

# **REQUEST FOR PROPOSALS**

**for**

**Coalition Facilitator**

**For the Future**

**Phoebus – Fort Monroe Coalition**

**Hampton, VA**

**Requested by:**

**CHESAPEAKE CONSERVANCY**

**1212 West Street, Suite 100**

**Annapolis, MD 21401**



*Reissue Date: November 22, 2024*

*Proposal Due Date: January 27, 2025, at 5:00 PM*

Developed by: Chesapeake Conservancy

Accepted by: Phoebus – Fort Monroe Coalition Working Group  
The Phoebus Partnership  
Fort Monroe Authority  
City of Hampton, VA  
Fort Monroe National Monument

# 1. GENERAL PROVISIONS

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## BACKGROUND

Chesapeake Conservancy is a nonprofit organization based in Annapolis, Maryland. We believe that the Chesapeake is a national treasure that should be accessible for everyone and a place where wildlife can thrive. The Chesapeake Conservancy's mission typically involves advocating for the conservation and stewardship of the Chesapeake Bay watershed's natural, cultural, and historical resources, enhancing public access and education, and promoting sustainable use of the watershed. The Conservancy's mission aligns with the Phoebus - Fort Monroe Coalition mission to celebrate and elevate Fort Monroe's and Phoebus' unique heritage, community pride, and cultural and economic vitality, focusing on diverse colonial history, military presence, arts, and community resilience. The background information of these partners is included in Attachment B. Working together, this project will enrich and reinforce the objectives of both efforts.

1. Conservation and Stewardship:
  - Shared Objective: Both the Chesapeake Conservancy and the Phoebus - Fort Monroe Coalition project will emphasize the conservation and stewardship of natural and historical resources.
  - Alignment: The visioning project can prioritize the protection and enhancement of local natural landscapes, waterways, and habitats within the Chesapeake Bay watershed, aligning with the Conservancy's focus on conservation and environmental health.
2. Enhancing Public Access and Education
  - Shared Objective: Increasing public access to and education about the Chesapeake Bay and its environment.
  - Alignment: This Phoebus - Fort Monroe Coalition's future projects may include initiatives to improve public access to waterfronts, parks, and historical sites, along with educational programs that focus on the ecological and cultural significance of the Bay, mirroring the Conservancy's efforts in public outreach and education.
3. Cultural and Historical Preservation
  - Shared Objective: Preserving and interpreting the area's rich cultural and historical heritage, particularly as it relates to the Chesapeake Bay.
  - Alignment: This project aligns with the Conservancy's efforts to protect historical sites and landscapes, showcasing the intertwined history of Phoebus and Ft Monroe with the Chesapeake Bay through museums, heritage trails, and community events.
4. Community Engagement and Inclusion
  - Shared Objective: Engaging diverse communities in the stewardship and appreciation of the watershed.
  - Alignment: The visioning project will focus on inclusive community engagement strategies, ensuring that the perspectives and knowledge of local communities, especially those historically underrepresented, are integral in decision-making processes, paralleling the Conservancy's emphasis on community involvement.
5. Sustainable Development and Use
  - Shared Objective: Promoting sustainable development and use of resources within the Chesapeake watershed.

- **Alignment:** The Phoebus - Fort Monroe Coalition can advocate for and implement sustainable development practices, aligning with the Conservancy's mission to balance economic development with the preservation of environmental quality.

The alignment between the Chesapeake Conservancy's mission and the Phoebus - Fort Monroe Coalition and visioning project offers a powerful synergistic opportunity. By working together, we can ensure the preservation, appreciation, and sustainable utilization of the Chesapeake Bay and its environs, ensuring these invaluable resources endure and thrive for future generations.

Representatives of the partner organizations have worked collaboratively to develop the RFP, and they will be involved in the review and selection process.

All responses to this RFP shall be consistent with the goals and objectives of the Scope of Work and all underlying Federal and State laws and regulations governing the implementation of the project.

