

**National Historic Jacob Tome School for Boys Campus
Request for Expression of Interest
Notice of Opportunity to Lease**

Contents

- I. Project Overview 3
- II. Application Submission..... 12
- III. Industry Forum Notice to Offerors 16
- IV. Points of Contact17
- VII. Reference Materials..... 177

I. Project Overview

BDC Authority

The Bainbridge Development Corporation (BDC) is a body politic and corporate and is constituted as a public instrumentality of the State of Maryland. The BDC was created in 1999 to develop and implement a dynamic sustainable plan for the former Bainbridge Naval Training Center (USNTC) which accelerates the transfer of facilities and sites into productive use in the public and/or private sector to maximize new economic opportunities for the citizens of Port Deposit, Cecil County and the State of Maryland. The Bainbridge Development Corporation owns the 1,250 acre parcel, known as former USNTC Bainbridge.

The Board of Directors of the BDC manages the property and business of the BDC. The Board is comprised of fifteen members - nine voting and six ex-officio members. The BDC may have bonds issued through the Maryland Economic Development Corporation for the purpose of financing or refinancing all or part of the costs of a project. The BDC may lend or otherwise make available the proceeds of its net earnings to any person to finance or refinance the costs of any project.

The Corporation is not required to pay any taxes or assessments on its properties or activities or on any revenues derived from its properties or activities. Whenever the Corporation sells or leases land or facilities to any private entity, the land or facilities shall be subject to state and local property taxes from the time of the sale or lease. A project of the Corporation is subject to all zoning and subdivision regulations of the jurisdiction in which the project is located and any state or local regulatory requirements to which a private corporation would be subject.

Bainbridge Project Overview

The State of Maryland conducted several studies to explore the redevelopment feasibility of the former Bainbridge USNTC including the Historic Tome School for Boys evaluating a host of options. Finally, the land planners, economists, engineers and architects made a recommendation on a single preferred plan for Bainbridge which accomplished the desired goals which are to generate jobs, business and economic development and preserving its unique historic heritage. The recommendation was a mixed use village concept envisioning a large business park, community golf course, residential community patterned after small towns to entice residents with the opportunity to walk or ride a bicycle to work. The combination of location, golf, the adjacent Susquehanna River, historic Port Deposit and the concept of being able to live, play, shop and work in the same village-like new community would attract businesses into this area.

After this concept had been bought into by the local community and after going through a solicitation process, the BDC entered into a Master Development Agreement with a partnership of real estate developers (the "Developer") in 2004 for the development rights to all 1,250 acres. The Developer submitted a general development plan for the 1,250 acres for a mixed-use community to include 2.5 million square feet of commercial, retail, industrial development; 1,250 residential units (single family, townhome and condos); a four year educational institution; a public library; a public school; an amphitheater and recreational facility as well as hundreds of acres of open space. The Developer

maintained the rights to Historic Tome School until 2010, at which time, they forfeited their rights. In 2005, the BDC contracted with a local firm to stabilize the granite structures of the Tome School. Between 2005 and 2008, over \$1million was invested into six of the granite structures. However, in 2012, while the structural integrity of the majority of the granite buildings are intact and some interior details remain, the majority of the interior of these facilities will require all new mechanical, electrical and plumbing systems.

While the Bainbridge Team continues to push forward, the Nation's economy, new storm water management regulations from the Maryland Department of the Environment, the inability to resolve wastewater to the site and new found contaminants have delayed construction on this site for the past few years. The stakeholders and local community always felt the restoration or redevelopment of Tome School would not occur until after the redevelopment efforts began with the main parcel of Bainbridge and which would be a catalyst for Tome School. The BDC is now considering redevelopment of Tome School independent of Bainbridge Main. While the Bainbridge Team continues to work with the State of Maryland, US Navy, Cecil County and Town of Port Deposit to resolve the wastewater and contamination issue, it is our mutual interest to solicit world-wide for interest in Tome School. Interested parties may consider proposals in whole or in part.

The Bainbridge Community Development, after build out, would create a projected 5,500 jobs; 2,500,000 square feet of business space; 1,250 new homes and a number of regional recreational amenities. The tax base would increase by over \$200,000,000 and property taxes would generate over \$2,000,000 annually. State income tax, sales tax and property taxes would also increase substantially.

Tome School Overview

The Jacob Tome School for Boys built a series of granite buildings on the bluffs above Port Deposit, overlooking the Susquehanna River. The architectural significance of the school centers on the site plan and Beaux-Arts-influenced Georgian Revival style of the buildings designed by the firm of Boring and Tilton in 1900. The monumental scale of the buildings, their symmetrical facades, the elaborate ornamentation derived from English Renaissance and American Colonial Revival sources, and the axial site plan are the main elements of the movement present in the Tome School. The majority of the buildings are organized around a large quadrangle that is oriented northeast-southwest. The 13 surviving buildings include Memorial Hall, three dormitories (Jackson, Madison, and Harrison), Van Buren Inn, Monroe Hall, the President's House (or Director's Residence) as well as six Master's cottages.

