on Fort Monroe in 2018. Currently, the largest reception venue, a large home on the Fort, can handle only about 150 guests.

Guests of Hotel 100 and of the Gateway Hotel will have special access to regularly scheduled and special Chef's Table events that combine culinary lectures and hands-on participation with the added benefits of tasting prepared foods and wines. Guided visits to nearby oyster farms, wineries and heirloom gardens will add to the experience. Our coastal location places a special emphasis on seafood, and Virginia's rich collection of foods from land and sea will be on full display.



Culinary Students at VWCC Al Pollar Chef School



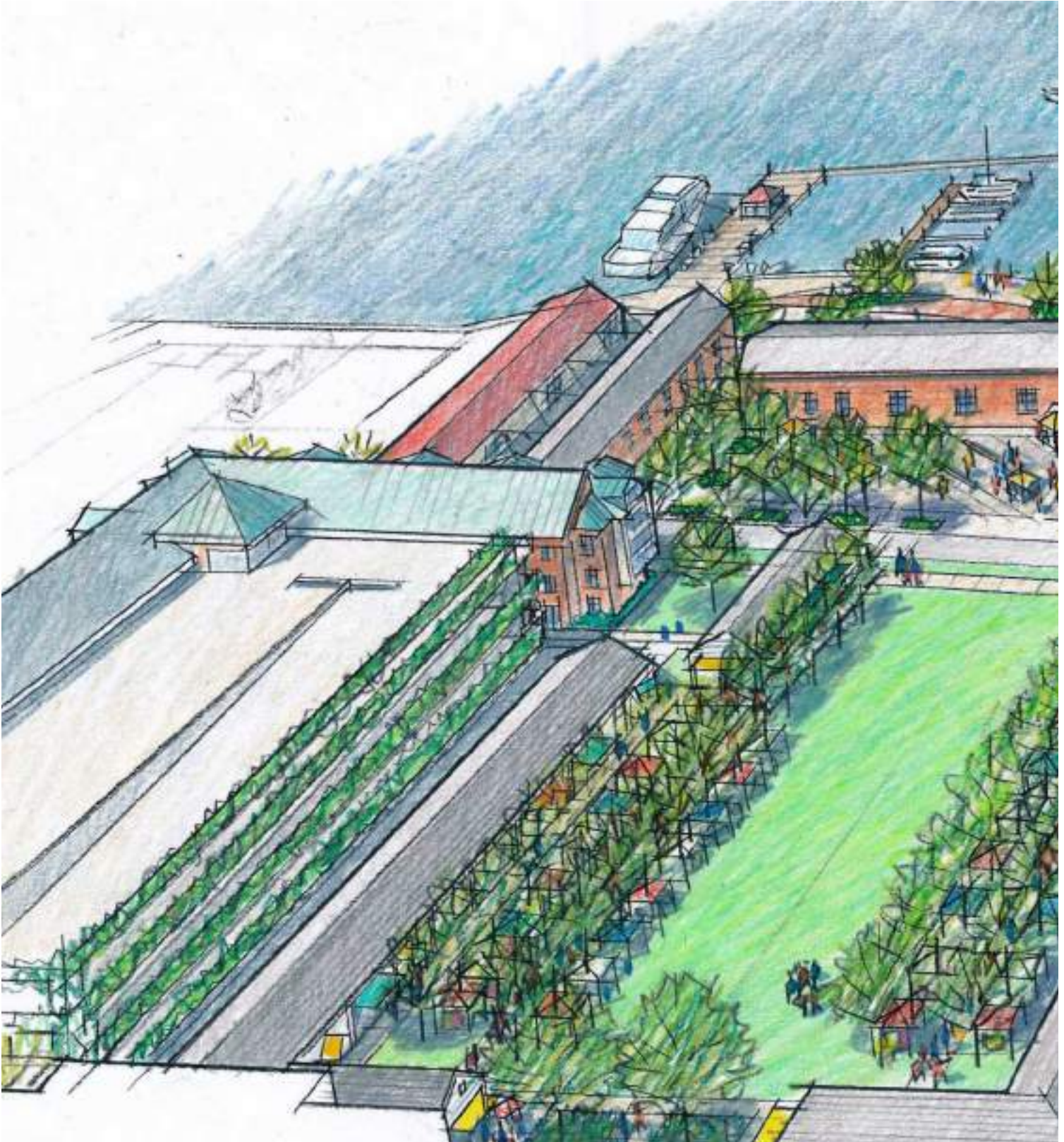
Culinary Workforce Development

In keeping with the Fort Monroe Authority's goals, we are promoting workforce development as part of our overall hospitality and entertainment plan through the development of our culinary training and certification center to be housed in the armory building.

The model for our Culinary Training Center is the Al Pollard Culinary Center, part of Virginia Western Community College in Roanoke, Virginia. Program details and a photo gallery are available on the Virginia Western Culinary Arts website.

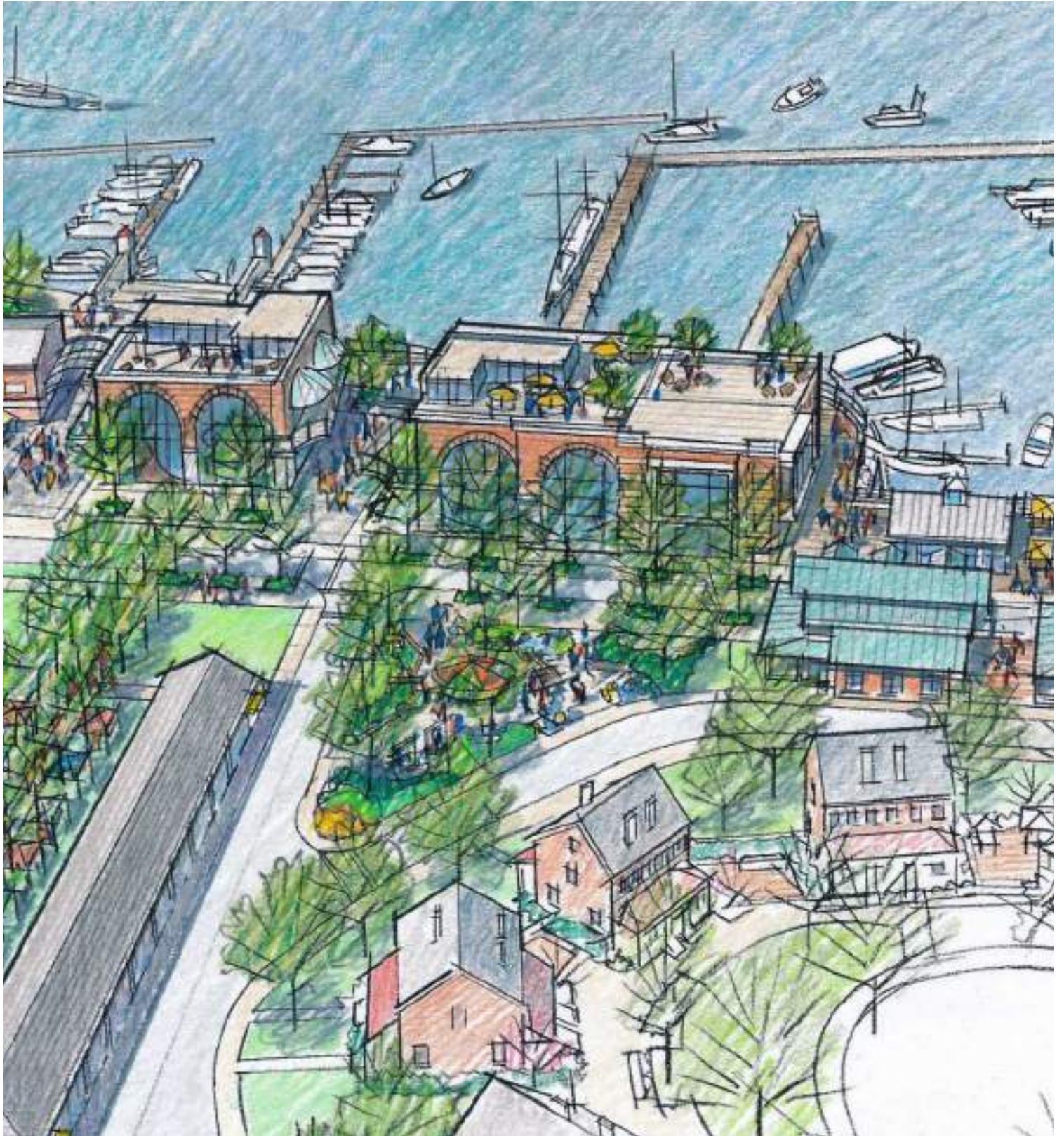
Based upon the comparable in Roanoke, a likely academic partner for our Tidewater Culinary Training Center is Thomas Nelson Community College (TNCC), located on the Peninsula with campuses in Hampton and Williamsburg. Their culinary program may be seen on the TNCC Chefs Go website.

We wish to provide outreach and opportunity for individuals of modest means wishing to enter the culinary sector. Our inspiration and a potential model is provided by the Brownsville Community Culinary Center and the Melting Pot Foundation USA. Program management has been offered by SWaM partner Gourmet Services of Atlanta.



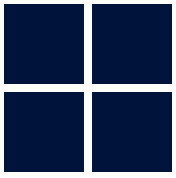


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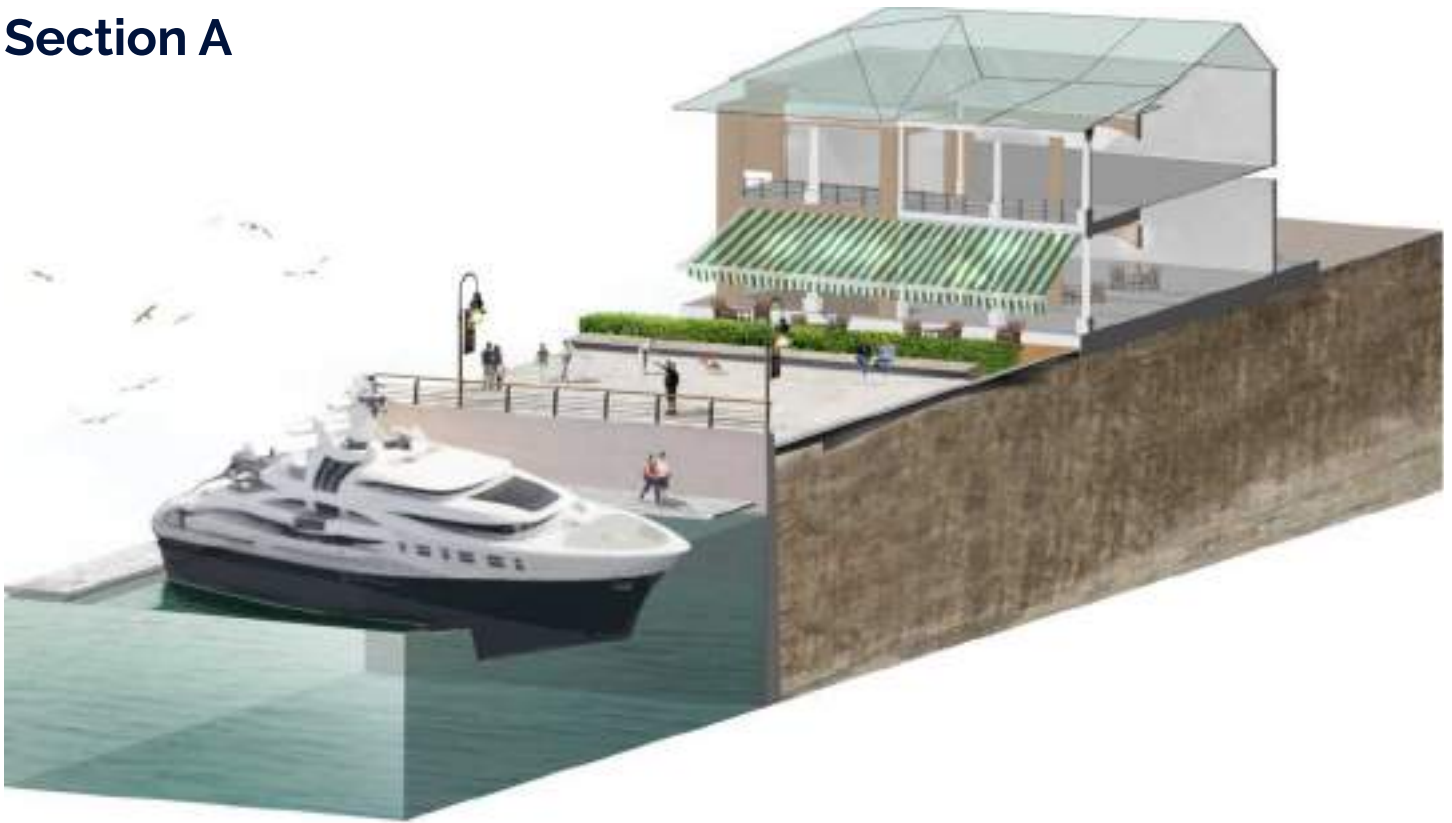






Marina Axonometric Sections

Section A



Section C cut to the west along McNair Boardwalk



Section B



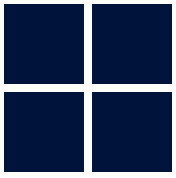
The Living Boardwalk

Fort Monroe features a unique waterfront landform that is positioned to explore alternatives for addressing sea level rise, recurrent flooding, and rainfall events. There are several opportunities that exist along the Fort's waterfront south shore, which can serve as examples of creative incorporation of a seawall. Currently the seawall is positioned along the southern side of the island, but stops abruptly at the Marina, near Building 205. Recently FMA employees witnessed Hurricane floodwaters creeping "right up the boat ramp" and into the flat lands nearby. The seawall should be extended around the western side of the island, and can be incorporated as part of the new marina design.

Sea walls are a conventional means to protect against flooding. In addition to conventional solutions ideas including living shorelines and a general acceptance of sea level rise as a design criteria within the Fort is now important. Other options are to use living shorelines / rip-rap to protect against storm surge and wind driven wave action.

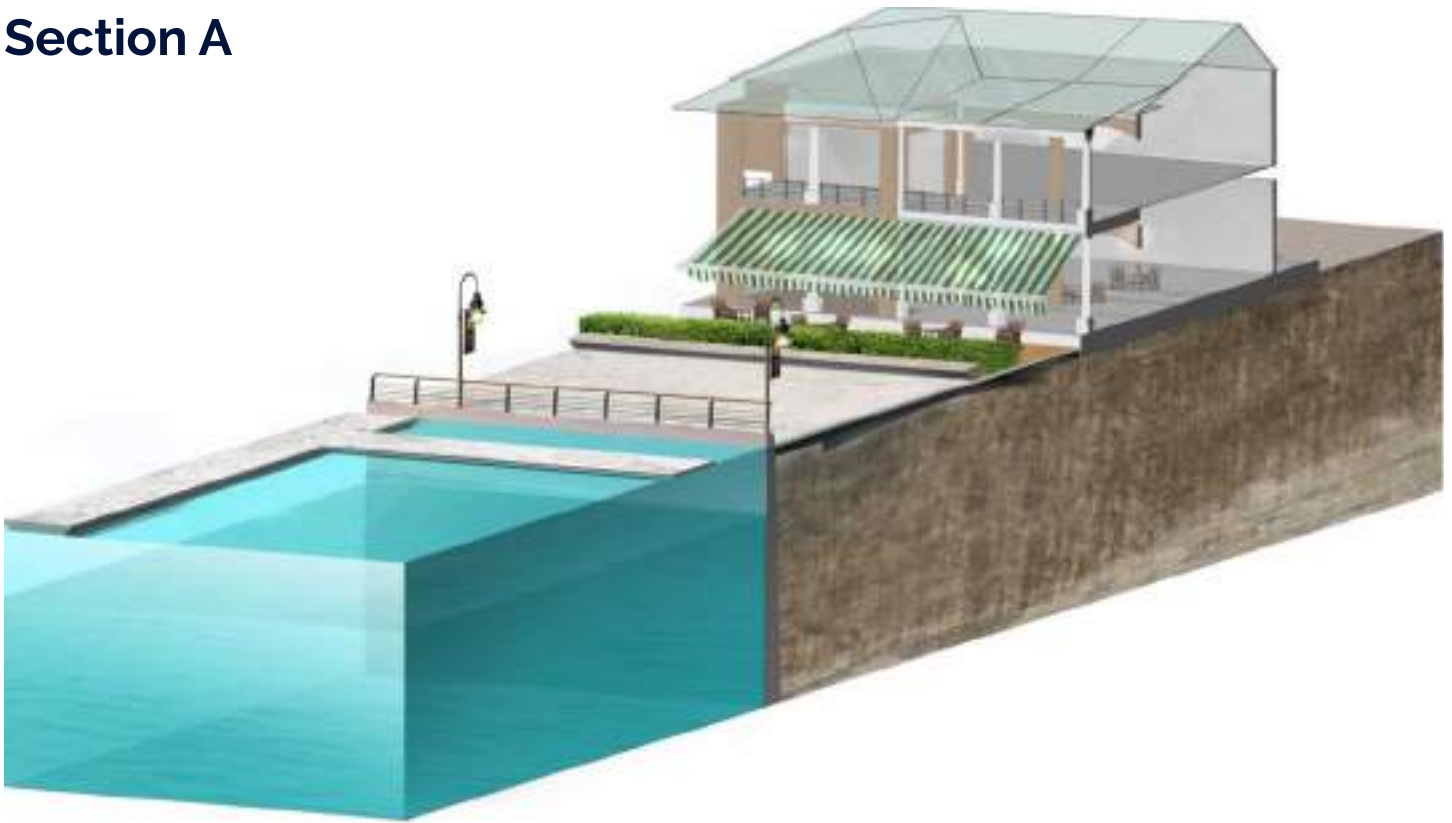
Section A

Shown along the central section of the McNair Boardwalk, at Building 501, this section proposes floating concrete dock system that can rise and fall with the tides. The seawall is against McNair boardwalk, roughly in the place of the current railing. McNair Drive is shown under the slightly raised new paving system.