### **1.1 STATEMENT OF PURPOSE**

It is the intention of the Chesapeake Conservancy to solicit proposals and select a consultant who will facilitate the:

- a) **Establishment of the Phoebus – Ft Monroe Coalition:** Foster the formation of a partnership of local stakeholders to encapsulate the significant and unique character of the Phoebus and Fort Monroe areas. This partnership will be “The Coalition” who will serve to unify environmental stewardship, historic preservation, inclusive storytelling, heritage tourism and economic development. The output of this coalition is to produce stronger and more sustainable programs; and to increase regional collaboration.
- b) **Creation of the Legacy Vision Statement and Strategic Framework:** Develop a clear vision statement that reflects the Coalition's collective aspirations. This will include a detailed strategic framework outlining objectives, strategies, and action items across themes such as heritage preservation, cultural and economic development, and environmental sustainability. The output is a clear vision statement reflecting the Coalition’s collective aspirations. It will be a detailed strategic framework outlining objectives, strategies, and action items for achieving the legacy vision, across themes like heritage preservation, cultural economic development, environmental sustainability, etc. This framework will build upon prior efforts conducted by key Coalition members such as the Phoebus Master Plan and the Fort Monroe Master Plan.

The Conservancy reserves the right to reject any and all proposals for any reason and to pursue contract award in a manner that is in the best interest of the organization. This may include modifying the scope of work and/or phasing the project, depending on the availability of funding.

This Project will be located at Hampton Virginia.

### **1.2 THE CONSERVANCY'S PROCUREMENT PROCESS**

Procurement activities shall be conducted in a nondiscriminatory manner with fair treatment to all respondents.

**1.3 THE CONSERVANCY’S OBLIGATIONS**

The Conservancy shall incur no obligation or liability whatsoever by reason of issuance of this RFP or action by anyone relative thereto. The Conservancy, in collaboration with our partners, shall furnish the documents listed in Attachment B, Background Information on Key Members.

**1.4 BIDDER’S OBLIGATIONS**

The bidder must review and analyze all sections of this RFP and submit all information and materials required under Section 2.1 of this RFP, providing sufficient information to the Conservancy to evaluate the Proposal. The bidder, by submitting a proposal, agrees that any costs incurred in responding to this RFP are to be borne by the bidder and may not be billed to the Conservancy.

A bidder’s proposal must provide information in the order listed in Section 2.1 of this RFP. If the Conservancy has any confusion or difficulty in obtaining the required information from the bidder’s proposal, it may result in the disqualification of such proposal.

The Conservancy requests firm fixed pricing for the proposal. If a bidder is selected as the successful bidder, and any additional costs are presented at the time of agreement negotiations or implementation, the Conservancy has the right to rescind the award to the bidder.

**1.5 DISPOSITION OF PROPOSALS**

All material submitted in response to this RFP will become the property of the Conservancy and may be returned only at the option of the Conservancy. Successful and unsuccessful bidders will be notified via email. The Conservancy shall not be obligated to detail any of the results of the evaluation.

**1.6 CONTRACTUAL COMMITMENT OF PROPOSAL**

The contents of submitted proposals will be considered obligations of the successful bidder. No information should be submitted that is not intended to be incorporated into the proposal and any contract that may result from such proposal. If there is any inconsistency between the terms herein and any of the other contract documents, the terms in the other contract documents shall prevail.

**1.7 THE CONSERVANCY’S INFORMATION**

Any data, documentation or other business information furnished or disclosed to the bidder shall be deemed the property of the Conservancy and must be returned to the Conservancy upon request.

**1.8 INSURANCE REQUIREMENTS**

The bidder shall provide the Conservancy with a Certificate of Insurance verifying its limits:

Commercial General Liability	
Each Occurrence	\$1M
General Aggregate	\$2M
Automobile Liability	
Combined Single Limit	\$1M
Umbrella Liability	
Each Occurrence	\$1M
Aggregate	\$1M
Workers Comp	
Each Accident	\$1M

For the awarded Contract, the Conservancy, the Commonwealth of Virginia, and the United States of America shall be specifically named as an “additional insured” on all policies covering work under the Contract and the required Certificate of Insurance shall show that the Conservancy have been added to the policies. All insurance shall be endorsed so that it cannot be canceled in less than thirty (30) days.

**1.9 APPLICABLE STATE AND FEDERAL REQUIREMENTS**

The bidder shall comply with all applicable Federal, State and local laws, regulations (rules), assurances, and orders, whether specifically referenced herein.

**1.10 DRUG FREE WORKPLACE**

The bidder shall comply with all applicable Federal, State and local laws regarding smoke-free and drug-free workplaces and shall make a good faith effort to ensure that none of its employees or permitted subconsultants engaged in the work being performed hereunder purchase, transfer, use or possess illegal drugs or alcohol, or abuse prescription drugs in any way.