The school property and buildings were designated a National Historic District in 1984.

Inventory and description of Structures:

#1 – **Memorial Hall** (dedicated in 1902) served as the centerpiece of the campus and was named after the founder, Jacob Tome. Unlike the other buildings, Memorial Hall has detail and ornament of stone and copper with a significant copper cupola and clock piece at the center of the building. The breathtaking main lobby with its double height vaulted ceiling and symmetrical sweep marble staircases with cast iron railings, along with the unique ornamental character of the building inside and out exhibit a much grander scale than other academic buildings. Memorial Hall contained 25 classrooms, laboratories, a library, doctor's office, administration offices, grand lobby soaring the height of the

building, chandeliers, clock tower and a 500 seat auditorium with pipe organ. Number of floors – 4; Gross Area – approximately 47,200 square feet.

#2 – **Van Buren or Tome Inn** is a wood structure in a granite base with a granite cafeteria on the rear of the wood structure. The cafeteria space has an incredible window facing west. The rear of the building tends to be more in keeping with that of the other main campus buildings while the Inn at the front is more “camp like” and residential. Number of floors – 4 (including basement); Gross Area – approximately 44,000 square feet.

#3 – **Jackson Hall** is one of the main quad buildings facing north with a road on the north quad side and a service drive allowing access at the basement level. Like the other buildings there are steps from grade to the entry. Number of floors – 4; Gross Area – approximately 19,072 square feet.

#4 – **Harrison Hall** is a quad building facing north and is located next to Jackson Hall. The access road extends to provide access at the basement level of Harrison Hall on the south façade. At the main entry of the building is a significant central entry hall. The interior is organized with a double-loaded corridor. Large window wells on the south and north façade provide natural light to the lower levels. Number of floors – 4; Gross Area – approximately 24,000 square feet.

#5 - **Madison Hall** is a quad building facing south and is located nearest Memorial Hall. Early photographs indicate two south façade balconies and porches on the east and west ends of the building, removed by the Navy. The most significant feature is the large portico on the front façade. Number of floors – 4; Gross Area – approximately 12,110 square feet.

#6 – **Monroe Hall** is located at the end of the axis of the main quad. Though less impressive than the other structures on the quad, its prominent location gives it a spectacular view across the campus from the porch. Originally constructed as a gymnasium, the interior consists of a significant central space with smaller spaces at the north and south ends. Number of floors - 2 (plus basement); Gross Area – 6,000 square feet.

#7 – **President’s House** has the best view of the Susquehanna River and is very secluded at the end of the campus. Once a home of substantial elegance, the rooms are quite large. Its stone façade is complimented by wood columns on the north, south and east of the structure. The most grand façade is viewed from the rear of the property. Number of floors – 3 (with basement); Gross Area – 10,810 square feet.

8 – 13 – **Master’s Cottages** are located south of Jackson Hall and Harrison Hall on the Tome Road. Each has good access to the main quad buildings. The cottages are all of wood construction and represent four different architectural styles. Constructed for residential use, each cottage is sited to take advantage of the terrain and has some type of porch.

Condition of Structures

In general the exterior of the buildings are in good condition with the exception of Harrison Hall. The exterior of all buildings have had work completed on the roofs, gutters and downspouts, ventilation, vine and tree removal and openings “walled” in with concrete masonry block. The interior of the buildings are in generally poor condition. Debris is present in all buildings, ceilings and walls deteriorated, acoustic tile ceilings collapsing and areas of floor structure degradation present.

Vandalism has occurred in all buildings. The campus area is cleaned and maintained with only small amounts of debris, dead trees and branches present.

Preservation Easement

The Tome School for Boys Campus is encumbered with archaeological and historic preservation easement requirements through the Maryland Historic Trust. The entire Tome School site is a National Register listed historic district and all proposed work must be in compliance with the Secretary of the Interior's Standards for the treatment of Historic Properties. A copy of the easement is attached.

Demographics

Cecil County's population is approximately 103,000. The County has over 220 miles of shoreline and 8,000 acres of parkland. World class companies like ATK, Dupont, General Electric, IKEA and Gore are located in Cecil County. Cecil County offers fast track permitting, Enterprise Zones, HUB Zone and workforce training programs.

Maryland has a civilian labor force of approximately three million. The unemployment rate consistently remains below the national average. Maryland has the highest concentration of employed doctoral scientists and engineers. The state ranks first in employed PhD scientists and engineers per 100,000 employed workers. Maryland also ranks first in mathematical sciences, first in biological sciences, first in health, and third in physical sciences per 100,000 employed workers. Maryland ranks second in the percentage of professional and technical workers in the workforce. Maryland ranks second in the percentage of the population age 25 and above with a graduate or professional degree, and third in the percentage with a bachelor's degree or higher. Baltimore is rated a 5-Star knowledge worker metro in the ranking, and both Baltimore and Washington DC are in the top ten metros for university R&D spending. Maryland ranks fifth in federal government employment, with 131,855 non-military federal jobs in 2009. On a per capita basis, the state ranks third with 231 jobs per 10,000 residents. Non-military federal jobs generate \$11.4 billion in total wages in Maryland, ranking fourth among the states. Further, these jobs pay better in Maryland than in any other state, with an average annual wage of \$87,767, which is 28% higher than the national average.