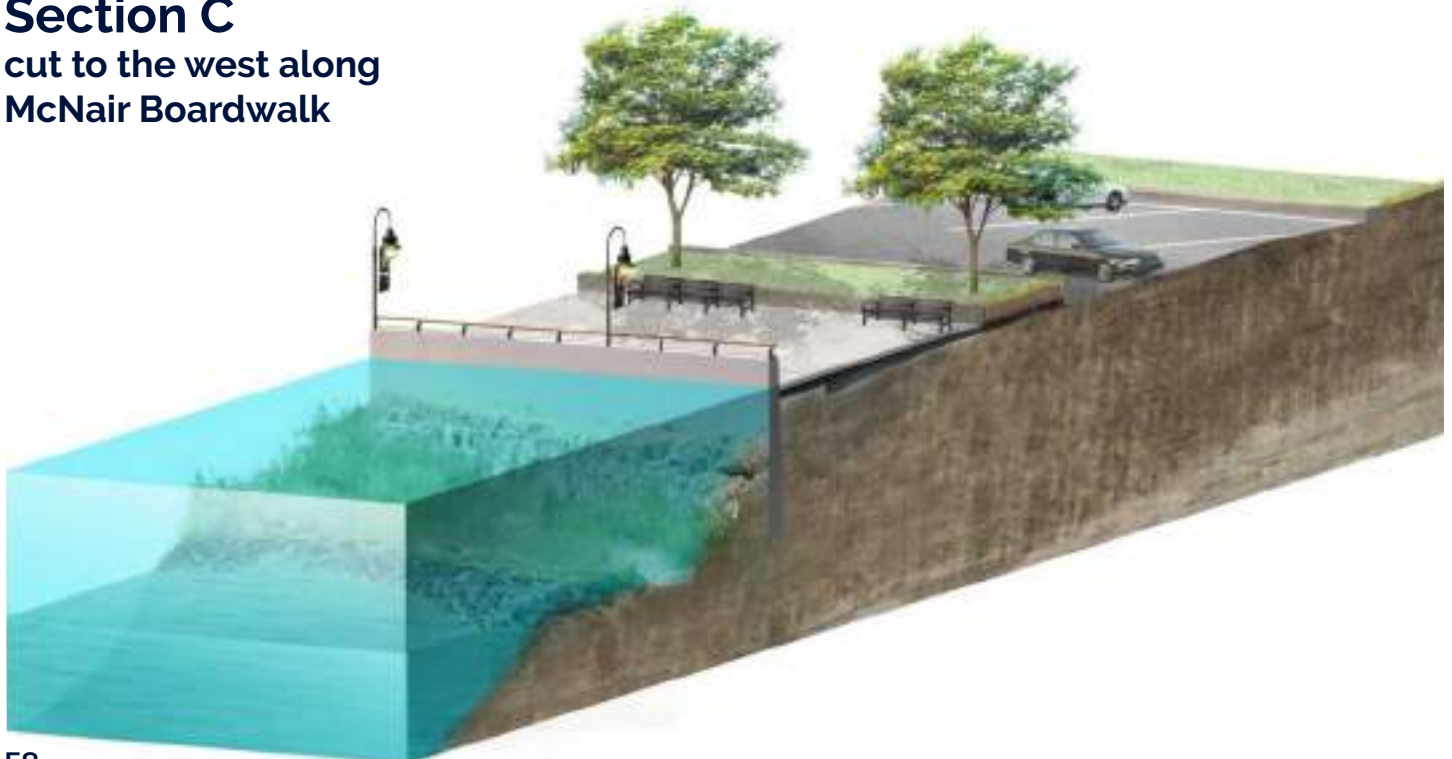


Marina Axonometric Sections

Section A



Section C cut to the west along McNair Boardwalk



Section B



Section B

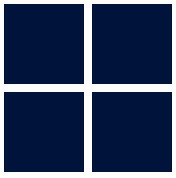
Shown along the eastern section of the McNair Boardwalk, at Building 508, this section proposes floating concrete dock system that can rise and fall with the tides. The axis that links to the Artisan Lawn and to the Visitor Center cascades down “steps to the sea” providing visitors a chance to touch the water. Unlike the boat ramp, these steps actually rise to the height of the seawall. Moving north and south from this central spine, the seawall is ameliorated with a series of cascading terraces and plantings.

Section C

Shown along the western section of the McNair Boardwalk, this section proposes reestablishment of riprap and marsh segments on the outside of the conventional seawall. Large boulders (old concrete chunks) are already in place. This work adds a living component to it, by extending it out toward the bridge, creating tide pools and planting.

Flood Conditions

The living seawall is proposed to be an example of meeting the Governor’s recent resiliency standards. These illustrations show a flood tide to the approximate level of reports of recent Hurricane Isabel levels (2018) with the floodwall in place. The floating docks rise with the tide, the wall is in place, and the plantings are designed to withstand occasional flooding.

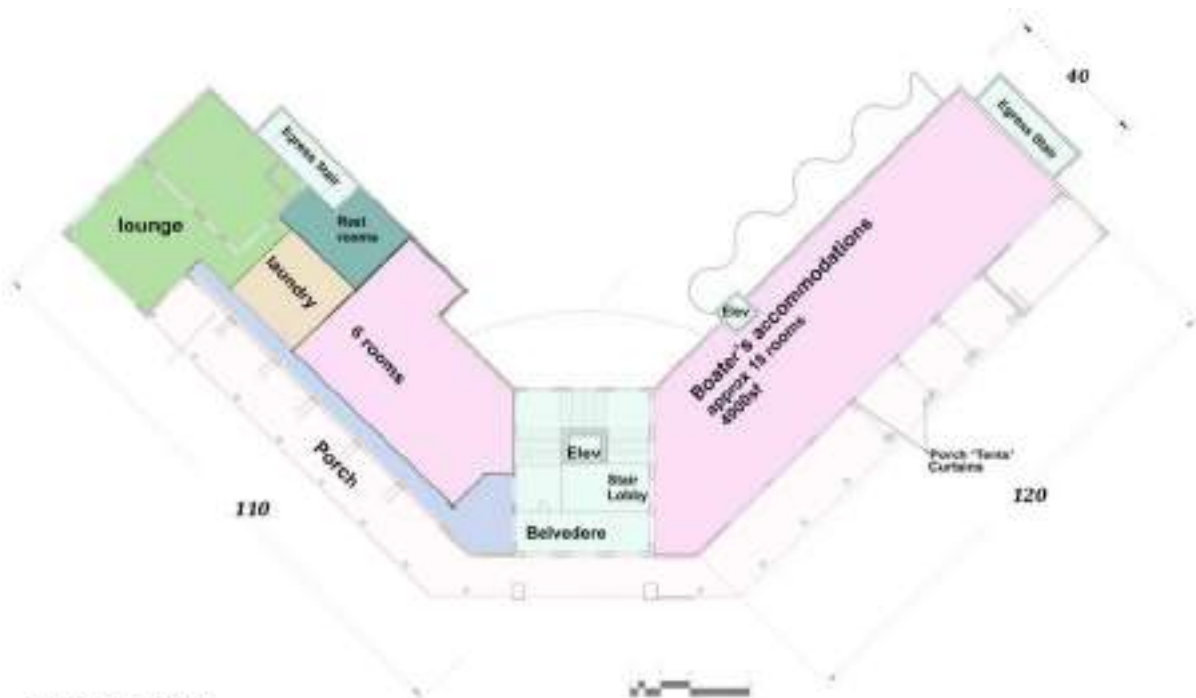


Building 502



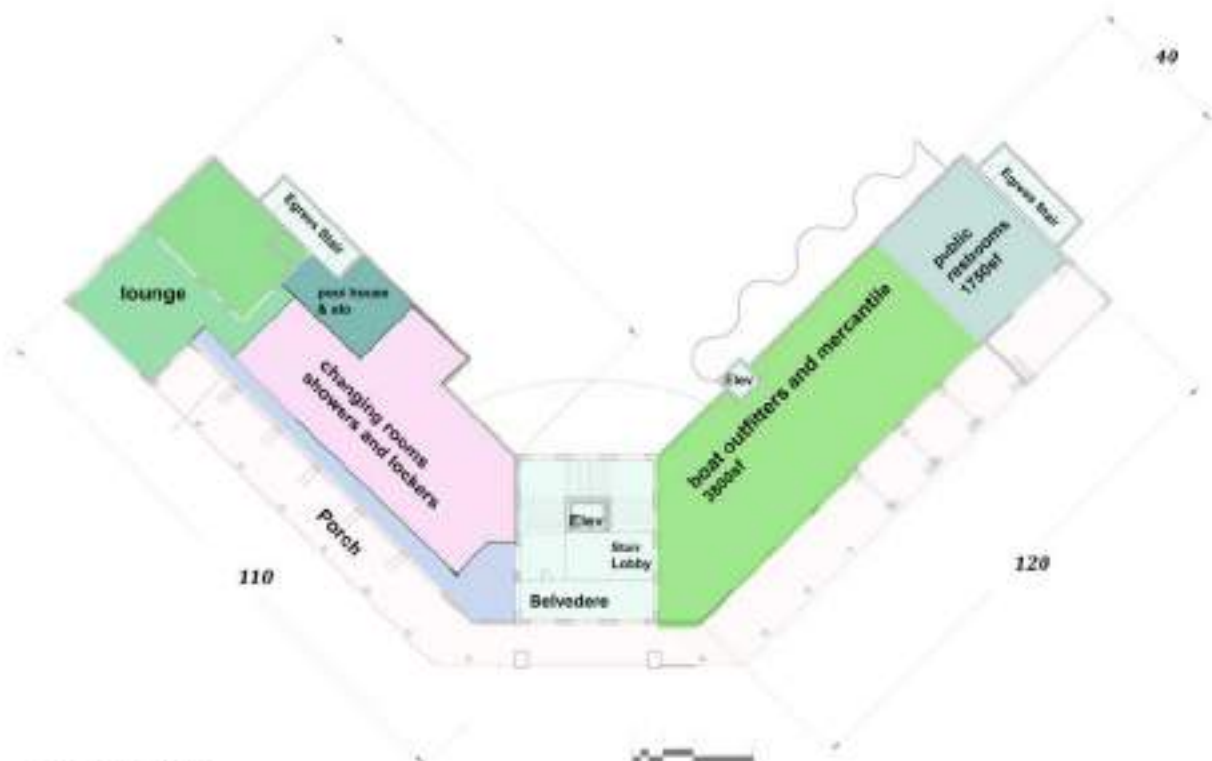
The Yacht Club

The 'Yacht club' along with the cabana constitutes the second of two "pavilions" marking the shoulders of the 'Hotel Green'. True to its name, but with a twist, the 'club' building serves both boat owners and the general public. Boat owners will find accommodations, showers, laundry, locker rooms, rest rooms, lounge, and a mercantile catering specifically to a yacht person's needs. The general visitor will access dedicated public rest rooms, the lounge during special hours, and likewise the pool. Reached from the Marina moorings, the boardwalk, and parking off of Ingalls, the Yacht club amenity will be integral to attracting yachts and repeat visitors, which will in turn grow associated revenues. With 21,000 square feet, and generous porches on both levels the Yacht club will comfortably accommodate 24 boat lodgers, and hundreds of users through the course of the day. Almost a perfect mirror to the Cabana – (truly the other 'shoulder') the gracious comforts of the 'Hygeia' will be offered to the water voyagers who, as a result, will deem point 'Comfort' a favorite destination. Along with the Cabana the Yacht club is positioned at premier marina mornings.



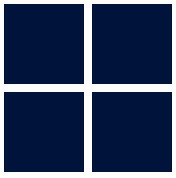
YACHT CLUB

SECOND FLOOR
approx. 10,500 SF GROSS ENCLOSED SPACE PER FLOOR



YACHT CLUB

GRND FLOOR
approx. 10,500 SF GROSS ENCLOSED SPACE PER FLOOR



Buildings 503, 504, 505, 506 and 507



Live Work Boardwalk Buildings

The first and largest of 4 multi-use 'Live-work' buildings and with 11,000 square feet, Building 503 will accommodate 230-250 casual diners and provide entertainment on the first level as well as an apartment and/or offices and a lounge connected to the restaurant on the second level. This restaurant will cater to the casual boardwalker and boatsperson who requires a relaxed, or quicker meal, small scale quieter entertainment in the evening or simply an afternoon on the lounge loggia. Live-work buildings provide a constant human presence on site. Being Stakeholders 'live-workers' will help encourage business, provide security, glean information about what is working well or needs improvement and thus enhance the overall character and revenues for the community.

Buildings 504, 505, and 506 will provide needed community and diversity. Smaller than 503, these buildings at approx 4250 square feet will provide focused food offerings and without excluding additional mercantile offerings. (the latter would be relative to the amount of space a proprietor would want to devote to seating) Building 506 will offer more general faire, adjacent to the playground its comparatively deeper eastern porch (18 x 32 feet) will give busy parents a little quiet from which to monitor the restless children playing. In keeping with an attic on truncated story and the stick frame forms found on the island the upstairs living quarters provide views through generous dormers, gable bays. 2 bedrooms and generous living space are accomplished. The lower story is brick masonry on concrete base dressed where exposed to fit existing patterns. Building 507, the single story Harbormaster's office, is centrally perched on the Boardwalk with the best views to the Marina.



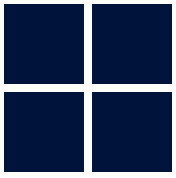
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mixed use 'cottage' live work option shown - 2 floor (residence and lounge)



**mixed use 'cottage' live work option shown - grnd flr restaurant
4400 sf**



Food and Entertainment District

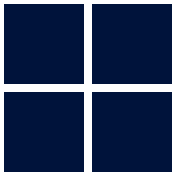




Entertainment

Approximately four food and music venues are programmed along the marina-front, each approximating 5,000 square feet. We will request concepts from competent operators experienced in creating authentic experiences while providing the best regional foods. One concept under consideration for an existing historic waterfront building is for a seafood experience where guest may carryout fresh (some direct landed) shell and fin fish, or have them cooked to order for carryout or onsite enjoyment. Pairing with a craft brewery or distillery is likely. Adjacent venues may include ice cream shops, patisserie, coffee, and select retail.

We are planning a dynamic music scene comprising intimate indoor venues with an emphasis on Tidewater's music roots in R&B, Soul (the Norfolk Sound) and Jazz. The waterfront entertainment area is envisioned as having expansive outdoor plazas that create a sense of place devoted to relaxation and enjoyment for families and adults.