**1.11 INDEPENDENT CAPACITY OF CONSULTING TEAM**

The parties hereto agree that the bidder, and any agents and employees of the bidder shall act in an independent capacity and not as officers, employees, or agents of the Conservancy. Nothing herein or in the submitted proposal shall be construed as to create a partnership, joint venture, or other relationship between the parties.

**1.12 LIABILITY**

The bidder agrees to indemnify and to hold the Conservancy harmless and immune from any and all claims for injury or damages arising from this RFP or any awarded Contract which are attributable to the bidder’s own actions or omissions or those of its trustees, officers, agents, employees, subconsultants, suppliers, joint ventures, or third parties utilized by the bidder.

**1.13 INVOICING AND PAYEMENT**

The bidder may invoice every three (3) months. The bidder will be paid no later than fifteen (15) days after the invoice has been reviewed and accepted.

**1.14 RIGHT TO REJECT**

The Conservancy reserves the right to reject, in its sole and absolute discretion, any and all proposals, for any reason, to waive technicalities, and to pursue project implementation and phasing that is in the best interest of the organization. The Conservancy shall not be required to award a contract or specific tasks to any entity that responds to this RFP. Reasons for non-award of this contract or tasks may include, but are not limited to, the Conservancy’s dissatisfaction with the submitted proposals, the inability to get one or more permits or approvals necessary to complete the project, or costs associated with site conditions identified during the planning and design tasks. The final award of the Project is conditional on the selected bidder executing a Contract acceptable to the Conservancy, in its sole and absolute discretion.

## 2. PROPOSAL SUBMISSION AND EVALUATION

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### 2.1 BIDDER SUBMISSION REQUIREMENTS

Submission of Proposal

2.1.1 Bidder will send its response to this RFP via email to [RFP-RFI@chesapeakeconservancy.org](mailto:RFP-RFI@chesapeakeconservancy.org).

2.1.2 The selection of the consultant will be conducted through a competitively bid process. The proposals will be evaluated on technical content, bidder experience, schedule and price. Bidder experience will be evaluated on:

- Proposed approach to this project
- Similar past projects
- Local knowledge of Phoebus, Fort Monroe, and City of Hampton, Virginia
- Professional references

See Section 2.2 regarding the expected qualifications of a consultant for this project.

The project will be awarded to the highest scored bidder on the Attribute Scoring Card (Attachment C).

2.1.3 The proposal shall include the following elements:

- a. Bidder Questionnaire (Attachment A).
  - i. Statement of qualifications must include descriptions of at least three (3) projects completed by the bidder, either individually or as a team, that are similar in size and scope to the project described in this RFP.
- b. A proposed approach for completing all tasks described for each deliverable. The deliverables or outcomes of the Phoebus - Fort Monroe Coalition's visioning process will encapsulate the tangible and intangible results arising from the strategic planning and community engagement efforts. These outcomes will encompass an established Coalition and a framework to guide future initiatives that reflect the community's aspirations. Key deliverables and outcomes include:

<b>Deliverable</b>	<b>Outcome</b>	<b>Suggested Schedule</b>
Project schedule with key tasks and milestones	A project roadmap to help guide the project team and keep the project on track. This may be a dynamic document that is refined as the project develops.	April 2025
Key Stakeholder List	A contact list of key stakeholders that will be involved in the monthly meetings and the decision making process.	August 2025
Formalized Phoebus - Fort Monroe Coalition	Stronger, more sustainable programs and increased regional collaboration. A memorandum of understanding or other formal document to be signed by the coalition members.	January 2026

Legacy Vision Statement and Strategic Framework	A clear vision statement reflecting the Partnership's collective aspirations. A detailed strategic framework outlining objectives, strategies, and action items for achieving the legacy vision, across themes like heritage preservation, cultural economic, development, environmental sustainability, etc. This framework will build upon prior efforts conducted by key Coalition members such as the Phoebus Master Plan and the Fort Monroe Master Plan.	July 2026
Monthly Meetings		Each month through September 2026

These deliverables not only guide the execution of the vision but also serve as reference points for evaluating progress and success. They are dynamic, capable of evolving with the community's changing needs and circumstances, ensuring that the legacy vision remains relevant and impactful over time.