General Characteristics

The site's position within the northeast corridor is particularly well-suited to a regional use due to its proximity to many major population centers. Located right off I-95, (the major north-south transportation corridor) in the heart of the East Coast between Baltimore and Philadelphia, the site is within 45 miles of Baltimore, 80 miles to Washington DC, 67 miles to Philadelphia, PA and 35 miles to Wilmington DE. The site is located just 16 miles from the US Army's Aberdeen Proving Ground in Harford County, Maryland.

The Baltimore Washington International Airport is the closest hub airport located within 52 miles; the local regional airport, Raintree is located in Elkton, 13 Miles away. The site is also within 55 miles of the Philadelphia Airport. The site is served by commuter bus which is 100% contracted transportation serving both Baltimore and Washington, DC bound commuters from outlying counties. Commuter Bus operates primarily to peak travel destinations and during peak travel times on weekdays only. The Marc Train Service is a commuter rail system whose service areas include Harford County, Maryland; Baltimore City; Washington D.C.; Brunswick, Maryland; Frederick, Maryland and Martinsburg, West

Virginia. CSX Corporation is one of the nation's leading transportation companies, providing rail-based transportation services.

The site is located at the north end of the Chesapeake Bay at its confluence with the Susquehanna River. Adding to its grandeur is its position at the top of 200 foot high cliffs along the river's edge. The site itself features a number of steep ravines, primarily located on the river side of the site. Throughout the site, the topography varies over 350 feet. Positioned above Port Deposit, many areas of the site have sweeping views of the confluence of the river and the bay. There are limited visual connections from the site to the town itself due to the grade separation of the cliff. The roads adjacent to the site, leading down to the town have dramatic, defined views of the river. Views from the site to Harford County include the State Park and adjacent agricultural land. Development on the Bainbridge site will impact the views from the bluffs along the Harford County side of the river.

Most of the slopes on the site are developable. Slopes over 25% are located primarily along the cliff at the southwestern end of the site.

The predominant soils for the upland areas of the site are of the Glenelg-Manor Glenville Association which are described in the USDA-SCS Soil Survey of Cecil County, Maryland as "deep, somewhat excessively drained to moderately well drained, gently sloping to steep, loamy soils derived from micaceous rock material." These soils are generally suitable for structural fill with depth to bed-rock varying from 5 to 10 feet or more, and high water tables existing in some Glenville soils. The soils comprising manor loam, Glenelg Silt Loam and Glenville Silt Loam make up more than 75 percent of the upland portion of the site with a significant portion of the remainder being those soils designated as "Made Land". "Made Land" soils are those that have been disturbed (usually by filling) by man in such a way as to no longer resemble naturally occurring soil formation. Soils which are closer to the floodplain areas consist primarily of Baile, Hatboro and other minor soils which are generally not suitable for structural fill. Depth to bedrock of this material varies from approximately 5 to 8 feet with high water tables being associated with all soils types.

The Maryland Chesapeake Bay Critical Areas program was enacted to protect the environment unique to and surrounding the Chesapeake Bay. The intent is to improve and stabilize the quality of water in the bay and its tributaries. The development categories designated by the State are intense development areas (IDA), limited development areas (LDA) and resource conservation areas (RCA). The development categories applied to a 1,000' setback along the shorelines. A portion of the Bainbridge Tome School site falls within this setback and is currently designated as RCA. This portion of the site is at the very top of the cliff above Port Deposit and includes part of the Tome School Historic District including a portion of Memorial Hall and the President's House, on existing ravine and bluff area. Redevelopment of this area would require re-designation.

Road servicing the Tome School site will require reconstruction and/or reconditioning depending on the ultimate re-use of the site. The existing roads are asphalt with no improved drainage system. Many of the roads are lined with mature trees. Reconditioning will require installation of curb and gutter or drainage swales, an improved storm drainage conveyance system, resurfacing with bituminous asphalt and, in many case, road widening. The Tome School site has both an independent entrance from state highway route 222 as well as access through the entrances into USNTC Bainbridge.

Water supply for the Bainbridge site is currently provided by the existing Town of Port Deposit water filtration and pumping facility, now owned by Artesian. This facility has a capacity of 1.0MGD according

to the 10 year water and sewer plan for Cecil County; existing production is on the order of 0.3 MGD. The initial water source for the redevelopment of Bainbridge could come from the existing plan. Future development of the Bainbridge site will rely on water supply from the Susquehanna River. The site was formerly served by a network of cast iron pipe waterlines. An existing on-site water treatment plant (abandoned since the mid-1970s) formerly provided treated drinking water for the entire Bainbridge site and the Town of Port Deposit. Raw water was pumped from the Susquehanna River to the treatment plant.