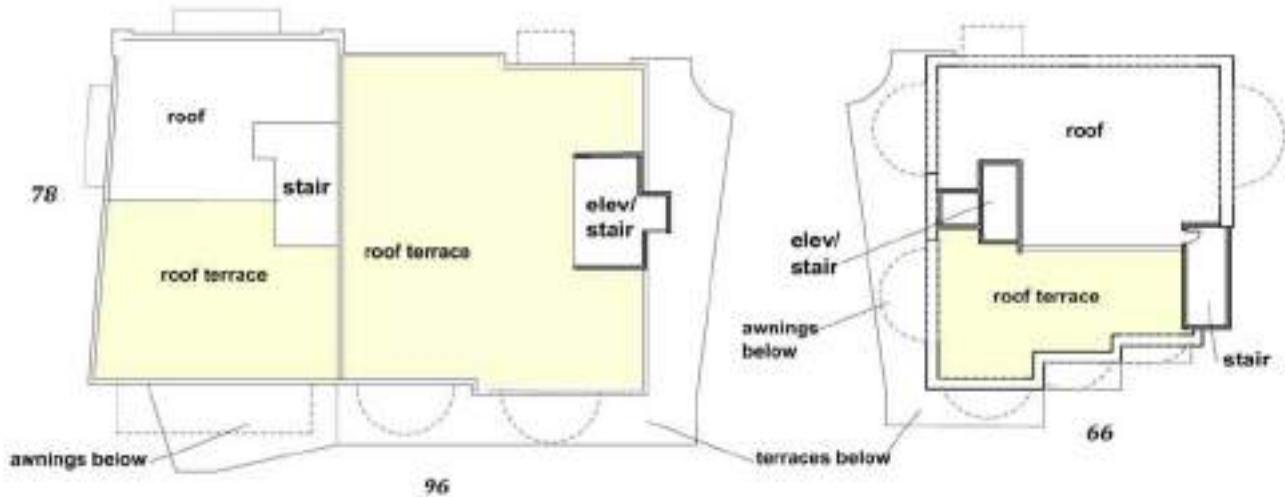


Buildings 508 and 509

Ranging in size from 14000 sf building 509 to 9000sf building 508, these 2 story buildings are designed to be music venues catering to various tastes and experiences. ½ of 508, and 509 interiorize second floor mezzanine levels which will do double duty as balconies for spectating. The entirety of the second-floor levels extends out of doors into terraces. The terraces will become balconies when performers play from the plaza. Varying floor plates approx. 3400 (509) 5000sf (½ of 508) and 3700 (remaining 508) and resulting volumes scale the buildings and work well to accommodate a variegated street front, separation between the halves of 508 allow for conversion into 2 separate buildings, with different owners or managing interests. (shown in plan) 508 addresses the exterior with the aspect of 2 distinct buildings. These buildings join the attractions and excitement of celebration and music on the board walk with the island's past of vital, 'fun' beach resort hospitality. The buildings along with 183 to the east, are accessed both from Mcnair drive and the boardwalk now moving along the harbor edge. Space between them allows the compression of experiences and the island to breathe, opening up vistas from residences, the depot, and the Artisans Green. The McNair arcades and bays recall the large brick masonry arches of the second chamberlain (south east wing) and the gridded screens of the post bellum Hygeia respectively. Awnings in color, patterns, and scale like those those of the Chamberlain and Hygeia will further connote the past, provide visual 'resort' delight, and needed shade. The Hampton harbor arcades with Palladian infill open to the view, and terraces, are also conscious of presenting, along with the arcaded hotel 100 and pavilions to the west, the first visual impression of the island to passersby. At night these buildings will present a legible lantern like wonder and inspire interest and pleasure. Similar to the vistas one garners from the roof top of the Tradoc Headquarters (Building. 37 Fenwick Road) these buildings are proposed with roof decks. This amenity provides a truly unique experience which when considered in sequence with all the other features of these buildings empower the entertainment district to strongly compete with any of those across the harbor.



note: dining areas are functional for entertainment spaces capacity may change values for these and similar conceptual designs are approximate



RESTAURANT/ENTERTAINMENT BUILDINGS - 'roof gardens'

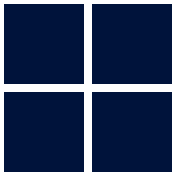


note: dining areas are functional for entertainment spaces capacity may change values for these and similar conceptual designs are approximate



RESTAURANT/ENTERTAINMENT BUILDINGS - mezz level
508- 7400 SF 509 - 3400SF (note: 508 is divided into separable 'building')





Preservation in the Marina

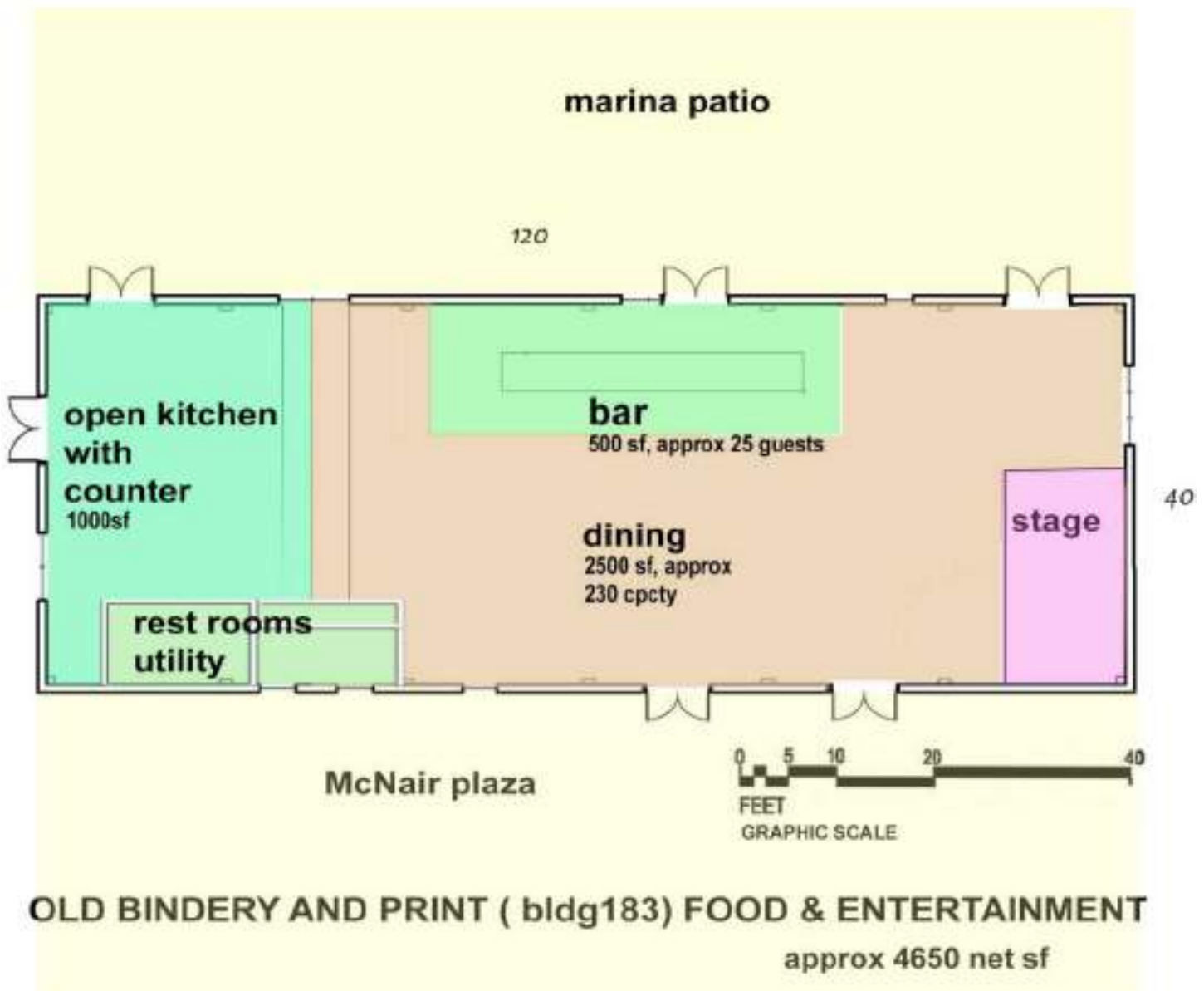


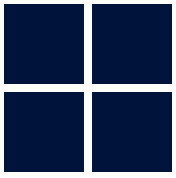
Building 183

The Old Point Comfort Marina area is currently characterized by paved and grassy lots, brick residential buildings, and brick and metal-sided utilitarian buildings oriented along either McNair Drive or the waterfront. Large hotels historically mark the southern terminus of the area, including the extant Chamberlin Hotel and the former Hygeia Hotel and Sherwood Inn. Historically, this area was more densely developed as a vibrant and busy concentration of buildings along the marina with as many as 300 boat slips at one time. The development team plans to revitalize the marina through compatible new infill and the conversion of McNair Drive into McNair Boardwalk to promote activity in this area. New construction will follow the Design Guidelines for Zone D to inform the design. The orientation and setback of new buildings will continue the established patterns along McNair Drive and the waterfront. The scale and massing will be simple with buildings no more than three stories and the use of traditional gable, hipped or flat roof forms. The type, size and pattern of window and door openings will take their cues from the surrounding buildings and the specific function of each building. The traditional red brick and metal siding materials as well as stylistic detailing found along the marina will also be utilized in the new design. Following the design guidelines, the proposed new infill construction will re-establish the historic character of the marina area.

Building 183

Building 183, formerly the old press and bindery for Army publications, presents ample open and high ceilinged space in the trademark sturdy brick and generously fenestrated buildings which characterize the early twentieth century constructions at Fort Monroe. The 4600sf foot print and location towards the east end of the boardwalk make this structure a welcome addition to the entertainment row. Recovering openings will allow users to communicate with the board walk along the Marina, the plaza extended between 183 and 509 and McNair drive parking and patio. Building 183, an architectural trellis and the new 509 form an alle' on axis with the Artisan green which terminates in a harbor plaza and water steps. With this act a vital dialogue between the past and the future is achieved, one which respects and finds a middle ground which enhances both.



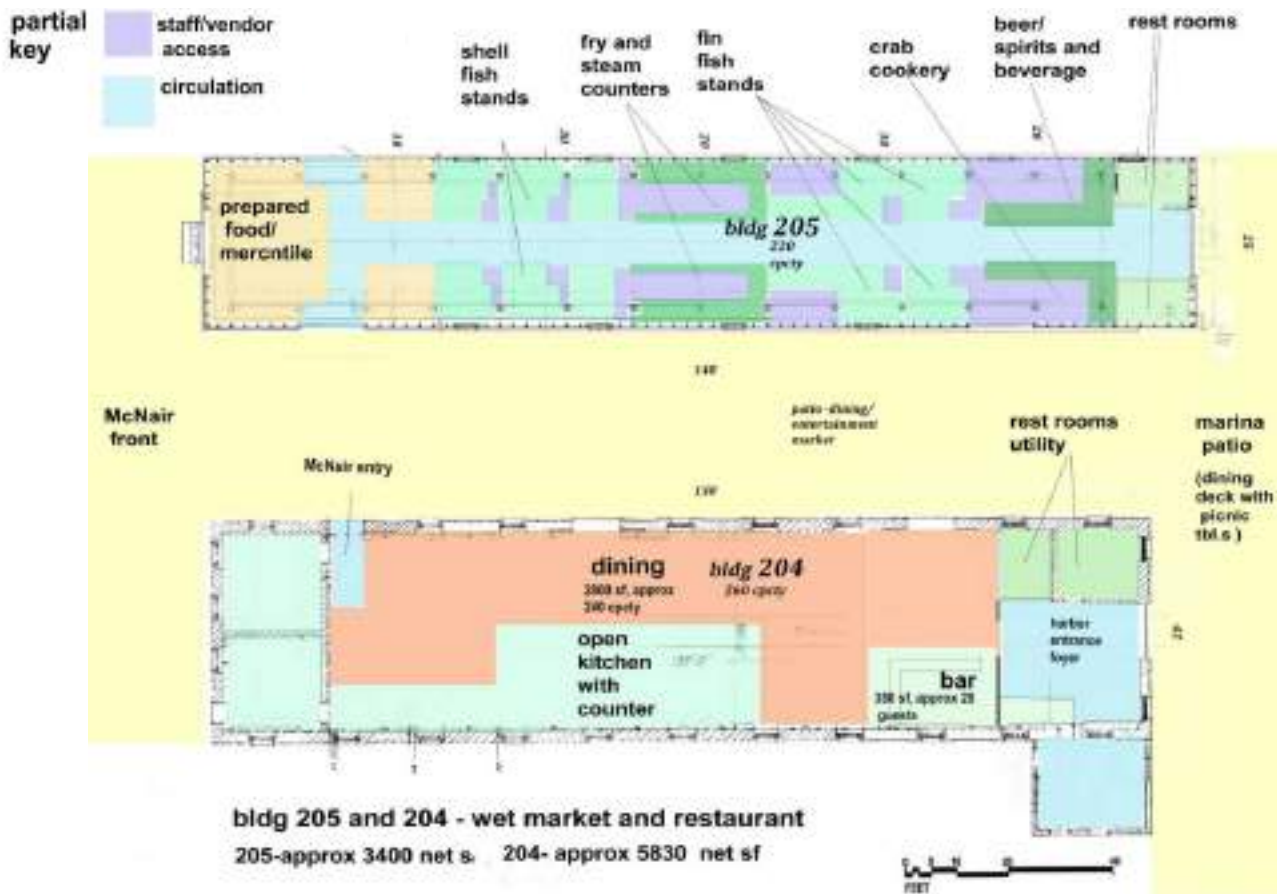


Buildings 204 and 205



Wet Market and Restaurant

Being close to the water (servicing submarines and war ships), durable and utilitarian, buildings 204 and 205 lend themselves to distinctly water-oriented experiences. We propose in tandem a wet market and seafood restaurant. The wet market will allow guests to carryout fresh (some direct landed) shell and fin fish or have them cooked to order for carryout or on-site enjoyment. Decks will elevate outdoor dining for the quintessential crab feast experience. The two buildings, roughly the same size and parallel, are close enough to form a protected plaza between them providing a space for dining, events and entertainment. The restaurant in 204 will be characterized by the feel of a pure high ceilinged industrial like space – historic apparatus retained and on view -with generous windows and openings and exposed brick interior. The restaurant will accommodate approx. 260 guests. Building 205 will host special events and summer expansion



Preservation Strategies

Buildings 204 and 205 are utilitarian buildings located along the waterfront that historically supported the submarine operations at Fort Monroe as the sub depot and cable tank. Both built in 1910, these vernacular buildings share commonalities in their functional design and orientation to the waterfront but differ dramatically in their materials and detailing. Constructed of dark red brick with matching mortar, Building 204 features corner quoining, a corbeled brick cornice, and rough-cut stone at the window and door openings. Fenestration includes six-over-six sash windows, a compound window with a large six-over-six central window flanked by smaller four-over-four windows on the second floor, and eight-light round windows in the gable ends. In contrast, the one-story, rectangular Building 205 is clad in metal siding with a metal, side-gable roof and awning-style steel windows. This building is significant as a rare surviving example of a construction type that was commonly used for utilitarian buildings at Fort Monroe. The orientation towards the water and loading doors on both buildings give insight into their historic functions. The building interiors are also purely functional with the only significant historic features being the original stairs with iron-pipe railing in 204 and the cable tank, which extends into the water, located beneath the floor of 204.

Together, Buildings 204 and 205 provide an opportunity to re-establish activity along the waterfront while retaining authenticity in this area with their utilitarian design. The proposal to develop these two buildings as a wet market and restaurant with a connecting deck will emphasize their historic relationship while preserving their distinct character in the contrasting materials and detailing of the exteriors in a manner that will provide visual interest.



Multi-use District

The War College buildings offer some of Fort Monroe’s most distinctive architectural massing. After due-diligence and study of the buildings, we have determined that office and residential uses provide the most immediate pathways to their successful renovation and sustained viability. The War College’s landmark building is building 133 with its wrought iron balconies gracing the front and rear of the building’s second story. As part of FMDP’s respectful renovation of this building, we will remove the bricks that fill spaces where beautiful French doors originally stood across the front and rear of the building. The iron balconies will be restored to show their stately beauty and a flood of natural light will once again grace the grand hall. In programming these buildings FMDP will expose and restore, preserve and protect as much of the original detail as possible while providing first class office and residential accommodations.

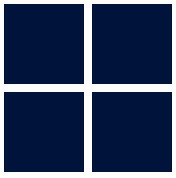
FMDP will install improved landscaping that provides connectivity from one building to another, and to increase permeable surfaces and outside seating. These improvements will connect to the proposed parking deck, Artisan Lawn and retail pop-up green to create a walkable district from the water’s edge to the new Visitors Center.