- c. Pricing
  - i. The bidder shall provide a price for each deliverable with a total price for the entire project. The individual prices will be used in the contract to determine payout. Payment is based on completed and accepted deliverables. The monthly meetings can be invoiced monthly. This will be a fixed price contract. The consultant will not be reimbursed on a time and materials basis.
  - ii. The budget for this contract is \$97,933. It is being funded by a grant from National Park Service through the Chesapeake Bay Gateways Network. The grant expires September 30, 2026.
  - iii. Specify expiration date of the bid. Submitted bid pricing must be good through February 28, 2025.

**2.2 CONSULTANT QUALIFICATIONS AND SCORING ATTRIBUTES**

2.2.1 The consultant qualifications should include:

1. Expertise in Assessment and Planning:
  - Demonstrated experience in conducting comprehensive environmental, cultural, and historical assessments.
  - Ability to develop detailed project plans, including timelines, budgets, and resource allocation.
  - Familiarity with regulatory requirements and compliance processes related to land acquisition and conservation.
2. Proven Track Record in Stakeholder Engagement:
  - Experience in identifying and engaging key stakeholders, including local communities, government agencies, non-profits, and other relevant organizations. Experience in stakeholder analysis.
  - Strong communication and facilitation skills to build consensus and foster collaborative partnerships.

- Ability to organize and lead stakeholder meetings, workshops, and public consultations.
  - Expertise in creating a rational system that unlocks the potential within partners to create sustainability within the coalition.
  - Ability to ask the right question to spur honest conversations and to create thinking “outside the box”.
  - Ability to foster self-sustainment which drives cultural development in community by bringing together diverse individuals with different backgrounds.
3. Capability to Gather Various Sourced Information
- Expertise in conducting thorough research and data collection on history, cultural heritage, and significant landmarks.
  - Proficiency in using various research methodologies, including archival research, field surveys, and interviews.
  - Ability to synthesize and present complex information in accessible formats.
4. Experience in Incorporating the Economic Drivers needed for Self-Sustainability
- Knowledgeable in creating a plan for self-sustained economic growth while addressing social and ecological stresses.
  - Experience in tourism dollars and tourism worth that the draw to the various regional cultures, historical sites, museums, gastronomy/accommodations, and the area’s charm.
  - Ability to measure quality of life for existing and new residents; elements of education and culture; and influx of infrastructure funding.
5. Experience in Drafting Formal Documents:
- Proven ability to develop Memoranda of Understanding (MOUs) or other formal agreements.
  - Experience in legal and contractual document preparation and review.
  - Familiarity with coalition-building processes and the ability to create formal structures such as the Phoebus - Fort Monroe Coalition.
6. Skills in Developing Strategic Frameworks:
- Expertise in strategic planning and framework development for large-scale projects
  - Expertise in creating a rational system that unlocks the potential within partners to create sustainability within the coalition.
  - Ability to align strategic frameworks with project goals, stakeholder needs, and regulatory requirements.
  - Experience in incorporating sustainability and community engagement principles into strategic plans.
7. Price (see section 2.1.3.c)
- 2.2.2 Additional Preferred Qualifications:
1. Experience in Environmental Conservation:
    - Prior involvement in land conservation projects.
    - Understanding of best practices in habitat preservation, environmental education, and public recreation.
  2. Experience in Community Engagement:
    - Prior involvement in community engagement initiatives.



3. Local (local knowledge) of the area and/or a similar type area.
4. Project Management Certification:
  - Certification in project management (e.g., PMP, PRINCE2) is highly desirable.
5. Strong Analytical and Problem-Solving Skills:
  - Ability to analyze complex situations and develop innovative solutions.
  - Proficiency in data analysis tools and software.
6. Excellent Written and Verbal Communication Skills:
  - Ability to produce clear, concise, and persuasive written reports and presentations.
  - Strong interpersonal skills for effective communication with diverse stakeholders.
7. Certified minority or women owned business

**2.3 QUESTIONS REGARDING THIS RFP**

The bidder may only submit questions regarding this RFP to the Conservancy via email to [RFP-RFI@chesapeakeconservancy.org](mailto:RFP-RFI@chesapeakeconservancy.org) by Noon on January 17, 2025. No phone calls, please. Questions and answers will be shared via email with all bidders and will be posted on a public website. The Conservancy, however, is not required to answer any questions that are not pertinent to the RFP or are considered to be the Conservancy’s proprietary information.