Currently the Bainbridge site and the Town of Port Deposit's wastewater requirements are being supported through an agreement between the Town of Port Deposit and Cecil County through the County's Seneca Point Sewer Plant.

The site was formerly served by a network of overhead electric and telephone wires. As buildings have been abandoned, these wires have been removed from service. The current service provider is Delmarva Power.

The entire site was developed prior to the theory of storm-water management quality and quantity control. Redevelopment will require, at a minimum the installation of water quality best management practices and possibly storm water management detention (quality) control facilities.

A Phase I Environmental Assessment has been conducted on the site. The Tome School site has been identified with lead contamination. Lead and asbestos have also been identified within the Tome School structures.

Project Goals and Objectives

The BDC's goal for the Historic Tome School for Boys Campus is to rehabilitate the granite structures into productive use capitalizing on its location, cultural and historic significance and blending into the overall mixed use concept of the redevelopment of the former USNTC Bainbridge. A reuse plan for the Tome School structures and site that is consistent with the requirements of Maryland Historical Trust and other regulatory agencies. The plan will provide for short and long term stabilization options and the preservation of the unique historic character of these structures.

History: Tome School

To understand how Bainbridge came to be located on a bluff with the Town of Port Deposit 200 feet below separating the Base from the Susquehanna River, one must understand the pre-history of the area. In brief, the Town of Port Deposit was visited by Captain John Smith in 1608, a ferry boat operated here by Thomas Cresap as early as 1729 and by 1812 Philip Thomas had surveyor Hugh Beard lay out a proposed town to be known as "Creswell's Ferry" into lots. The Maryland General Assembly reviewed the survey and approved with Governor Levin Winder signing on and changing the Town's name to "Port Deposit" on 5 December 1813. The Town had become a "port of deposit" for goods being shipped from Pennsylvania's interior down the rain and thaw swollen Susquehanna during the spring months for trans-shipment on larger vessels up and down the east coast and indeed to Europe.

One of these early trading trips brought a young man named Jacob Tome to Port Deposit in 1833. He had an incomplete education and little money, but soon he made a fortune in lumber, land speculation, canals, railroads, steamships, and banking. By 1889 he sought and obtained a charter from the State of

Maryland for a private school to be known as the Jacob Tome Institute or JTI. The school would be built and funded purely from Tome's money and be free to the children of Port Deposit and other environs as space allowed. By 1894 the school was built and opened, expecting 200 pupils, 450 arrived on the first day and trains were diverted to Port Deposit from Baltimore for the auspicious event. JTI put the public school out of business in Port Deposit and to this day there is no public school in Port's town limits.

When Jacob Tome, known as the founder and benefactor, died in 1898 prior to witnessing the graduation of the school's first four year study body, he left the school board an equivalent of \$3million to continue. The board realized the free school would continually drain the endowment, so they immediately sought a method to develop a prep school on the lines of Eton and Lawrenceville in New Jersey, for the sons of the elite to attend. To that end they hired Frederick Law Olmsted, the designer of Central Park in New York, to oversee the site selection and the layout concepts for the two farms they purchased on the hill above Port Deposit, the Gottlieb Gehrung and Lewis Edward Abrahams farms. An architectural competition brought William Alciphron Boring and Edward Lippincott Tilton, the firm of Boring and Tilton from New York to Port Deposit to design the structures of Port Deposit granite and Indiana limestone, immediately after the duo of Boring and Tilton had won international awards for their recently completed project in New York, known as the Ellis Island Immigrant Station. Charles Wilson Leavitt was hired by Olmsted to design and layout the Italian gardens, later golf links, and all other flora beautification of the school grounds.

The school educated the elite of America and several other countries for years attracting such dignitaries for guest speakers as a young Under Secretary of the US Navy Franklin Delano Roosevelt. Graduates of the school including Lloyd Andrews Hamilton, a WWI fighter ace who was shot down over Germany and for whom Hamilton Field is named; Baynard Kendrick, author and founder of the Mystery Writers of America; Oscar winner Jack Eaton; actor and director Abner Biberman; author Stanley Kimmell; James Rouse of Columbia fame; Milward Simpson, the last of the wild-west Governors in Montana; General James Devereux – Brigadier General and Commanding Officer of USMC 1941; and John Shively Knight of Knight Ridder News Service and founder of the Knight Foundation.

By 1938 the school's endowment funds were growing smaller, investments had taken a severe hit and enrollment was down as parents could not afford to send their sons to boarding schools following the crash of 1929 and the Great Depression. A \$48,000 gift of GM stock from Donaldson Brown, of double-entry bookkeeping fame, could not save the school and finally the campus was put on the market as being for sale.