Preservation Strategies

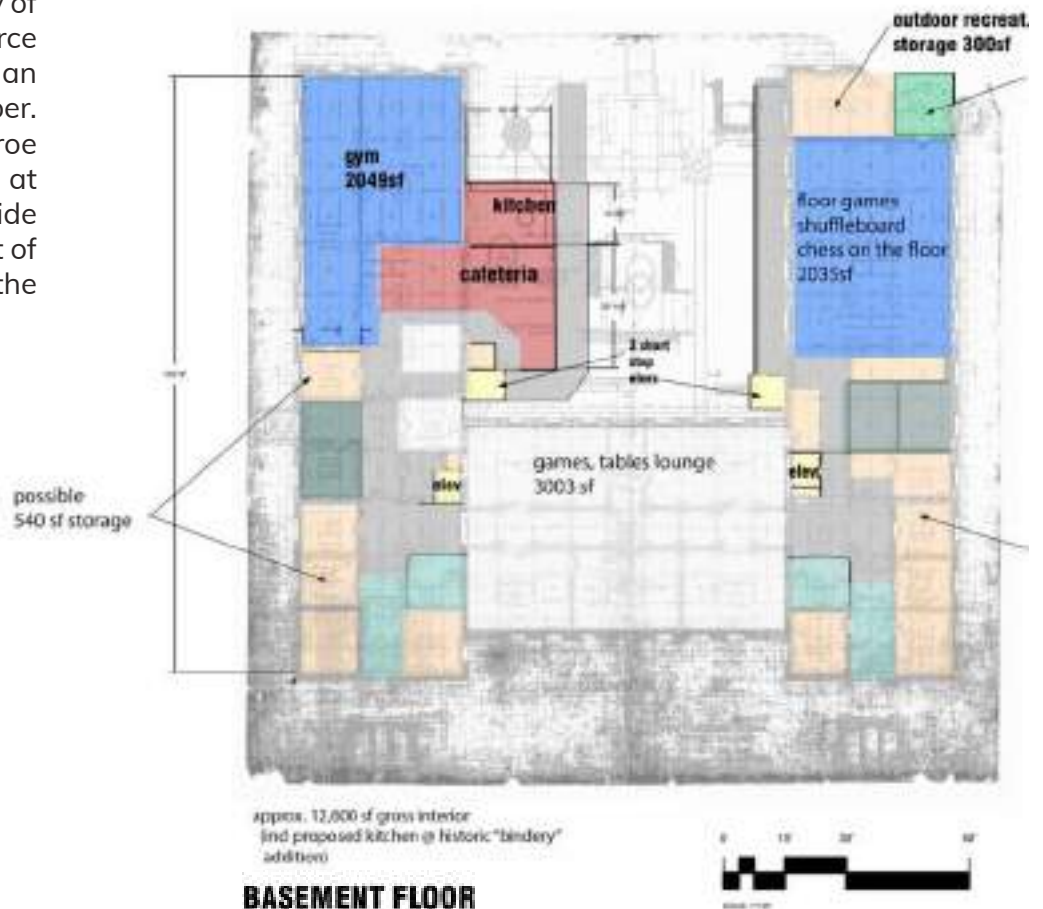
The six buildings forming the Coast Artillery School, or War College, comprise a formal grouping that directly relate to one another in the Beaux-Arts tradition. Built between 1909 and 1944, the Neoclassical style buildings share many design elements, including: Flemish-bond brick exterior walls on raised limestone foundations with granite steps; brick cast-stone water tables and pilasters with cast-stone bases and capitals articulating the elevations; prominent entrances with classically-detailed limestone surrounds; uniform fenestration with three-over-three sash windows; and parapet roofs with heavy stone cornices. In addition to these common elements, subtle differences in massing and details serve to distinguish each building. Originally built to serve a variety of functions for the school – including classrooms, administration offices, and barracks – most of the buildings have since been converted to offices. While the interiors have been altered over the years with minor plan modifications and new finishes, the primary stairs remain intact in all the buildings as well as many of the interior doors with their transoms and casings. Notably, Murray Hall (Building 133) retains its original skylights over the stairs, cast-iron columns with capitals, and decorative plasterwork in the Morelli auditorium, which originally served as a ballroom.

The distinctive collection of buildings at the War College create a defined campus identity that will work well as a mixed-use development of office and residential buildings. The formal Beaux-Arts siting and Neoclassical design provide a dignified setting to live and work. The adaptive reuse of these buildings as offices and apartments will allow for the retention and repair of the character-defining architectural elements of the exteriors as well as the significant interior features, such as historic staircases and interior doors with transoms and casings - where they remain intact.



Buildings 133 and 134

FMDP proposes to renovate buildings 133, 134 and 163 to serve as the corporate headquarters for fast growing Liberty Source, Inc., led by its CEO Ms. Cindy Gallagher. Liberty's lease will accelerate the adaptive reuse of this important building, arresting its further decline and preserving it for future generations. Liberty's representatives have invested their time in evaluating the property for its use and have provided a letter of interest to occupy building 133 and 163 near-term and FMDP and Liberty are presently discussing improvements and costs. Liberty's tenancy in the War College will continue the building's legacy of military service, as the majority of Liberty's 300 person work-force is either a veteran, or spouse of an active duty U.S. service member. Liberty's retention at Fort Monroe through a long-term lease at the War College will provide immediate public endorsement of Fort Monroe by a member of the business community.





FIRST FLOOR



A Coordinates with "client 2" 45 - 100 analysts

ANALYSTS 2220sf
MANAGER/MTG 1800sf
BREAK 700sf
PHYSICAL SUPPORT 720sf

B Coordinates with "client 3" 47 - 75 analysts

ANALYSTS 1640
MANAGER/MTG 1700sf
BREAK 640sf
PHYSICAL SUPPORT 700sf

C Coordinates with "client 1" 51 - 70

ANALYSTS 1400sf
MANAGER/MTG 1200sf
BREAK 480sf
PHYSICAL SUPPORT 300sf

D Coordinates with "client 6" 4 - 10

ANALYSTS 300sf
MANAGER/MTG 660sf
BREAK 330sf
PHYSICAL SUPPORT 540sf



Multi purpose room (3003sf) in addition to currently shown "C" may instead be used as analyst Rooms for "A" - coordinating with client 2, (45 to 100 analysts) - extra sitg. can be partitioned off with temporary movable and retractable walls to facilitate

SECOND FLOOR





Building 163



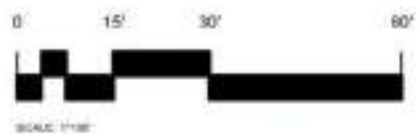
Photo from FMA Egnyte

- ANALYSTS
- PHYSICAL SUPPORT
- MANAGER/MTG
- EXECUTIVE
- BREAK
- HISTORIC EXHIBIT
- ELEV
- 3 SHORT STOP ELEV
- MULTIPURPOSE OPTIONS
- KITCHEN - DINING
- GYM/RECREATION
- STAIR EGRESS CONVERSION
- REST ROOMS
- PUBLIC CIRCULATION
- PRIVATE CIRCULATION
- DAYCARE



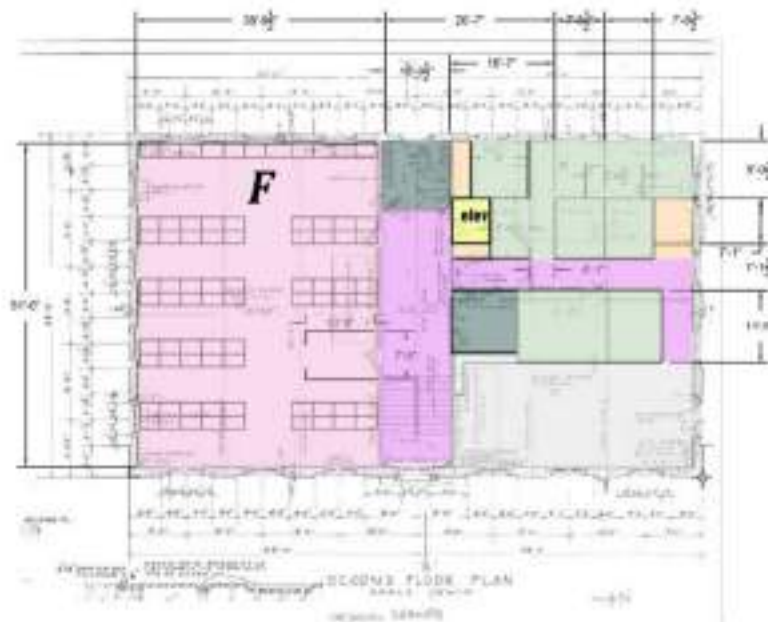
GROUND FLOOR

4414 sf gross interior per floor





OCTOBER 20th 2019



F Coordinates with "client 5" 5 -10

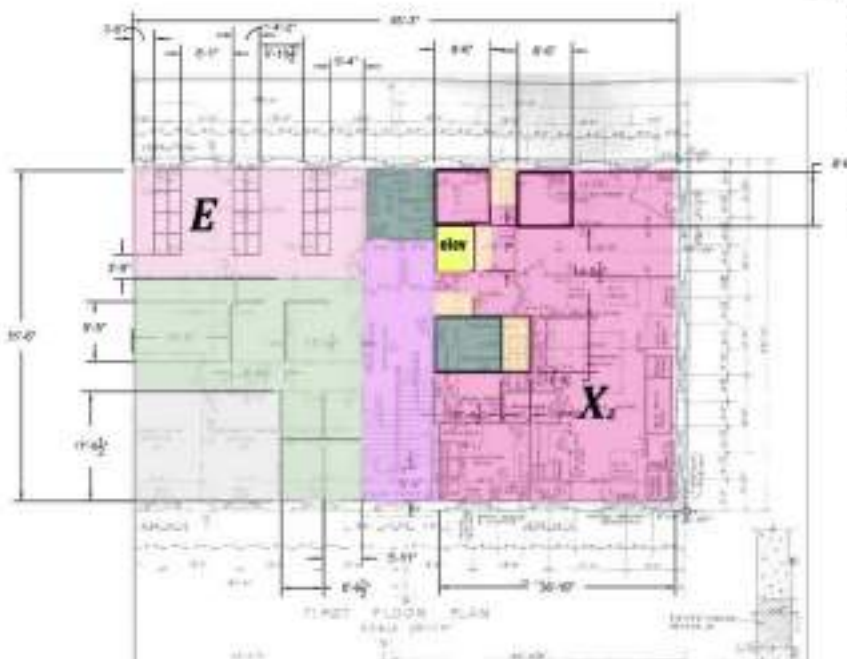
ANALYSTS 1840sf
MANAGER/MTG 650
BREAK 575SF
PHYSICAL SUPPORT 100sf
(Interchanges with *D,E,X*)

SECOND FLOOR

4414 sf gross interior
per floor



SCALE 1/8"=1'-0"



E Coordinates with "client 4" 4 -10

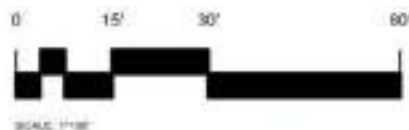
ANALYSTS 648SF
MANAGER/MTG 750SF
BREAK 500SF
PHYSICAL SUPPORT 80SF

X₂ Executive offices

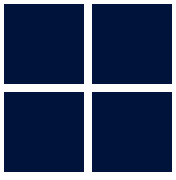
OFFICES 1438sf
PHYSICAL SUPPORT 150SF
(Interchanges with *B* and *D*
takes the place of *X* second floor
Artillery Building)

FIRST FLOOR

4414 sf gross interior
per floor



SCALE 1/8"=1'-0"



Building 161

FMDP is proposing to convert building 161 into approximately 31 Class A apartments. The building's physical design and location near the marina and entertainment areas lends itself to residential uses. These apartments will contribute to the operational efficiencies of those we will create in building 82.

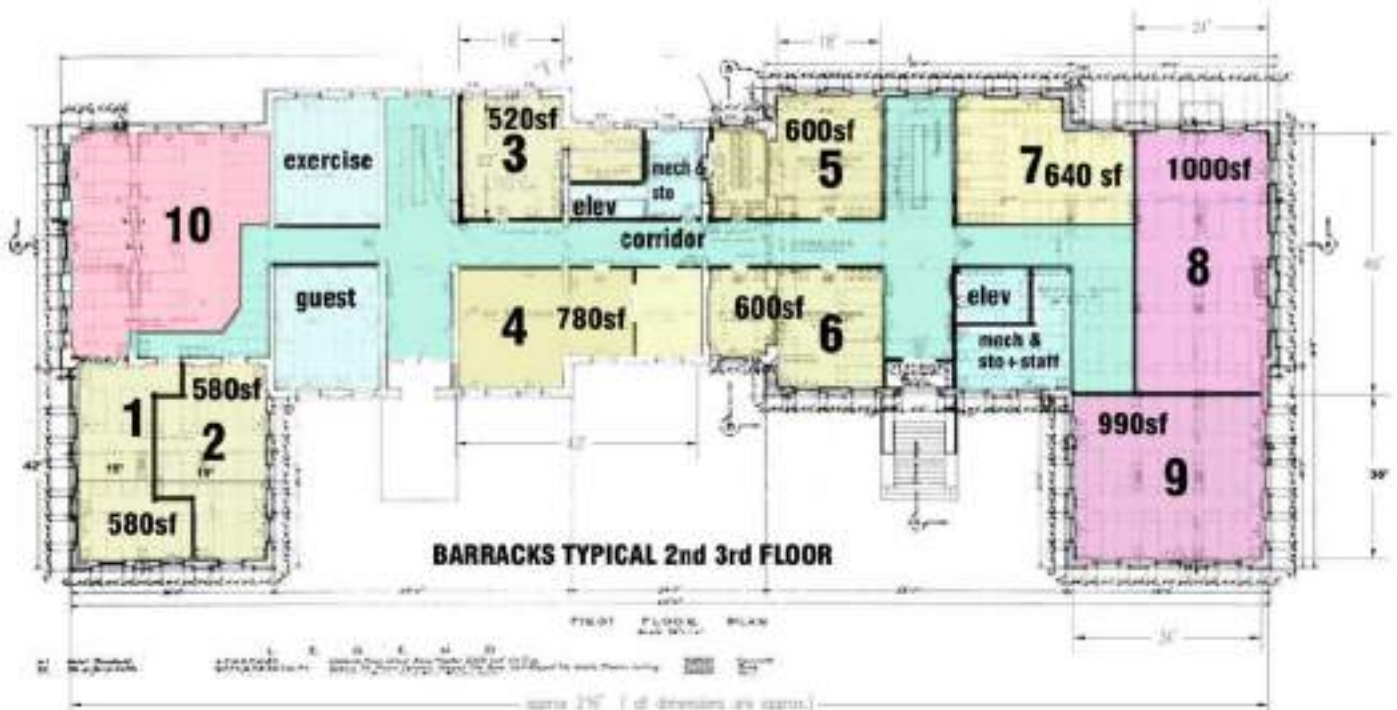


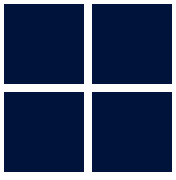


OCTOBER 20th 2019



BARRACKS GROUND FLOOR





Building 37

Building 37 is an excellent corporate office location. Presently we are considering it as home for a collaborative organization focused upon heritage, education, entrepreneurship and government that would be a contributing asset to Fort Monroe.



Artisan Market



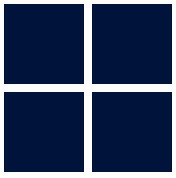


The Artisan Lawn



Vital Centerpiece

We are proposing an artist market utilizing existing historic buildings and developed green spaces within close proximity to our marina-front food and beverage venues. These one-story buildings orient toward a common green and a walkway leads to the historic village on Ingalls Road. The buildings and green will provide flexibility to create pop-up markets to accommodate seasonal trends, celebrations, children's events and family entertainment. An artist in residence program is a possibility.