**2.4 RESTRICTED COMMUNICATIONS**

It is the policy of the Conservancy to avoid situations which (1) place it in a position where its judgement may be biased; (2) create an appearance of conflict of interest with respect to rendering an impartial, fair, technically sound, and objective decision prior to selection; or (3) give an unfair competitive advantage to competing Consultants. Therefore, to ensure an ethical RFP process, bidders will not be able to submit questions or otherwise communicate with the Conservancy after January 17, 2025. All answered RFIs will be responded to and sent to all bidders and posted on a public website.

**2.5 CRITICAL DATES**

Proposals shall be delivered via email to the Conservancy on or before January 27, 2025, at 5:00 p.m. See Section 2.1 for Submission Requirements. Other critical dates associated with this RFP are:

<b>RFP Activities</b>	<b>Due Date</b>
Distribute RFP	November 22, 2024
Notification of Interest to Bid	December 12, 2024
Virtual Conference Call for all Bidders	December 18, 2024
All RFIs Due	January 17, 2025, by Noon
Proposals Due	January 27, 2025, at 5:00 PM

**ATTACHMENT A:  
BIDDER QUESTIONNAIRE**

Please answer each of the following questions and provide additional sheets as needed.

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1. **General Information:**

Company Name:

Company Address:

Contact Name:

Contact Phone:

Contact Email:

Years in Business:

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2. **Bidder Information:**

Please indicate if you have done business with the Conservancy and any member of the Phoebus – Fort Monroe Coalition Working Group and provide information about the project, date and a point-of-contact.

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3. **Statement of Qualifications:**

Please provide a statement of qualifications below. This statement of qualifications must include information pertaining to the scope of work.

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4. **Employee and Team Information**

Number of Employees:

Please identify the key personnel who will be committed to this project, their title, their role in the project and their qualifications for the work assigned to them.

**5. Service Area Information**

Are there any geographical areas in the United States that your company is not able to serve?

\_\_\_\_\_ YES      \_\_\_\_\_ NO

If yes, please list.

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**6. Minority and Women-Owned Business Enterprise**

Please indicate if your company is a certified minority or women owned business.

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**7. Legal**

Are there any judgements, suits or claims pending against your company?

\_\_\_\_\_ YES      \_\_\_\_\_ NO

If yes, please explain:

Has your company ever operated under a different name? (Please provide.)

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**8. References**

Please provide up to three references with contact name, email and phone number. Projects associated with the references should be of similar size and scope to the current proposal.

## **Appendix B – Background Information on Key Members**

### **The Phoebus Partnership**

Phoebus is a formerly incorporated town within the City of Hampton, adjacent to Hampton University and Fort Monroe.

Phoebus traces its origins back to the Native American village of Kikotan (sometimes spelled Kecoughtan), a 16th century Algonquian settlement centered just west of present-day Downtown Phoebus which was colonized by the English in 1610. For the next two centuries the settlement was known as Strawberry Banks and Mill Creek. Its growth is closely tied to neighboring Fort Monroe, with Phoebus serving as a camp for Union soldiers during the Civil War and later an entertainment hub for the many troops stationed at the fort. In 1900, the town was renamed Phoebus in honor of Harrison Phoebus, its leading citizen and developer of the renowned Hygeia Hotel at neighboring Old Point Comfort.

In the 21st century, Phoebus has experienced a revitalization of its commercial corridor and accompanying residential neighborhood. The Phoebus Historic District was recognized in 2006 and Phoebus became a Virginia Main Street community in 2021. Today, Phoebus retains a distinct cultural and historical identity that resonates with many of its residents, businesses, and organizations.

The Phoebus Partnership, a 501(c)3 non-profit and Virginia Main Street organization, serves as the stewards and representatives of the Phoebus district and works closely with neighboring organizations to improve, conserve and revitalize the business, housing, social, and economic conditions of Phoebus, Virginia. [Visit their website for more information on the Partnership.](#)

There are several documents that detail the plans and visions for the Phoebus community. They are linked below.

- [Phoebus Master Plan \(2013\)](#)
- [Phoebus Master Plan Update Video \(2017\)](#)
- [Phoebus Waterfront Park Vision Plan \(2023\)](#)
- [Downtown, Phoebus and Buckroe Water Plan \(2024\)](#)

### **Fort Monroe Authority**

The Fort Monroe Authority (FMA), in collaboration with the National Park Service and City of Hampton, is proud to manage and preserve over 500 acres of land at the historic Fort Monroe site. Situated at the confluence of the Chesapeake Bay and the James River in Hampton Roads, VA, Fort Monroe has immense ecological and historical significance. From its early days as Tsenacomoco, Point Comfort, and Old Point Comfort, Fort Monroe's maritime geography has shaped human interactions for centuries. This strategic site has played a vital role in the history of Indigenous People, Europeans, and Americans alike.