History: Bainbridge USNTC

The sale of the school lagged with many interested parties visiting the school but none making offers. After 7 December 1941, the "day that shall live in infamy" new interest in the property sprang forth – for military training of new recruits. The US Army from Aberdeen Proving Ground, APG in Harford County, sent inspectors, as did the United States Navy and US Marine Corps. However, FDR recalled the beautiful school campus from his days as a guest speaker, and being a Navy man himself, he responded to the Navy's flash appraisal (made when the Navy learned the Army was back for a second look). The US Navy sent officials to look over the campus on 25 January 1942 originally for a proposed aviation ground school. The Army inspectors were removed from the property at 11:35 am after FDR signed an order to purchase Tome School "for less than a million, and forget about Tahoe". The purchase was made in February 1942 and immediately acquisition of more land was called for taking the 330-acre

campus and adding onto it for an over 1,200 acre Naval Training Center. The total price of the campus and additional land came to \$1,330,000.

Construction began in 19 May 1942 with the Thompkins Company of Washington DC, earning the \$42 million contract on 10 April 1942. 506 buildings were erected along with seven miles of roads and sidewalks, and infrastructure installed including telephone lines, electricity, water and sewer.

USNTC Bainbridge was actually commissioned before it was completed on 1 October 1942. By 10 October 1942 the first recruit, 19-year old Damon Sutton of Pittsburgh, Pennsylvania was welcomed aboard USNTC Bainbridge. At the peak of WWII activities Bainbridge had 543 buildings in use with 44.8 miles of paved streets and parking areas, and 7.9 miles of railroad track. There was also a nine-hole golf course, 16 tennis courts, six swimming pools, 9 outdoor athletic fields and four movie halls each seating 1,400 people, not to mention the 5,000 seat outdoor amphitheater.

The Bainbridge construction contract was not completed until 7 July 1943 with the hospital group in the Fourth Regiment area. By war's end the hospital had facilities for 2,377 bed patients and 500 convalescents, manned by 62 doctors and 97 nurses. The primary mission of the hospital was to care for the center's own personnel but as the war progressed the hospital cared for large numbers of battle casualties, most well-advanced toward recovery. The completion a year after the purchase of the former Tome School for Boys Campus and 1,000 acres surrounding it to make this Navy City at Bainbridge complete with 600 buildings cost \$45 million.

The base contained four training camps all named for Maryland centered sailors – Camps Barney, Perry, Rodgers and Semmes. Each camp contained a drill hall complete with indoor swimming pool, basketball courts, locker rooms, offices, etc.; chow halls that could feed up to 1,000 at a time; and bleachers. The base itself contained a hospital, chapel, ship's store, dry cleaners, processing center, and administrative offices. Also on Bainbridge were movie theaters, officers and enlisted men clubs, bowling alleys, rifle ranges, riding stables, picnic grounds and of course, the USS Commodore, referred to by the men as the "USS Never Sail". Land was acquired in Port Deposit along the waterfront to build boathouses for whale boats where abandoned ship drills could be held on the swift moving Susquehanna River. Each day the street in Port Deposit shut down as sailors marched down the 300 foot cliff on steps built 50 years earlier to carry students to Tome School, cross the street and practice on the Susquehanna.

In fiscal year 1944, the Ship's Service Store at Bainbridge, employing local civilians, grossed sales in the amount of \$7,690,341.25 while the peak of activities in clothing and small stores division was reached in March 1944 when the workers issued clothing valued at \$1.8million to Navy personnel. The brisk business prompted 20 storehouses to be built each at 200'x60'. In 1944 alone, Bainbridge NTC personnel bought by the pay deduction method bonds with maturity value of \$16.8million. The base was training so many men and women and attracting so much business and civilian workers, thus impacting local economy on a massive scale, that the base was re-designated a US Naval Training Center in April 1944 with four subordinate commands – Service School, Recruit Training, Naval Hospital and Administrative Command.

Throughout World War II Bainbridge cooks and bakers prepared three meals a day for 30,000 men and during an average month the authorities spent \$470,000 for general mess, taking great care to spend a large portion of that with local farmers and purveyors.

By the end of WWII USNTC Bainbridge Recruit Training Command had trained and mustered out 244,000 recruits. Bainbridge's Administrative Command operated a bus line that ran on a 20-minute schedule supervising 129 passenger vehicles and 278 trucks. The average daily consumption of water on the base was four million gallons from the Susquehanna River via a 16 inch pipeline to the base's filtration plant. The base consumed 45,500 tons of coal each year and there were six mobile pumps and 44,000 feet of hose to fight fires. In addition there were 10 trunk lines and three switchboard centrals through C&P Telephone and a 600 line PBX dial system for intra-reservation calls.

On 30 June 1947 USNTC Bainbridge was deactivated. The residents of Port Deposit were saddened but grateful the base had been operational with sailors "aboard" on 31 May 1947, when the worst airliner crash in the history of the United States, up to that time, occurred on the hillside at Port Deposit claiming 53 lives. A drill hall was used to lay out and identify the dead and sailors helped in the transport of wreckage and bodies from the hillside to the base.