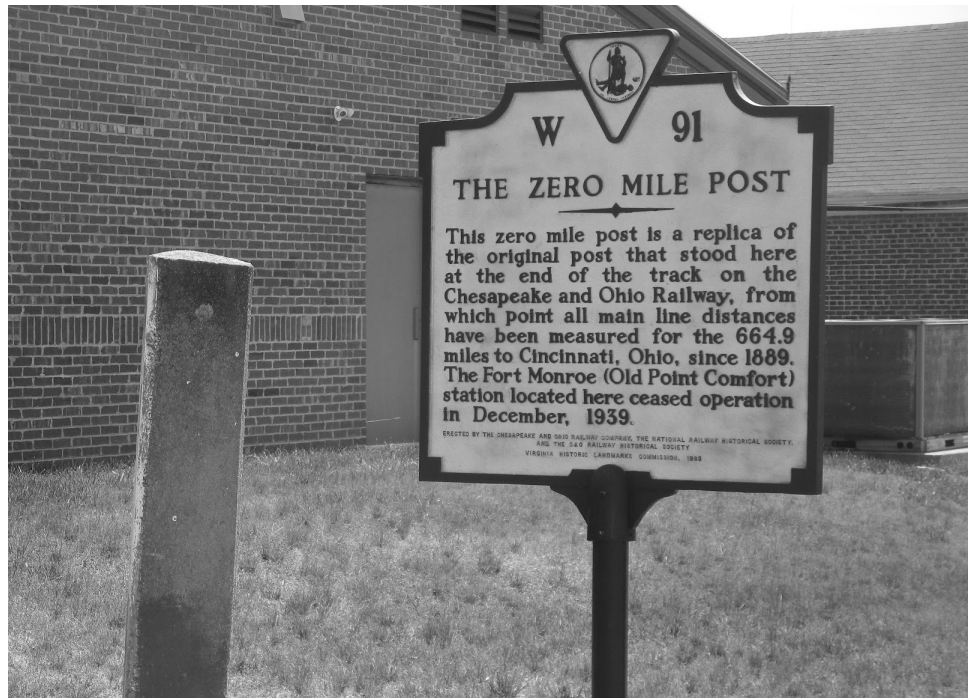


Buildings 11 and 511



Building 11 has traditionally been used for light industrial purposes and storage, containing large windows providing an open, simple L-shaped design which is resembled in the new proposed Building 511 adjacent to the Artisan Lawn. While Building 11 will be used as artisan storage space, Building 511 is to be used as a space for artists or craftsman to create and showcase their art through the open design offering overhead, floor-to-ceiling doors to be used as gallery and maker space.

This zero mile post is a replica of the original post that stood here at the end of the track on the Chesapeake and Ohio Railway, from which all main line distances have been measured for the 665 miles to Cincinnati, Ohio, since 1889. The Fort Monroe (Old Point Comfort) train station located here ceased operation in 1939. While the storage buildings on the proposed Artisan Lawn will be removed, this historical landmark will remain to feature the early railroad presence in Fort Monroe and the surrounding region which carried critical cargo across



Building 73



Building 73 will remain intact along McNair Drive and serve as administrative offices for the Artisan Market. Renovation will allow the building to function as it traditionally has as an office space and will provide public restrooms to the entire complex and those using or visiting the space. In addition, an exhibit showcasing the history of Old Point Comfort can be presented in the lobby for those experiencing this historical destination.

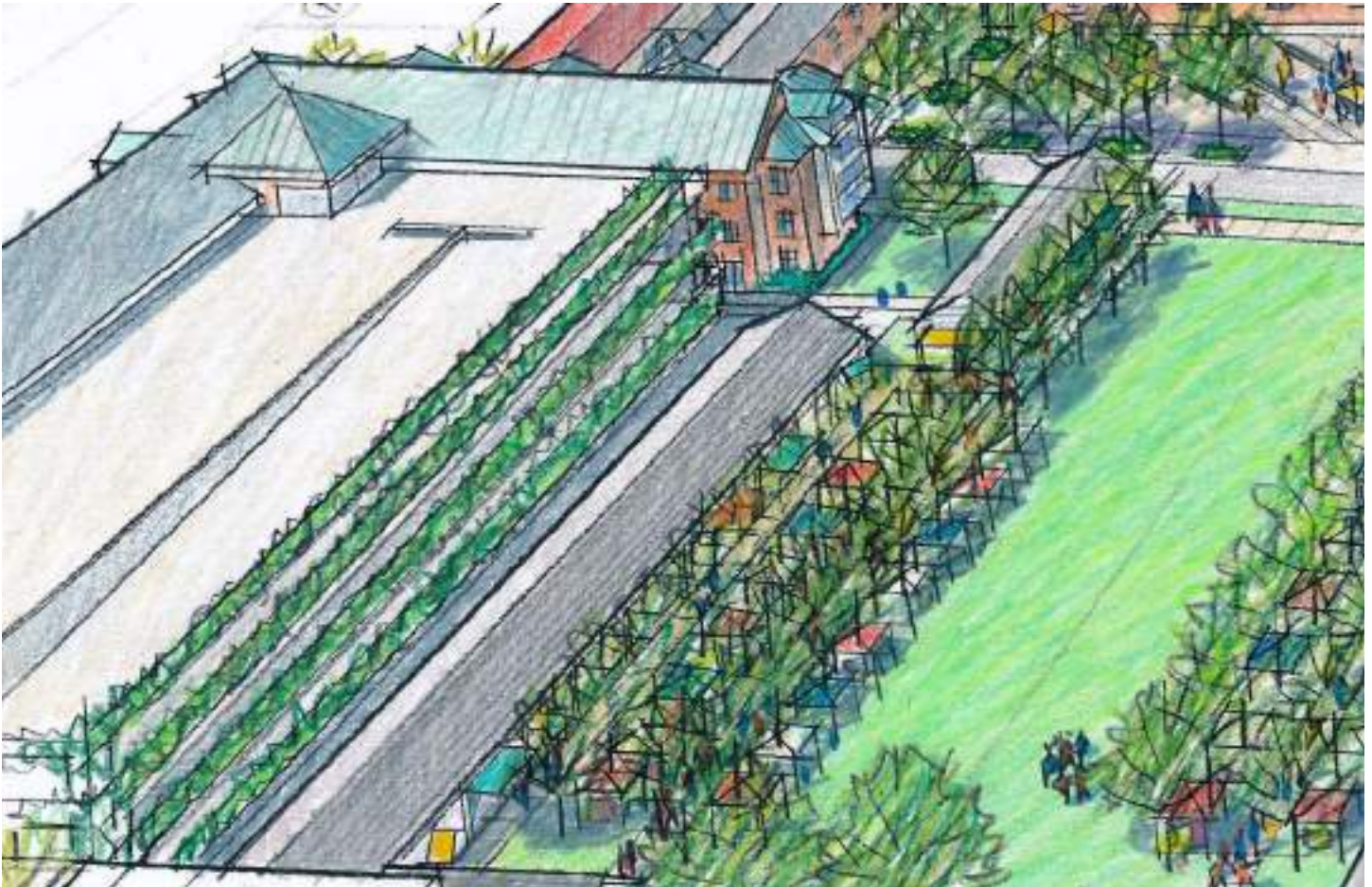
Preservation Strategies

Buildings 11 and 73 are small-scale, utilitarian structures that represent the ever-present need for support structures throughout the development of Fort Monroe. Building 73 is a simple, one-story, rectangular building constructed of red brick with a hip roof and segmental-arched window and door openings. Built in 1893 as a storage building, its construction was part of the first building campaign following the Civil War. The vernacular building is significant for its small size and simple design. Building 11 was built as a garage in 1934 with funding from the National Industrial Recovery Act and WPA following a devastating hurricane in 1933. The one-story, brick building is “L”-shaped in form with a concrete foundation and intersecting-hip roof. Paneled wood doors with glazing provide access and jalousie windows with concrete sills extend along the top of the side walls. As early as 1946, this building was converted to offices. Buildings 11 and 73 are proposed for adaptive reuse as artist studios. This proposed new use will take advantage of their functional design with loading doors, natural light and concrete floors while preserving their character as small-scale, utilitarian support buildings.



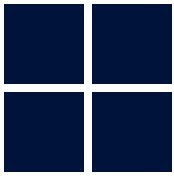


Parking Structures

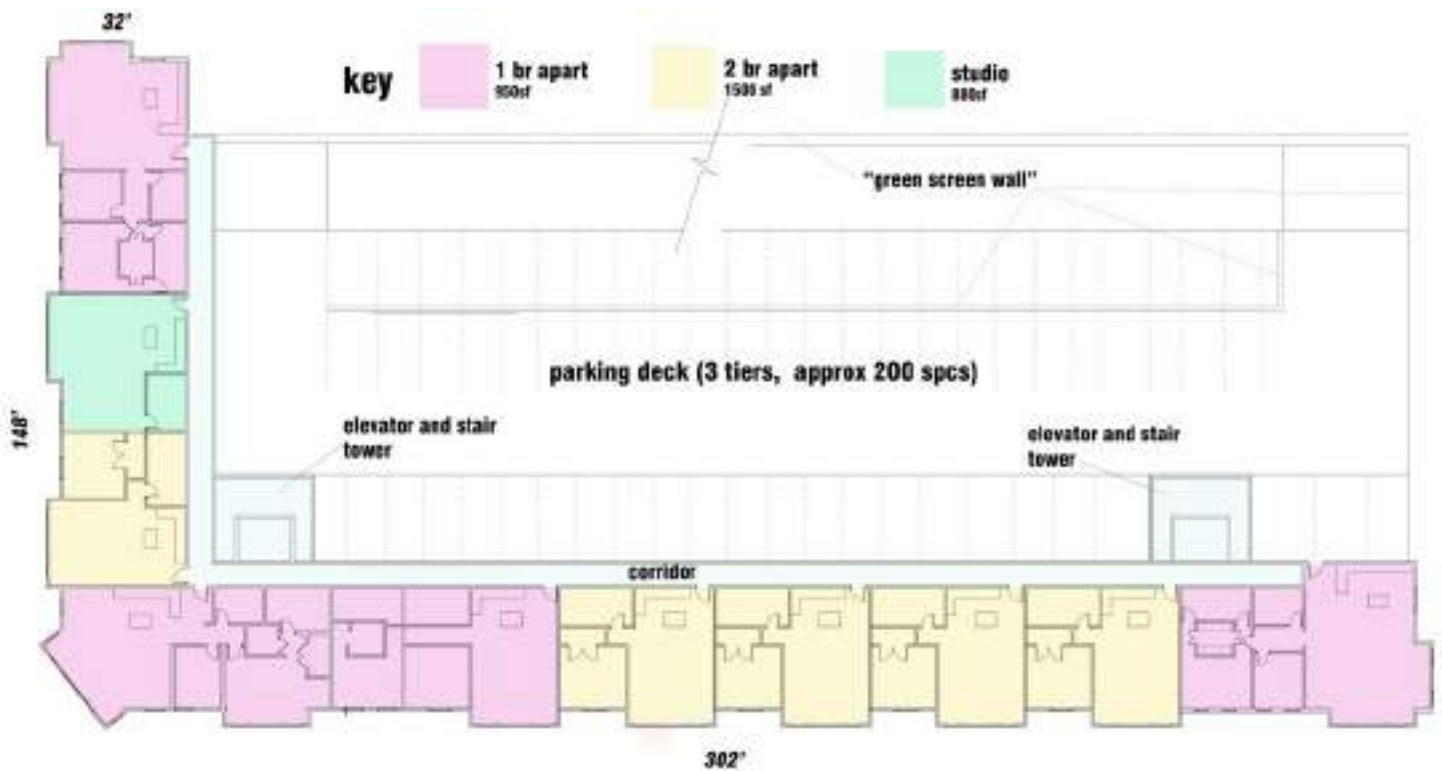


Parking garages provide an incredible opportunity to allow mitigate overly crowded streets and provide the solution to the limited availability of land for parking. Buildings 601 and 602 are immersed within the Marina and Artisan Market space and will be used residents and visitors alike. These parking structures were scaled and modulated to be compatible with encompassing historical architecture. These buildings are formed in accordance with the design guidelines as two stories over a base. Each upper story will contain 11 apartments, equating to 22 apartment rooms per building, while the parking area will contain approximately 315 spaces each to be regularly used and serve as a convenient location to park within the highly trafficked area within the entertainment district. It is expected that parking during the day may be heavily utilized by visitors and workers and serve residents and those seeking entertainment or dining experiences at night. The first floor of these buildings are proposed to be demountable and used as storage or multi-interpretible space for surrounding commercial businesses.

Building 603 is located in a central part of the island and can additionally serve those visiting or working along Mill Creek. It is more spacious than the other two parking structures and will be implemented later as parking demand grows and reaches, particularly for high profile special events creating traffics surges. While this building is not planned to have apartment rooms, it will allow for 750 parking spaces which is more than the two other structures combined. Lastly, this building will have an L-shaped design to wrap around the water tank on Fort Monroe.



Buildings 601, 602, and 603



2nd and 3rd floor plans
(10 units each floor of 2 floors)



GRAPHIC SCALE

GARAGE APARTMENT WITH MIXED USE - 2 AND 3 FLOOR APARTMENT CONCEPT PLAN

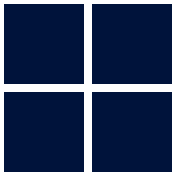
APPROX. 15,000 GROSS INTERIOR SF (RESIDENTIAL)

Building 82



Preservation Strategies

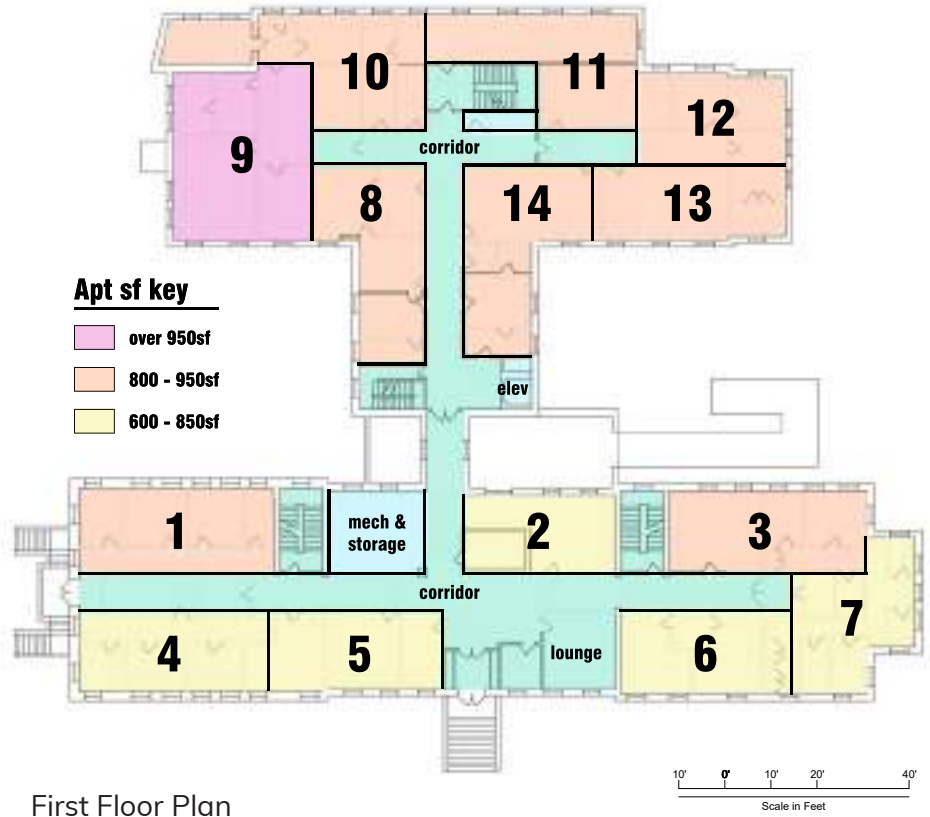
The Hospital (Building 82) stands as an iconic landmark along Ingalls Road with its expansive size, Colonial-Revival detailing, and distinctive octagonal cupola. Originally built in 1898 as part of the first building campaign following the Civil War, the hospital was expanded significantly in 1913 and 1941. The three-story, common-bond brick building stands on a raised basement with granite steps leading to the impressive central entrance. An elaborately-molded limestone surround that extends vertically to incorporate the window above articulates the main entrance with its double-leaf, six-lite doors and transom. Six-over-six sash windows with segmental and jack arches fenestrate the building in a regular pattern while pedimented dormers light the attic level. A heavily-molded stone cornice with modillions accentuates the roof line – with its pedimented gable ends, dormers, and cupola – while also serving to unify the complex building form. As the building has continuously served as a hospital and medical clinic, interior alterations and upgrades have been made over the years; however, the original, double-loaded plan remains relatively intact as well as the historic entrance vestibule and stairs at either end. The adaptive reuse for residential apartments will also be compatible with the original double-loaded corridor plan and preserve the historic vestibule and stair elements of the interior.



Building 82

FMDP proposes to convert the former base hospital into 42 high quality market-rate apartments through historic tax credit adaptive reuse. The property is located near the Tidewater Culinary Experience, the local coffee shop and half a block from the Fort's attractive YMCA.

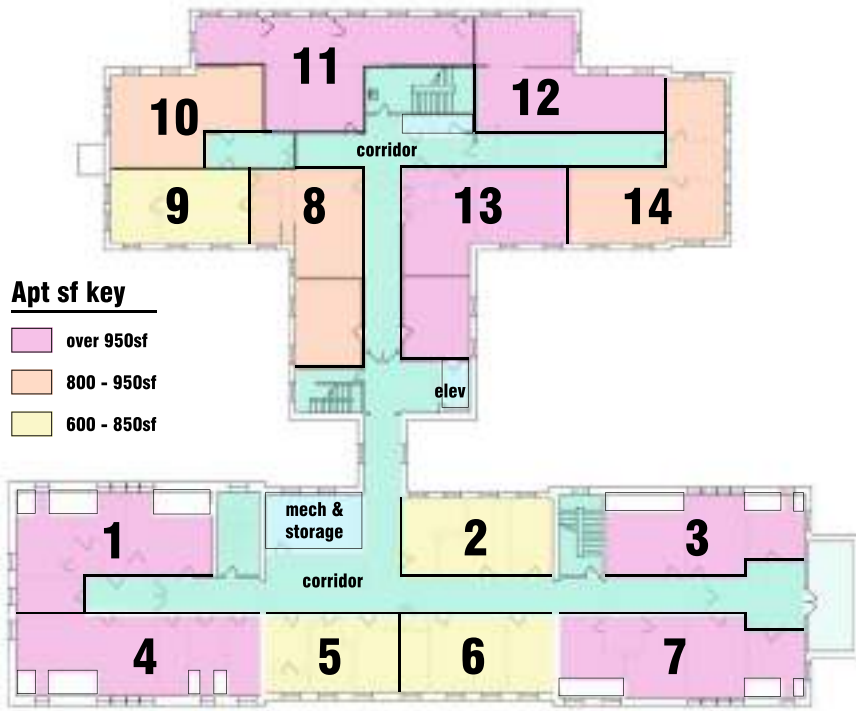
Our newly created apartments will possess modern amenities and finishes throughout. Community amenities will include a full-floor clubroom comprising a great-room, kitchen, personal storage, bike storage, delivery lockers, dog washing station, fitness and game rooms. Outdoor amenities will include a courtyard area with fire pit, grilling station and seating areas. No other apartment community on the Peninsula will offer remotely similar historic character of place with first class amenities near to such great food and entertainment options.



First Floor Plan

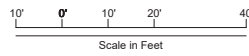


Ground Floor Plan

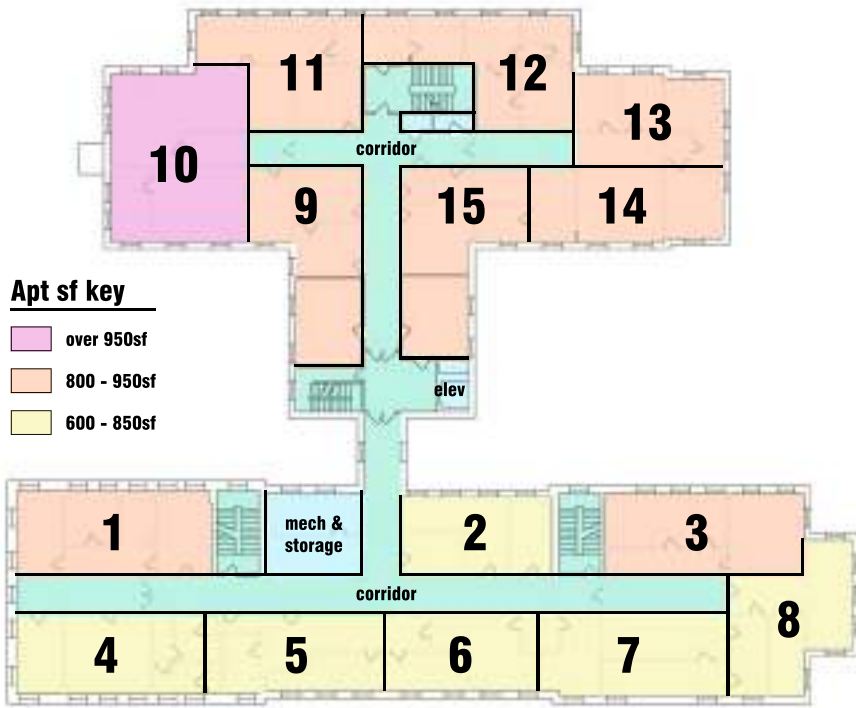


Apt sf key

- over 950sf
- 800 - 950sf
- 600 - 850sf

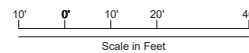


Third Floor Plan



Apt sf key

- over 950sf
- 800 - 950sf
- 600 - 850sf

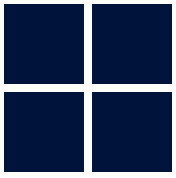


Second Floor Plan





Phasing



Phasing Plan

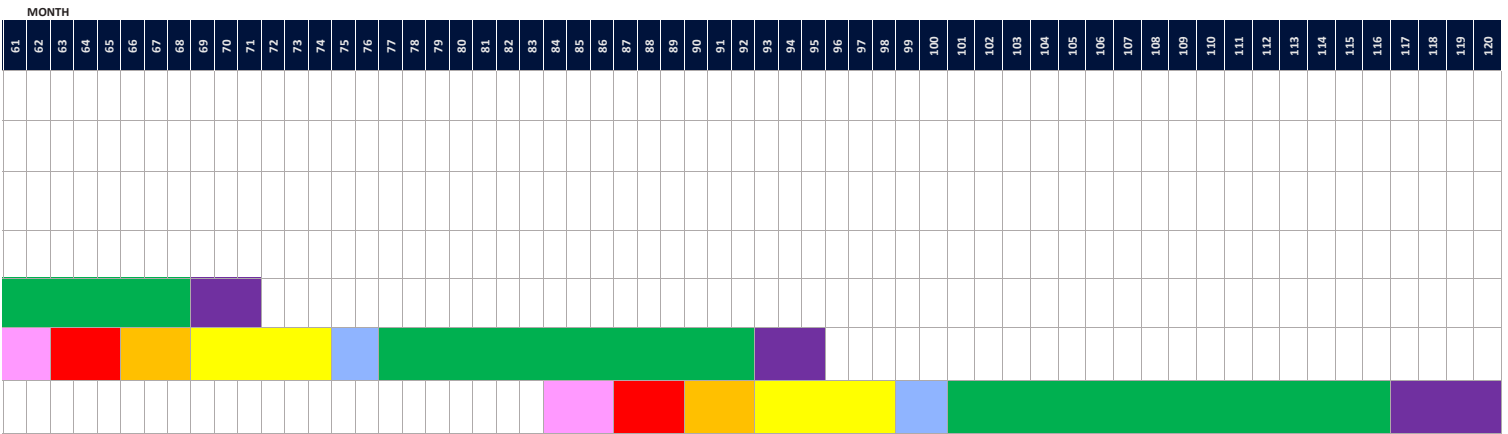
Fort Monroe Development Partners' phasing of development is influenced by synergies of use, infrastructure needs, market conditions, economic viability and by the priorities of the Fort Monroe Authority. Our guiding preference to viable development is to create clustered synergies of use that expand with further development.

The renovation of buildings 133 and 163 for tenancy by Liberty Source, Inc., commences the restoration of the impressive War College complex. Converting nearby building 82 the former base hospital into apartments introduces a new vibrant residential component into the historic village. Receptions and events are presently limited and underserved by a lack of facilities and we believe there is a pent-up demand for interior catered events and receptions at Fort Monroe. Therein we propose to convert building 27 into a reception hall with full kitchen. Building 27 will also house our culinary certificate training program and culinary tourism center. Anticipated concessions at Outlook Beach may also be serviced from the main kitchen facilities at building 27.

Having Liberty Source as a new tenant in buildings 133 and 163 and perhaps more, places a demand on us to provide affordable lunch options for approximately 300 employees. While we are exploring options for catered and mobile lunch options, new fixed in place dining options are preferred. An immediate option that would also cater to the general public is to convert building 205 then 204 into casual restaurants. A fun, casual "sea-food hall" for carry out or dine in, possibly paired with a distiller would provide residents, workers and visitors with necessary food and entertainment options in the early phase of development.

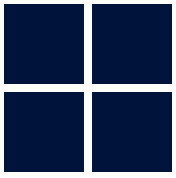
On-site hotel accommodation is an important element of our plan of development. However, without the amenity mix in place the immediate value of a room in a Fort Monroe hotel today would not be realized versus the copious number of standard hotel rooms on the Peninsula. Our hospitality concept calls for two hotels, one to be created in building 100 the other in building 87. We wish to accelerate creation of our Hotel 100 concept however it, like a potential hotel in building 87, is dependent upon supporting infrastructure that draws guests compatible with the offering. In the case of "Hotel 100", it will enjoy a prime location on Ingalls Road within the historic village and near the culinary tourism center. Related supportive infrastructure would include a restaurant offering premium food and beverage service in a special location. We have programmed that venue to be in the marina-front building that will house multiple amenities and services. Placement of that building is subject to improvements to the marina promenade and boating infrastructure. Assuming we created Hotel 100's waterside restaurant building also housing marina supporting services and amenities, and made basic improvements to the waterfront and marina, we would then have a stabilized waterfront area connecting

Phase	Bldg #	Name
1	133	Liberty Offices
1	163	Liberty Offices
1	82	Hospital Apartments
1	27	Armory, Tidewater Culinary
2	204	Torpedo Building Wet Market
2	205	Torpedo Building Wet Market Summer Annex
2	161	War College Barracks, Apartments
2	601	Garage and Apartments
3	100	Hotel 100
3	502	Yacht Club
3	134	Liberty Expansion
3	92,116,180	Tradoc Pumphouse, Boiler
3	37	Non-profit or Club
4	87	Gateway Hotel
4	11	Artisans Complex
4	511	Artisans Complex
4	73	Artisans Complex
5		Marina Phase 1
5	507	Harbormaster
5	109-113,130-132	8 Hospitality Duplexes
5	512-516	5 New Hospitality Duplexes
5	501	Hotel Restaurant
5	183	Bindery, Entertainment
5	508-509	Entertainment
6	503-506	Boardwalk Live Work
6	602	Garage and Apartments
7	603	Garage
7		Amphitheatre and Beach Club
7		Battery
7		Ferry Terminal





Financials and Proforma Analysis



Financing Strategy

Using a continuous design/invest/reinvest model, which we have successfully used and perfected on multi-million dollar projects with the proposed financial partners, FMDP proposed to create a continuing design/invest/reinvestment pipeline that will engage a multitude of interests, both public and private. Key components of this strategy area:

- Fort Monroe Authority
- Fort Monroe Development Partners Development Team
- Community Development Corporation (VCDC) and its partners
- Private Impact Investors (on key properties)
- Private Lending Partners
- Government Agencies (for Bond Financing and Grants)

Historic Tax Credit Strategy

Our immediate focus is on the 25 contributing historic structures within our proposal. Left alone, their deteriorating condition is a financial burden to the Commonwealth that will only grow. Near-term renovation and occupancy is necessary to ensure the preservation of these important assets.

The historic structures are predominantly within the historic Ingalls Road and Marina areas of Fort Monroe which collectively possess and convey a desirable sense of place. We will take a systematic approach in our renovations to leverage these assets to cluster the ambiance and energy to create places that imbue comfort and enjoyment, making them more attractive and financially viable. Our early efforts will result in physically and financially stabilizing some of Fort Monroe's most important historic structures and ensuring their sustainable future.

Fort Monroe Development Partners has selected Virginia Community Development Corporation (VCDC) as its principal financing authority. The power of VCDC enables us to engage private financial partners to invest in the property. The private investment is protected by VCDC's investment, which induces conventional banks for "stand behind" financing and ameliorates Impact Investors from front line exposure. VCDC's participation further strengthens our ability to successfully execute our historic tax credits strategy in a timely manner. This will facilitate Fort Monroe Development Partners' establishment of a connected mixed-use resort village of buildings offering apartment residential, office, restaurant/entertainment and hotel facilities in the early phases of development. A synergy of compatible uses will then exist to support each property's economic viability and long-term financial stability. This successful HTC development will catalyze other elements of our development plan, including new construction that will be pursued in response to market conditions.

Parking Infrastructure and Water Taxi Infrastructure

Creating a place where everybody wants to be, creates a demand for transportation and parking. Our plan of development proposes a series of parking structures of varying sizes to accommodate residents, employees and visitors. These parking structures will serve the FMA, the National Park Service, visitors and employees of on-site companies, as well as residents of Fort Monroe. We propose that the Virginia Public Building Authority be the financing authority for parking structures that serve a common purpose on Fort Monroe. To expedite construction and delivery that is supportive to development, Fort Monroe Development Partners will perform the design and construction in consultation with the parties, and we contemplate a build operate and transfer or direct transfer upon delivery.

We are considering use of FLAP grants, in concert with bond monies, to fund allowable projects, including those we have in mind to decrease the number of vehicles needing to be on Fort Monroe. These may include the use of new or existing parking facilities in Hampton City and the use of shuttles and autonomous vehicles to provide inter and intra mobility.

We will also employ boating infrastructure grants and FLAP grants where applicable to various elements of our marina development, including the potential for regional and local ferry services.

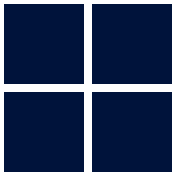
Marina and Entertainment Buildings

Other than buildings 183, 204 and 205 the buildings anticipated for the marina fronting parcels will be of new construction. These include food and entertainment venues, the building associated with Hotel 100 and those anticipated for the yacht club and marina services. These buildings will be developed using VCDC, conventional debt and equity sources.

The Marina in-water infrastructure will be developed using conventional debt and equity, and potentially as part of a joint venture own/operate structure.

Fort Monroe Development Partners will seek collaborative efforts to help Fort Monroe Authority and NPS secure federal, state and local funding for the seawall and the related common/public benefit improvements. The timing of seawall construction and the related treatments to the shoreline transition will have a material impact on our ability to deliver the scope, scale and quality of development we propose and directly impact is financial viability.

Please refer to our phasing plan and chart on pages 94 to 97 to see how we implement the design/invest/reinvest model.