Though the focus of USNTC Bainbridge was recruit training, the Tome School for Boys Campus was the center decision to purchase the land and create Bainbridge. Hence the Navy sought a use for the school and in the earliest days officers used the school proper. But as World War II waged on, a new purpose was developed in 1943 and 800 men were signed on for the first US Naval Academy Preparatory School program in the history of the US Navy. Memorial Hall served, as it did years prior, as the classroom facility, while the dormitory buildings of Harrison, Jackson, Madison and Van Buren housed the officer students. The rear of Van Buren served as the chow hall with massive kitchens modified to serve more humble fare than the gourmet meals Tome boys had ravenously consumed. The Power Plant of the school became a maintenance facility but new mechanical systems were added to the individual buildings. The Navy even spruced up the football field, batting cages, and added an outdoor pool to Monroe House which contained a 75'x25' indoor swimming pool, basketball court, movie theatre, batting cages, handball and racquetball court and tennis courts. An officer's club was also added to Monroe House.

In 1943 the Naval Academy Preparatory School (NAPS) enrollment at Bainbridge in the former Tome School for Boys area, which was known as "Officer's Only Off Limits Personnel" to most sailors, was 443. Those numbers would go up over time until the first set of final examinations were taken. In 1944 the enrollment in NAPS was 900. In 1945 the NAPS enrollment at Bainbridge was 1,073.

On 29 April 1944 final examinations of this first class of 800 men were held at Memorial Hall marking, said the Cecil Democrat newspaper of that date, "completion of the first course at the US Navy's first formal pre-school for the Academy of Annapolis".

Closed in June 1947 Bainbridge was re-activated from "moth ball" status to welcome the first recruits for Korean War era service on 5 April 1951. Recruits arrived at between 500 to 1,000 per week. It was during the Korean War that Bainbridge, and thus the Town of Port Deposit, reached their peak population of 55,000. Reactivation ceremonies were held on 1 February 1951 under Commander Robert H. Smith who spearheaded a multi-month clean up and repair of the once abandoned property. A recruit training unit for women was established at Bainbridge in November 1947 immediately after NAPS was reopened in October.

By 1959 a mechanized Personnel Accounting Machine Installation, or PAMI, came to Bainbridge as a new command. The recruit training center for women of 1951 was also re-designated as a Command and in August 1959 became the Recruit Training Command for Women. In January 1960 a distribution

office responsible for 60,000 stateside billets came to Bainbridge known as EPDO CONUS – Enlisted Personnel Distribution Office Continental United States. In 1962 the Nuclear Power School was moved from New London, Connecticut to Bainbridge as a Command. In 1963 Naval Reserve Manpower Center came to Bainbridge. All of these various organizations beefed up the number of civilian workers required to keep Bainbridge working.

In 1967 the Naval hospital command at Bainbridge was deactivated and replaced by a base dispensary, while earlier in the year on 24 February 1967 Hunter Hall was dedicated and occupied as the WAVES Recruit Barracks at Bainbridge, the last new structure to be built at Bainbridge before it was shut down. The Service School Command was next to succumb in 1968, followed by the Recruit Training Command for Women, which moved to Orlando Florida in 1971; and EPDO CONUS and PAMI CONUS were removed to Washington DC from Bainbridge 1 July 1972.

USNTC Bainbridge closed for the final time on 31 March 1976, though local Maryland officials hoped against it and hoped it was only being “moth balled” yet again. When the gates closed over 350,000 sailors had received recruit training and thousands more had received specialty training and NAPS education there including: Bill Cosby, Willard Scott, Stan Musial, Tony Curtis, and others. Within months of the base closing the US Department of Labor’s Chesapeake Job Corps program opened at Bainbridge in the former Tome School for Boys Campus, or NAPS, and would remain a thorn in the side of local residents, until 1990, during which time nearly 100 arson fires devastated the property.

II. Application Submission.

In response to this Expression of Interest, Offerors will be evaluated on the basis of responses to the following sections, in no specific order of importance. These factors comprise the minimum compliance with the BDC’s goals and must be submitted in order for the submissions to be considered complete. It is the desire of the BDC that each Offeror attempt to exceed the minimum requirements wherever possible. The BDC reserves the right to evaluate and select an Offeror that is most advantageous overall to the BDC. Interested parties may consider submitting proposal(s) to include all or a portion of the Tome School property.

1. Offeror Profile:

This section describes and provides documentation of the Offeror’s legal organizational structure; identifying data on principals, partners, etc; insurance coverage; and other basic matters. Resumes for key people, contractors, etc. should not be included in this section.

- The name, address, telephone, e-mails and fax numbers of each principal, partner and/or co-venturer participating on Offeror’s team and the name of the representative authorized to act on behalf of the team.
- Identification of any affiliation or other relationship between any of the members of the team responding to this application and any development company, parent company, or subsidiary.
- A description of Offeror’s status indicating jurisdiction under whose law Offeror is organized and operating, and a brief history of Offeror’s organization and its principals.
- Date and location of establishment and the date of incorporation under the present name.
- Provide the Dun & Bradstreet (Duns) numbers for all members of the Offeror’s development team, including, but not limited to: the principal, partner, and/or coventurer.
- Explanation of types of services Offeror’s firm provides and how they relate to this application.

- Indication of whether Offeror ever maintained or currently maintains errors and omissions insurance and, if so, the amount of the coverage, deductible and the carrier of the insurance.

2. Development Plan

This factor will be used to evaluate and demonstrate that the Offeror has a clear understanding of the BDC's goals and a realistic approach to accomplishing them. Specifically, the Offeror shall submit a detailed narrative describing the Offeror's proposed project concept, approach and vision, including an accurate overall description of the intended project design and construction methodology. Place special emphasis on how Offeror's approach addresses the entire project and how it demonstrates a clear understanding of the scope, complexity and historic requirements associated with the project. The project concept shall include, but is not limited to, the following items: 1) quality control plan; 2) safety plan; 3) phasing/sequencing including detailed logic diagram with major milestones (i.e. notice to proceed, design completion, obtaining permits, subcontractor selection); and 4) project coordination (i.e. A&E involvement). The BDC seeks a developer that will bring creativity and innovation to this project. Conceptual graphics are welcome within the confines of the page number limitations of this section.

3. Relevant Project Experience/Project References

This section considers the extent of the Offeror's corporate and key personnel experience in successfully planning for, developing and managing large complex development and historic projects.

Relevant Project Experience. Provide the following information on five projects for which Offeror (or team member) acted as prime developer. Identified projects must demonstrate an ability to perform a project of this magnitude and complexity. Candidates must demonstrate substantial experience in the successful development of historic properties.

For each project listed above please provide the following:

- The name, address, type and size of each project;
- The name and address of the owner of each project;
- No more than three (3) photos of each project (each photo not exceeding 8-1/2" by 11" in size) if available (photos may be considered as supporting data);
- A description of the project and how it achieved an acceptable level of quality in the project planning, phasing/sequencing, design and construction, compliance with historic requirements and coordination of roles and responsibilities amongst the team members;
- A description of project economics and finance including the following: 1) total development costs including hard and soft costs; 2) financing including debt and equity amounts and sources; 3) ownership structure including percentage of ownership by principal members; 4) economics of sharing arrangements between principal members or investors including identification of sources of return to the owners and investors;
- A description of property management/maintenance services provided including scope of services and standards of performance;
- Offeror's role and services provided for each project; and
- Any other pertinent information necessary to sufficiently describe each project.
- Please note that property management and marketing experience are to be discussed in other subsections.

Project References. Provide the name, address, and telephone numbers of at least five (5) clients or other stakeholders for whom Offeror (or team member) has successfully developed projects within the past ten (10) years. These client references should be the owners of or directly involved with projects listed.

In addition to clients, Offeror is encouraged to provide the above information from other project stakeholders that Offeror considers important to understanding the success of Offeror's work. These references should be able to assess the degree of client (or other stakeholder) satisfaction. The BDC and its advisors intend to contact all the references that the Offeror lists. The Offeror's inclusion of the information requested above will be considered authorization to do so. The Offeror's references may be asked to discuss the following:

- Quality of the working relationship with the client (the tenant and/or owner);
- Professionalism and integrity with which Offeror conducted business;
- Responsiveness to the client's needs and expectations;
- Level of communication;
- Value added to the project as the result of cost savings, favorable financing, positive asset management, etc.;
- Delivery of the project within budget and on schedule;
- Quality control of the project design and construction; and
- Other relevant aspects in the management of a project development for a client.

4. Financial Experience and References

This section considers the extent of the Offeror's experience in dealing with financing of large, complex and historic projects. Additionally, the Offeror's proposed financial strategy and financial capability for this project will be considered.

- Offeror shall provide audited financial statements (or 10Ks if the entity is publicly owned) for the last three years (parent and holding companies should submit audited financial statements if they intend to commit resources to a developer or joint venture in which they own a controlling interest). The financial statements should be prepared in accordance with generally accepted accounting principles (GAAP) and the financial auditor must be an independent Certified Public Accountant or an independent licensed public accountant. Auditor contact information should also be provided. Audited financial statements may be considered as supporting data.
- If audited financial statements have not been performed for Offeror's corporation or partnership, or if Offeror is an individual, provide a complete and current personal financial statement for Offeror and all partners/officers.
- Apart from the references requested, provide the names, addresses, telephone numbers and e-mail of at least two commercial or institutional financial references from which the Offeror and each member of the development team has previously obtained financing. Attach a letter authorizing each reference to respond to inquiries from the BDC and its advisors.
- Discuss the envisioned economics of sharing arrangements between principal members or investors including identification of sources or return to the owners and investors.
- Describe Offeror's approach to reinvesting revenues earned back into the project. This should include timing and levels of refinancing and the disposition of proceeds from refinancing, and how the reinvestment approach may have been adjusted in response to market standards.
 - Describe the Offeror's strategy to obtain financing (i.e., debt and equity) for this project, including anticipated costs and why this strategy offers the best value.

5. Marketing Plan

This factor will be used to evaluate and demonstrate that the Offeror has an understanding of the type of uses and sub-tenancies for this site consistent with the BDC's goals and objectives. Specifically, the Offeror should submit a detailed narrative describing how the Offeror will market the site to maximize its potential and create optimal absorption. Summarize the prospective developer's team experience marketing the proposed product type(s). Specifically, the Offeror shall provide an overview of the marketing plan to research and identify the necessary users to make the overall project financially feasible.