Proforma Analysis Summary

SUMMARY TABLE OF HISTORIC TAX CREDIT PROJECTS

District	Initiative	Capital Costs		Annual Operating Costs			CAM Fee
		Total Project Cost	Tenant Budget	Rent	PILOT (first 10 yr)	PILOT (after 10 yr)	
	BUILDING 100	5,431,631	2,405,000	625,000	9,717	67,895	9,600
	BUILDING 87	6,466,008	2,325,000	869,600	13,800	80,825	13,800
	BUILDING 27	5,588,921	1,200,000	601,000	5,579	69,862	6,900
	BUILDING 82	9,634,498	-	744,600	25,463	120,431	10,800
	BUILDING 133	10,306,359	15,000,000	1,021,632	15,959	128,829	6,600
	BUILDING 161	5,566,392	-	486,000	15,176	69,580	4,020
	BUILDINGS 73 & 11	2,487,015	-	208,440	3,819	31,088	12,000
	BUILDING 134	4,856,964	-	426,800	7,275	60,712	1,800
	COTTAGE GREEN	5,780,672	1,404,180	757,185	11,649	72,258	20,520
	BUILDING 163	3,529,231	-	317,808	4,966	44,115	1,500
	BUILDING 37	2,330,720	1,500,000	219,000	2,738	29,134	900
	BUILDING 183	2,265,185	1,012,500	232,500	1,744	28,315	2,160
	BUILDINGS 204 & 205	3,901,486	1,882,500	371,160	5,648	48,769	840
	BUILDINGS 92, 116, 180	808,323	-	87,450	863	10,104	1,800
	TOTALS	68,953,405	26,729,180	6,968,175	124,394	861,918	93,240

SUMMARY TABLE OF NEW BUILDINGS

District	Initiative	Capital Costs		Annual Operating Costs			CAM Fee
		Total Project Cost	Tenant Budget	Rent	PILOT (first 10 yr)	PILOT after 10 yr)	
	BUILDING 501	7,081,170	3,020,000	1,072,000	-	88,515	3,900
	BUILDING 502	5,831,273	3,905,000	787,500	-	72,891	3,900
	BUILDING 503,504,505,506,507	4,894,170	2,250,000	671,000	-	61,177	9,600
	BUILDINGS 508 & 509	7,560,428	5,000,000	1,125,000	-	88,515	3,900
	BUILDINGS 601,602,603	44,518,364	500,000	3,992,400	-	556,480	19,200
	TOTALS PARTIAL PHASE 1	69,885,405	14,675,000	7,647,900	-	867,577	40,500

DEFINITIONS

Total Project Cost	Projected total cost for facility, including Construction and soft costs
Tenant Budget	Projected annual gross revenues generated from within the facility, using industry standard metrics
PILOT	Payment in Lieu of Taxes to FMA
CAM	Common Area Maintenance
Local Business Taxes	Projected annual tax revenues generated from within the facility by tenants, using industry standard metrics
# Direct Jobs	Projected jobs generated from within the facility by tenants, using industry standard metrics
Payroll	Projected annual payroll generated from within the facility by tenants, using industry standard metrics

FMA Operating Costs Donation Years 1-20	FMA Operating Costs Donation After Yr 20	Local Business Taxes	# Direct Jobs	Payroll	Payroll Taxes	# Indirect Jobs	Total tax Credits
10,594	32,081	191,200	40	962,000	38,480	4	2,444,234
23,408	49,223	184,000	40	930,000	37,200	4	2,909,703
7,956	29,766	96,000	21	480,000	19,200	2	2,515,014
(12,310)	25,179	-	4	103,200	4,128	0	4,335,524
11,706	49,375	-	200	6,000,000	240,000	20	4,637,862
(2,780)	18,657	-	3	72,000	2,880	0	2,504,876
(6,792)	6,173	12,000	1	-	-	0	728,332
989	17,740	-	200	-	-	20	2,185,634
15,940	41,955	126,360	40	561,672	22,467	4	938,263
1,484	13,242	-	200	-	-	20	1,588,154
1,660	9,582	-	20	600,000	24,000	2	1,048,824
1,089	9,866	81,000	11	405,000	16,200	1	1,019,333
828	15,656	150,600	20	753,000	30,120	2	1,755,669
983	4,219	-	1	9,600	384	0	363,746
54,755	322,713	841,160	801	10,876,472	435,059	80	28,975,168

FMA Operating Costs Donation Years 1-20	FMA Operating Costs Donation After Yr 20	Local Business Taxes	# Direct Jobs	Payroll	Payroll Taxes	# Indirect Jobs	Total tax Credits
11,660	57,771	289,920	89	1,208,000	48,320	9	-
788	38,829	282,480	89	1,562,000	62,480	9	-
682	33,242	216,000	75	900,000	36,000	8	-
10,777	60,042	289,920	140	2,000,000	80,000	14	-
3,185	186,626	8,000	8	200,000	8,000	1	-
27,092	376,509	1,086,320	401	5,870,000	234,800	40	-



SWaM Plan and Partner Statements



Fort Monroe Development Partners embraces the Commonwealth's and the FMA's commitment to employing the services of small, women-owned and minority-owned businesses. As stewards of Fort Monroe's architectural legacy and as guides for its future, we have the special obligation to ensure that all construction work and services rendered are of the highest quality. We are confident of achieving this with a team inclusive of firms certified by the DSBSD.

We are early in the process, but to date we are working with and evaluating business relationships with the following companies that also recognize the importance of availing economic opportunity to those who may otherwise be overlooked. Early discussions include:

Gourmet Services, Incorporated

Gourmet Services of Atlanta, Georgia is a leading food service company owned and led by Ms. Valerie Goldston, Chairwoman and CEO. We are considering Gourmet's proposal to provide wide ranging food services including management of procurement, concessions, and restaurant development, and partial management of our culinary workforce training and certification program.

Liberty Source

Liberty Source of Hampton, Virginia is a three-hundred employee investor owned company led by its CEO, Ms. Cindy Gallagher. Liberty's stated Social Mission is, "to provide long-term sustainable careers for military spouses and veterans" and a large number of Liberty's employees at Fort Monroe fit that description.

Hotel Advisory

Our current hotel advisory is led by a female minority founder and CEO. We anticipate their long-term involvement with our activities.

Culinary Training and Workforce Program

Our culinary training and workforce program is intended as a private led, public private partnership that engages the corporate community, the local community college and Fort Monroe's on-site businesses on behalf of those wishing to pursue careers in the culinary arts. Specifically, members of the underserved local community with such interests will be encouraged to commit to a structure program with industry certification upon completion. Our inspiration and model for the program is the Brownsville Community Culinary Center in Brooklyn NY. Gourmet Services is our likely partner to manage this program.

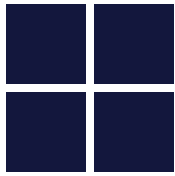
Design and Development Team

Fort Monroe Development Partners and its core advisory team includes: Hill Studio, CarverCo llc, John Elkington, Ms. And Becky West. Each of these individuals own and operate small businesses. We understand the challenges and joys of owning and operating a small business and welcome the opportunity to work with the like-minded. Many of our subconsultants are SWaM firms, and microbusinesses.

Small Entrepreneurship Business Opportunities

The marina district is set up to provide a number of business and ownership opportunities .Our members have a long-term history of successfully recruiting SWaM businesses into vital business districts, and we plan to extend this entrepreneurial spirit into this project. The Artisans Lawn provides extraordinary opportunity for micro-businesses to flourish.

Working with FMA, we can establish reasonable target guidelines for SWaM goals for each category of construction and management. We want to continue the tradition of Freedom's Fortress, and the spirit of providing ample opportunity where it may not be apparent.



Key Partner Commitment Letters

VIRGINIA COMMUNITY DEVELOPMENT CORPORATION

October 22, 2019

Mr. Wm. Hampton Carver III
Principal
Fort Monroe Development Partners, LLC
1500 Westwood Avenue
Richmond, VA 23227

RE: Fort Monroe Development Partners
Adaptive Reuse of Historic Buildings at Fort Monroe

HAMPTON

Dear Mr. Carver:

With this letter, I am confirming that Virginia Community Development Corporation (VCDC) intends to provide continued support to Fort Monroe Development Partners (FMDP) as your principal financing authority. Our roles include providing a gateway to several impact investors, continuing in evaluating redevelopment opportunities within that portion of Fort Monroe targeted by FMDP, and assisting you to see these projects through completion, utilizing historic tax credits and other possible incentives.

VCDC began as the Virginia Housing Foundation, an entity created in 1989 by the Commonwealth of Virginia to support private sector investment in affordable housing, but became an independent, 501(c)(3) nonprofit organization in the early 1990s. Since that time, we've raised over \$625 million in equity within 35 funds that has, primarily through community-based or community-oriented development partners and based on the availability of Federal and State tax credits, supported the development of 9,700 apartments and dozens of properties providing commercial space, or serving cultural or community needs. Examples of projects we've supported include the adaptive reuse of Whittaker Memorial Hospital in Newport News as affordable apartments (for which construction is being completed this month) and adaptive reuse of the former Leigh Street Armory in Richmond as the new home for the Black History Museum & Cultural Center of Virginia.

Using our experience with real estate development, particularly involving properties with historic considerations or using Federal and State Historic Tax Credits, we will provide FMDP advice and guidance in evaluating feasibility, establishing suitable legal structures for transactions, and assessing financing options. We also anticipate assembling investors and placing investments, through our funds, in properties to be developed by FMDP that will generate Federal and State Historic Credits.

I might add that working with you and David over the last year, we have been able to envision a program that allows for the important work of community building continuing through this visionary collaborative.

If you or representatives of Fort Monroe Authority have questions following your upcoming discussion about updated plans for sensitive revitalization of Fort assets, please don't hesitate to contact me.

Sincerely,

Chris Sterling
Chief Operating Officer



VIA EMAIL

October 23, 2019

Hampton Carver
Principal
Fort Monroe Development Partners, LLC
120 Campbell Ave. SW
Roanoke, Virginia 24011



Subject: Letter of Interest – MRD Associates, Inc.
Fort Monroe, Old Point Marina Redevelopment

Mr. Carver,

We are pleased to submit this Letter of Interest for MRD Associates, Inc. (MRD) to be included as a team member for the redevelopment of the Old Point Marina located within Fort Monroe, Hampton, Virginia. MRD is a coastal and marina consulting firm that has worked on over 100 marinas in the past 17+-years. Our marina services have ranged from the development of the initial conceptual plan through design and final construction. MRD's coastal engineering division compliments these services in the analysis of coastal processes to analyze and design marina breakwaters, docks and seawalls for varying storm conditions to maximize coastal resilience and develop cost-effective designs.

It has been a pleasure working with you to provide suggestions and guidelines for the redevelopment and operations of the marina facility. We look forward to continuing our collaboration to advance the conceptual design toward a workable and profitable waterfront design.

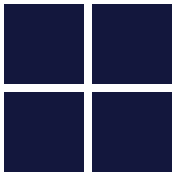
Should you have any questions regarding this matter, please feel free to contact me at 850.654.1555 or md@mrd-associates.com.

Sincerely,

mrd associates, inc.

A handwritten signature in blue ink that reads "Michael R. Dombrowski". The signature is written in a cursive style with a prominent initial "M".

Michael R. Dombrowski, P.E.
Principal Engineer



Key Partner Commitment Letters



Mr. Hampton Carver
Principal
Fort Monroe Development Partners, LLC
120 Campbell Avenue SW
Roanoke, Virginia 24011

Dear Hampton,

I'm writing this letter to confirm Charlestowne Hotels' interest in being your hotel management partner for the redevelopment of Fort Monroe. We feel very confident in both the project's viability from a hotel perspective and in our firm's ability to deliver on such a project. The unique historical attributes of Fort Monroe, combined with the proximity to corporate and leisure demand generators, uniquely positions Fort Monroe as an ideal prospect for Charlestowne Hotels.

Our company's core areas of focus are lifestyle independent hotels, historic adaptive re-use and secondary markets. This project checks all those boxes. We have seen what success and failure looks like in projects such as these. We believe the project as contemplated under your vision has the necessary ingredients for success, especially if under the stewardship of Charlestowne Hotels.

As you are aware, we have submitted to you a letter of intent in the form of a term sheet for development consulting and hotel management services which will include conceptual programming, hotel branding, and operations management. We look forward to the prospect of finalizing that structure and being formally engaged as your hotel partner should you be selected for this redevelopment.

All the best,



October 22, 2019

Wm Hampton Carver
David Plunkett
120 Campbell Avenue, SW
Roanoke, Virginia 24011

Re: Fort Monroe Development Opportunity

Gentlemen,

We have enjoyed reviewing your revitalization plans for Fort Monroe. Also, we have continuing interest in exploring both the adaptive reuse of existing structures and new construction opportunities for multi-family rental housing.

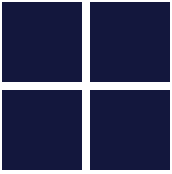
However, as we have mentioned there needs to be adequate time to answer a multitude of development questions including the adequacy of parking, soils considerations, the timing of infrastructure improvements and various other aspects of the project.

Following the due diligence we will be better able to determine financial requirements and feasibility. Please let us know if you require additional information.

Regards,

A handwritten signature in blue ink, appearing to read "E. Andrew Heatwole".

E. Andrew Heatwole
Principal



October 21, 2019

Mr. Hampton Carver
Principal
Fort Monroe Development Partners
120 Campbell Avenue South
Roanoke, Virginia 24011

Dear Mr Carver,

SF Marina Systems USA is pleased to be in consideration to take part in the re development process of the Fort Monroe Marina. We believe that our experience and our products will prove to create a exceptionally high quality facility. Specifically the concrete floating breakwaters, and mega yacht marina systems.

SF Marina Systems is a global manufacturer of concrete floating structures, including marina docks, ferry landings, floating breakwaters, and floating Foundations. SF Marina Systems has a history of manufacturing these structures that dates back almost 100 years. SF Marina has manufacturing faculties' world wide, reaching into all of the major recreational and industrial marine markets.

SF Marina System's products have been sold and installed in North America for over 30 years. Currently SF Marina Systems USA manufactures in Norfolk Va with Coastal design and Construction , doing business in Gloucester Va. since 1978 years, and manufacturing concrete floating structures since 1998. Utilizing two manufacturing locations with capabilities to transport via truck, rail, barge, and ship, anywhere in North America and to sea.

The SF Floating Breakwaters have over 45 years in development and refinement including the advance connector technology. You can find theses floating systems being used, by many state and local facilities ranging from the local yacht club to the largest marina in South Carolina. The USCG , US NAVY, US ARMY, NATIONAL PARK SERVICE, All have SF Marina Systems Products. (Please find attached our full USA references)

SF Marina systems long history of product development, and careful advancement of there technologies, has create a line of products, and floating breakwater that are "storm proven".

I look forward to continuing the process with you as your project progresses

Thank you,

Mason Sears
SF Marina Systems USA
207 653 3773

Tel 207 347 4237 Fax 207 347 4238
www.sfmarinausa.com



SF Marina Systems Reference sheet for USA Installations

Company Profile and Qualifications - SF Marina Systems

SF Marina Systems is a global manufacturer of concrete floating structures, including marina docks, ferry landings, floating breakwaters, and floating Foundations. SF Marina Systems has a history of manufacturing these structures that dates back almost 100 years. SF Marina has manufacturing facilities' world wide, reaching into all of the major recreational and industrial marine markets.

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SF Marina systems long history of product development, and careful advancement of there technologies, has create a line of products, and floating breakwater that are "storm proven".

2019

Four Points Marina Portland ME (in progress) \$5million project. Over 1500 ft of 20ft wide floating breakwater 5 super yacht finger 200' long. Vessels up to 400' plus
Delivered fall 2018 Completion date Spring 2019
Contact: 207 517 4860

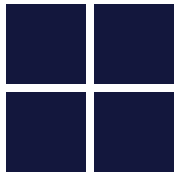
Safe Harbors /Brewer Hawthorn Cove Marina Salem MA Type 400 floating breakwater
14x 325' delivered 2018 completion spring 2019
Contact: 978 740 9890

Safe Harbors / Quincy Bay Marina, Quincy MA Type 400 floating breakwaters 14' x
160') Delivered late 2018 and completed winter 2019
Contact: 617 847 1800

Carolina YC Charleston SC Multiple Type 1030 (minor expansion)

Tel 207 347 4237 Fax 207 347 4238

www.sfmarinausa.com



Key Partner Commitment Letters



Land Surveying | Landscape Architecture | Civil Engineering

October 21, 2019

Mr. David Hill
Hill Studio
120 Campbell Ave, SW
Roanoke, VA 24011

Re: Fort Monroe Development

Dear David

We are genuinely excited about the master development plan the design team has developed for the Fort Monroe property. We have truly enjoyed to design process, the workshops, and the ability to contribute. We look forward advancing these innovative ideas into real places that we can visit and experience in the very near future.

We appreciate the collaborative nature of this design teams' approach. We are Virginia Tech Landscape Architects and that is what we do so well.....

Please do not hesitate to contact Nicole or me during the review process.

Sincerely:

William D. Almond, FASLA
President

Cc: Nicole Weisstanner, ASLA



October 23, 2019

Mr. Hampton Carver
Fort Monroe Development Partners, LLC
1500 Westwood Avenue
Richmond, VA 23277

hampton@carverco.net

Re: Fort Monroe Development

Dear Mr. Carver:

We appreciate the opportunity to be a part of the design and consulting team for your proposed development at Fort Monroe near Hampton, Virginia. Your vision offers exciting potential for this historic property.

Parking is one of the most important factors in the cost, function, patron experience, and ultimate success of a mixed-use project. From our 35+ years of professional parking design and consulting, our professionals at Wantman Group (WGI), formerly Carl Walker, understand the intricacies and have the expertise to successfully integrate parking physically and operationally into your proposed development. We have worked your partner David Hill on parking projects in Virginia for more than two decades, and our resume includes design and consulting for parking facilities at Norfolk International Airport, Old Dominion University, the City of Norfolk, Commonwealth of Virginia, various entities in the federal government, and projects all over the U.S. Our experience includes BRAC redevelopment projects in Warren, Michigan, Fort Bragg, North Carolina, and Fort Belvoir in Fairfax County.