6. Property Maintenance/Management

This factor considers the Offeror's capability to understand and address the project's property maintenance/management responsibilities including maintenance, repair, operations and management experience. Specifically, the Offeror should provide its approach to maintenance/management of the project in accordance with private sector standards, as well as describe previous comparable projects where they have performed similar functions. In addition, the Offeror should include detailed information (i.e. resume) on personnel who will be involved in the management of the project.

7. Experience in Community and Stakeholder Relations

Explain Offeror's philosophy and specific approach to managing community and stakeholder relations during the planning, construction and operation & maintenance of major projects. With respect to projects Offeror listed under Section 3, describe Offeror's experience in managing relations with the surrounding community, defined as any interested elected officials, federal and state agencies, and national and local environmental groups.

8. Capability/Qualifications and Project Implementation

This section considers the Offeror's management and technical personnel capabilities and qualifications to provide the services required for planning and implementation of the project.

Describe Offeror's organizational approach and commitment to implementing and constructing the project and responding to and coordinating with the BDC during these phases. Include an organizational chart and staffing plan that demonstrates Offeror's capability to complete the project, including but not limited to the following:

- Master Planning;
- Site Assessment;
- Environmental;
- Cultural or archeological documentation;
- Consultation and coordination in accordance with the National Historic Preservation Act;
- Architecture and engineering;
- Legal Services;
- Financial;
- Marketing;
- Community and stakeholder relations.

Provide a resume (limited to one page) for each of the Offeror's key personnel and describe their respective roles during development. "Key personnel" are those persons considered critical to the

accomplishment of the required services. Indicate the extent to which Offeror's key personnel have worked together as a team on projects of this financial magnitude or greater.

The resume for each person must clearly indicate whether the person is or is not currently Offeror's employee and, if not so employed, what kind of commitment or offer of employment Offeror's firm has made to assure availability of this person during the development of the Plan.

Attach a statement to the resume for each of the Key Personnel defining the extent of their availability and corporate commitment to this project (i.e. as a percentage of each person's time during the course of this project)

9. Submission of Application

All written submissions to this solicitation by Offerors are due at 5:00 PM Eastern Time on the date specified below and identified on the project website. The Offeror's written submission shall be placed in an envelope and clearly marked as a response to this solicitation. One (1) original (stamped "Original" on all pages) and ten (10) copies of Offeror applications, plus one (1) electronic copy (CD/DVD ONLY) shall be submitted in sealed envelopes or packages addressed to the following:

Bainbridge Development Corporation

ATTN: Tome School Committee

If hand delivered, to Office Location:

748 Jacob Tome Memorial Highway,

Port Deposit, MD 21904

If mailed, to Mailing Address:

P.O. Box 2

Port Deposit, MD 21904

Any subsequent modifications to the Offeror's application shall be sent using one of the above methods only. In addition, the sealed envelopes or packages should be labeled with the Offeror's name, address, and name of contact person. Electronic, telegraphic, or facsimile offers and modifications will NOT be considered without express written authorization of BDC.

III. Industry Forum Notice to Offerors

An Industry Forum will be held on February 16, 2012 to discuss the approach to this project. The Industry Forum will be held at the Donaldson Brown Conference Center in Port Deposit, MD. Registration begins at 8:30 AM. Information (installation access, agenda, registration, directions, attendee list, presentations, questions & answers, etc.) relating to this Industry Forum can be found on the following website: www.bainbridgedev.org/rfp.html. Questions that are raised at the Industry Forum will be posted, along with answers, to the project website, within two weeks after the Industry Forum. Registration is required.

IV. Arrangements for Inspection of Site

Site inspections will be conducted in conjunction with the Industry Forum.

V. Points of Contact

Questions, clarifications and inquiries can be directed to the following:

BDC, Executive Director

Physical Address:

748 Jacob Tome Memorial Highway
Port Deposit, Maryland 21904

Mailing Address:

Post Office Box 2
Port Deposit, Maryland 21904

Email Address:

dtapley@bainbridgedev.org

(410) 378-9200 (ofc)

(410) 378-9265 (fax)

VI. Reference Materials

1. Preserving our Past to Better our Future, March 1999
2. A Rich Past with a Prosperous Future, Jan 1999
3. Request for Expressions of Interest Former Naval Training Center, Bainbridge, MD, Dec 1998
4. Archaeological and Historic Preservation Easement
5. Feasibility Study, HOH Associates, Oct 1991
6. Maryland Department of Business and Economic Development Website, choosemaryland.org
7. BDC Annual Report, Dec 2009
8. Bainbridge White Paper, Erika Quesenbery, May 2011
9. Tome School Boundary Survey
10. Former USNTC Bainbridge Boundary Survey
11. Bainbridge General Development Plan
12. The Secretary of the Interior's Standards for Rehabilitation
13. MHT Site Inspection Report