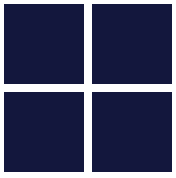
Thank you again for the opportunity, and we look forward to working with you on this project.

Very truly yours,
WGI

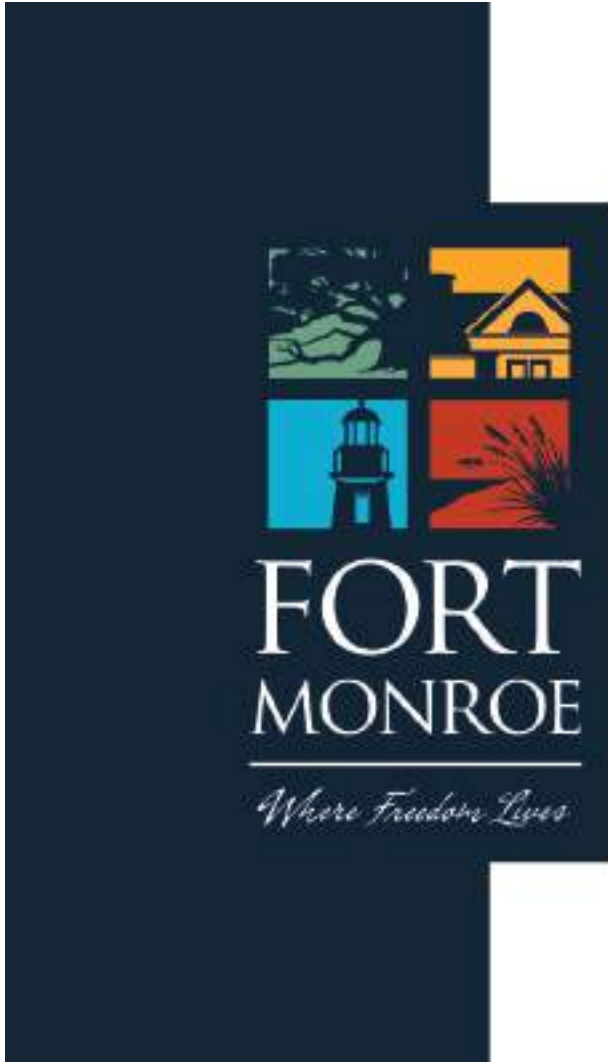
A handwritten signature in blue ink, appearing to read 'Rob McConnell', is written over a light blue circular watermark.

Rob McConnell, P.E., LEED GA
Vice President | Parking Solutions

cc: David Hill, Hill Studios



Key Partner Commitment Letters



Gourmet Services, Inc.

**PARTNERSHIP
PROFILE**



Gourmet Services, Inc.

WHO IS GOURMET SERVICES?

Gourmet Services, Inc. (GSI) is the premier African American, solely owned food service management company in the United States.

The commitment to customer service and the provision of exceptional dining experiences is the standard upon which Gourmet Services has built its corporate foundation, and the platform upon which it will continue to enhance its future. Gourmet also has the awesome privilege of serving the last six (6) Presidents of the United States of America.

Today, as a Minority Woman Controlled Business (MWBE), GSI maintains focus on its Founder's vision while recognizing that the company is only as good as the last meal it serves. Gourmet Services remains committed to its pledge to provide the finest in food service management for those who demand the best in quality and service, and to the select clientele who know the difference. For this is indeed *The Gourmet Way!*

Launched in 1975, GSI was the brainchild of Omaha, Nebraska native the late Nathaniel R. Goldston, III, who acquired a penchant for the food service business while observing his parents in the family's catering business and his father's work in food service at a local hotel. Upon graduating from College, Mr. Goldston's entrepreneurial thirst led him to pursue employment with a major food service management corporation where he gained additional experience and knowledge in diverse aspects of the food service management business. It was Mr. Goldston's incredible grasp of the intricate details of customer service and satisfaction, and his desire to incorporate his own unique brand of these tenets into the business, which led him to found his own company—Gourmet Services, Inc.

The company's name speaks to his business vision: the provision of an exceptional dining experience with incomparable customer service and satisfaction, coupled with an emphasis on qualitative food management practices, all delivered by a concerned and competent staff. With consistent observance of this business vision, a philosophy that seeks to cultivate and sustain mutually beneficial client relationships and a corporate commitment to philanthropy, Mr. Goldston was able to secure food service contracts on six College campuses across the US during his first year in business. This marked the development of a sound business foundation for GSI and the generation of revenues of \$2.3 million for the company in its initial year of operation.

Over the next year, the company experienced rapid growth and expansion, which prompted the decision to move from the sales office location in Charlotte, North Carolina to new corporate headquarters in Atlanta, Georgia. During the same period, the company nearly tripled its number of clients from six to seventeen and augmented the number of employees to 790.

Through the years, Gourmet Services successfully attracted a team of seasoned professionals who possessed the same attributes as its founder—the embodiment of a passion and drive to achieve excellence—thus becoming the company's most valued asset, "The Gourmet Services Family of Professionals." Additionally, in the late 1970's and early 1980's, Gourmet Services, Inc. began to place emphasis on identifying and servicing the "real needs" of each client. This "real needs" approach to institutional food service propelled Gourmet Services, Inc. into the forefront of the industry, and established a new standard in food service management.

This standard has become widely known and accepted as, "*The Gourmet Way!*"



THE GOURMET ORGANIZATION

Throughout the 1990's Gourmet Services continued to expand its management portfolio into related businesses such as Golf Course Management and Concession Management. But it never lost sight of its primary business—the College and University food service segment—and continued its focus on evaluating student satisfaction in the higher education market.

As the company continued to grow and develop, the corporate management team, having experienced the seasonality of the College market, began exploring the possible expansion into related areas of food service management. Subsequently, Gourmet Services, Inc. developed the Airport Division and the Business & Industry Division, each complementing its primary market of College and University food service, while also supporting the year-round profitability of the company as a whole.

During this same period of growth and development, the management team recognized and researched the evolution of new trends in food service management. From this research and client feedback, the team determined that branded concepts would offer an excellent means of providing customers with “what they want”, while also enhancing Gourmet's program of variety and innovation.

As a result, GSI began to forge relationships with companies such as Dunkin Donuts, Einstein Bros Bagels, Cinnabon, McDonald's, Subway, Chick-Fil-A, Planet Smoothie and Zero's Subs & Pizza, and to make these food brands available at various client locations. GSI continues to evolve and keep pace with the industry. Most recently, A La Carte Menu Services, Inc., A Gourmet Company, acquired Mrs. Winner's Chicken and Biscuits. This acquisition has made the Gourmet Companies amongst a small number of minority franchisors. Additionally, Gourmet has branded two new concepts Nitty Gritty – an upscale southern food restaurant experience and Good Food4Life – a healthy food concept with a focus on vegan and vegetarian options.

OUR INVOLVEMENT

Gourmet is thrilled with the opportunity to be a part of the group applying to develop Ft. Monroe. With our years of experience in the food service industry and knowledge of the area and region, we believe we are perfect fit for the team.

We shared our company history to highlight the vast experience we have in food service management arena. If provided the opportunity, we would bring to bear the full impact of our company resources to assure success. As our company mantra states, **We Bring More to the Table Than Just Food!**



OUR PARTICIPATION

As a partner in development group, we see our primary function as the responsible entity for all food and beverage aspects of the proposal. This would include, but not limited to,

- Providing concepts and brands operated by the Gourmet Companies to include Nitty Gritty and Good Food 4 Life



- **Researching, Vetting and Proposing Concepts and Vendors to operate at sites included in the proposal**

We have begun our review of local and regional concepts that would help tell the Fort Monroe story through food. We understand that to make the proposal "speak" to those involved in the review and decision-making process, great food must be matched with the flavor of the region, spectacular history and vision of the project. We have also visited current popular waterfront destination to study what food operations attract a large and consistent number of guests

- **Reviewing and Developing Menus**

Our team will review menus based on

- > Viability of menu concepts for the projects;
- > Size of the concept space;
- > Variety of options from concept-to concept;
- > Number of options at each location;
- > Availability of seasonal offerings, and
- > Costs based on concept



OUR PARTICIPATION

As a partner in development group, we see our primary function as the responsible entity for all food and beverage aspects of the proposal. This would include, but not limited to,

- **Developing and recommending appropriate pricing**
We will research appropriate pricing for each concept. Included in this review will be the,
 - > Evaluation of regional and local pricing
 - > Review of pricing in "like" destination areas
 - > Distributer Pricing
- **Identifying Locations for Food Concepts**
- **Assisting in Site Development and Construction Oversight**
- **Ensuring Adherence to Governmental Requirements**
 - > Health Permitting
 - > Grease Traps
 - > Environmental Impact
- **Offering Management and Operations Assistance**
Oftentimes, smaller food service operators/vendors do not have the history to prepare documentation for proposal submission. Our team would work to gather the information needed to make them a part of the project. Moreover, we would provide management oversight for all food service operations to assure success. Our team would aid vendors with reviewing food costs, labor costs, quality assurance, and customer service.
- **Providing Logistics of Food Delivery to Concepts**



OUR PARTICIPATION

As a partner in development group, we see our primary function as the responsible entity for all food and beverage aspects of the proposal. This would include, but not limited to,

- **Ensuring Quality Assurance**

Ensuring Customer Service is just not lip service but a part of life. While each location may have customer service practices, we will develop an overall customer service plan aligned with total Ft. Morgan destination plan. It will be shared across the board from location-to-location and concept-to-concept.

- **Developing an Onsite Food Service Training Program**

Our team understands the importance of making the community a part of the proposal. It will also be that feature that would set us apart from others. We understand the importance of high level, top tier training in the food service sector because great service will make food service operations a reason for patrons to come back for more. It is also important that the team invest in the community and assist in changing the lives of those who live in the region. Our giveback will be a food service training and certification program. The Gourmet team has been studying programs, like the Brownsville Project, to develop a program that provides intensive training (including front and back of house) for those who are unemployed and seek skills to improve their entry into the workforce. The program will provide food service certification from an accredited college/university.



Key Partner Commitment Letters

APPLIED TECHNOLOGY AND MANAGEMENT, INC.



PROPOSAL FOR CONSULTING SERVICES

OLD PORT COMFORT MARINA

HAMPTON, VIRGINIA

Prepared For:

Mr. Hampton Carver

September 2019

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INTRODUCTION

Applied Technology & Management (ATM) is pleased to provide this proposal to assist Mr. Hampton Carver with a market assessment pertaining to the potential redevelopment of Old Port Comfort Marina in Hampton, Virginia. ATM understands that there is an existing, operating marina at the subject site. This marina, along with the adjacent upland property, is envisioned to be redeveloped as a modern facility that is capable of attracting and accommodating local and regional boaters as well as transient yachting traffic. The following describes our proposed approach for this Marina Market Assessment.

TASK 1 – MARINA MARKET ASSESSMENT

Effective marina planning and development requires an understanding of the prospective users of the marina facility. Knowledge of this potential or “target” market for marina slips will inform facility layout/design and will serve as the basis for understanding potential success of the marina development. The goal of the Marina Market Assessment is the development/confirmation of the appropriate slip mix and identification of facility development schedule and rate structures that will ultimately help ensure the economic viability of the project.

As part of this task effort, two ATM marina professionals will visit comparable, existing marina facilities in the Hampton Roads area to perform facility assessments, gather physical marina data and ground-truth information obtained through secondary sources, and conduct targeted interviews with selected boaters, boat dealers, and marina operators/staff to determine boating trends, boater expectations and to gain current insight into the area marina market. The visit will also provide ATM researchers with a critical understanding of potential market segments for a redeveloped marina facility at the subject property.

After this field effort ATM will compile its findings and conduct an analysis of the boating market segments, demand characteristics and trends for the region.

Specific Elements of the Marina Market Assessment will include:

- Review regional cruising guide and tourism information to determine trends with regard to travel seasons, recreational traffic components, direction trends and staging requirements.
- Review and analyze readily available boat/motor registration statistics from VA Department of Game & Inland Fisheries (and other sources), selected demographic indicators, and assess boating trends for the project region.
- Review proposed upland development program with regard to elements, phasing, and potential marina slip demand.
 - ATM has extensive experience in this regard having worked on a multitude of mixed-use marina developments throughout North America.
- Catalog and assess comparable regional marinas to include identification of typical boat sizes, boat use patterns, infrastructure (dock types, utilities, etc.), occupancy characteristics, amenities, support facilities, dockage rates, etc. as they relate to a potential new marina facility at the subject site. This data will be cataloged in a summary matrix and a photographic CD.

- Review slip occupancy, transient visitation information, and wait list data at existing marina facility (to the extent available)
- ATM professionals will conduct targeted interviews with local boaters, marina managers, boat dealers, and other pertinent local contacts to gain additional insight into the boating and marina market in the area.
 - Include interview with the manager of the existing marina facility (to the extent available)
- Identify general customer base(s) for marina facilities at the subject site and indicate details such as anticipated boat sizes, boat use patterns, etc.
- Evaluate the User Profile (needs of the prospective boater with regard to berthing, seasonal use, and support services): transient characteristics, utility requirements including electrical, water supply, CATV and wi-fi and amenity expectations (services, infrastructure [i.e. dock types], yacht club, pumpout, maintenance, repair capacity, etc.)
- Forecast boating demand by customer base (e.g., local boaters, charters/commercial, residential transients, etc.).
- Consider potential for megayacht visitation, including review and discussion of cruising trends and special infrastructure requirements to attract and service these vessels.
 - Review/analyze available Automatic Identification System (AIS) data for project area
 - Review/analyze readily available megayacht transit data, production data, etc.
 - Review/summarize megayacht offerings in subject area (destinations, service, provisioning, etc.)
- Recommend slip mix (number, size, and type of slips and drystack racks [if applicable]) for the marina, including suggested phasing plan.
- Provide a recommended slip lease rate. This will include long-term lease rates as well as transient/short-term rates; include rates for drystack storage (if applicable).
- Provide basic recommendations for upland programming necessary to suitably support redeveloped marina facilities on the site: ships store, fuel operations, rental, water sports programs, bait/tackle, boat maintenance, provisioning, and other supporting revenue centers.

At the conclusion of this research and analysis, ATM will compile its findings into a summary, graphical report.

PROFESSIONAL FEES

The total fees for the project are summarized below:

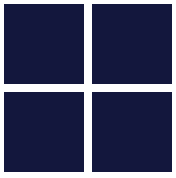
<i>PROFESSIONAL LABOR FEE SUMMARY</i>	
Task 1 – Marina Market Assessment	

Notes:

1. The above fees include Professional Labor only. A Technology Fee for technological applications and services including computers, software, telecommunications and standard office reproduction will be billed at 5% of total professional labor fees. Travel, express postage, and oversize reproduction will be billed at cost plus an administrative fee of 10%.
2. ATM services may be initiated immediately upon the acceptance of this proposal, execution of ATM standard professional services agreement (PSA) and the payment of a (\$5,000) retainer which will be applied to the final invoice for services under the project.



The Fort Monroe Experience



Closing Statement

Like no other place, Fort Monroe bears and protects America's genesis story. From indigenous times to the arrivals of Europeans and Africans; line one in America's opening chapter was written in this place. And like no other place, Fort Monroe has continued uninterrupted through the many chapters of human activity that have included the wonderful and the heartbreaking. But America's story continues to unfold and we are now asking, "What does the next chapter hold for Fort Monroe?"

Fort Monroe Development Partners wants to help Virginia write that next chapter through our proposed plans for Fort Monroe's redevelopment and renewal. We present ourselves to the FMA as its private sector partner to help it achieve its goals. Reverence for authenticity will be our guiding principal as we seek to restore, preserve and protect Fort Monroe's historic assets through skilled adaptive reuse that ensures long-term economic viability for each asset with which we are engaged.

Our team possesses relevant expertise in architecture and engineering, planning, public-private partnerships, adaptive reuse, historic tax credit placement, and real estate development and management. In humble confidence, we offer our ideas, concepts and passion for the successful preservation of historic assets and for complementary new construction that meets the Fort Monroe Authority's key objectives.

As you consider our proposal, we trust you will recognize how we i) tell the story, ii) preserve the assets and iii) create a viable and sustainable economic model for each component and for the overall development we propose. We welcome your inquiries and look forward to contributing to Fort Monroe's resurgence as one of America's great places.