In 2005, Fort Monroe faced closure as an active military installation. However, the Fort Monroe Federal Area Development (FMFADA) was established in 2007 by the Virginia General Assembly to oversee the Base Realignment and Closure (BRAC) process in coordination with the Department of

Defense. In 2011, after 192 years as an active Army post, Fort Monroe was transferred to the Commonwealth of Virginia and designated as a national monument just two months later.

The Fort Monroe Authority, a political subdivision of the Commonwealth of Virginia, was created in 2010 to ensure the perpetual reuse planning and management of Fort Monroe. As stated in the Act, the Commonwealth is committed to protecting the site's historic and natural resources, providing public access, and maintaining it as a desirable place to reside, do business, and visit. Governed by a fourteen-member Board of Trustees, the Fort Monroe Authority works diligently to fulfill its mandate.

Along with the prestigious designation of a National Historic Landmark and the 2011 Presidential Proclamation of the Fort Monroe National Monument, the Fort Monroe Authority embraces the responsibility of preserving its legacy. The dedicated staff, in collaboration with community partners, local government and educational institutions, work tirelessly to maintain and safeguard this historically significant property. Through extensive public programming and educational opportunities, the Authority ensures that the stories of Fort Monroe continue to be shared with the world. More information about the Authority can be found at the links below,

- Fort Monroe Authority web site: [www.FortMonroe.org](http://www.FortMonroe.org)
- Fort Monroe Authority Act of 2010: <https://law.lis.virginia.gov/authorities/fort-monroe-authority>
- Fort Monroe Programmatic Agreement: [https://fortmonroe.org/wp-content/uploads/PROGRAMMATIC\\_AGREEMENT.pdf](https://fortmonroe.org/wp-content/uploads/PROGRAMMATIC_AGREEMENT.pdf)  
Memorandum of Understanding among the Governor of Virginia, Secretary of Administration, Department of Historic Resources and the Fort Monroe Authority: <https://fortmonroe.org/wp-content/uploads/MOU-12-5-11.pdf>
- Fort Monroe Master Plan 2013: [https://fortmonroe.org/wp-content/uploads/Board\\_Master\\_Plan\\_Presentation\\_Final\\_2013-10-23.pdf](https://fortmonroe.org/wp-content/uploads/Board_Master_Plan_Presentation_Final_2013-10-23.pdf)
- Fort Monroe Public Programs Master Plan: <https://fortmonroe.org/wp-content/uploads/Interpretive-Master-Plan-Final-Revision-072011-1.pdf>

## **City of Hampton, VA**

Hampton's location at the confluence of the Chesapeake Bay and the James River has positioned it at the forefront of fundamental milestones in our nation's history. As a vibrant waterfront community celebrating more than 400 years of history, Hampton stands out for its history, culture, tourism, recreational opportunities and more.

The Community Development Department is responsible for promoting the health, safety and welfare of Hampton's residents, neighborhoods and districts while also preserving the historic and natural resources of the city. The City of Hampton maintains several master plans and visions for the various districts and neighborhoods that comprise the city. The most relevant plans concern [Fort Monroe](#) and [Phoebus](#). Other master plans can be found [here](#).

## **Fort Monroe National Monument**

The Fort Monroe National Monument protects, preserves and interprets the former military fort and is jointly managed by the National Park Service and Fort Monroe Authority. Though designated as a

National Monument in 2011, the history of the fort goes back hundreds of years and interprets history from regional American Indian tribes, European colonization, the arrival of the first enslaved Africans and more. For more information on the history of the fort, visit this [webpage](#). To learn more about the management of the park, visit this [webpage](#).

The fort itself is still open year-round for visitors and residents with many buildings still occupied (and leased) for private residents and community members. There are several documents that detail the plans and vision for the national monument. They are linked below.

- [Foundation Document – Part 1](#)
- [Fort Monroe Planning Vision Statement](#)
- [Foundation Document Public Comment Analysis Report](#)

ATTACHMENT C  
SCORING ATTRIBUTES

Attribute	Importance Factor	Candidate 1 Score (1-10)	Attribute Score	Candidate 2 Score (1-10)	Attribute Score	Candidate 3 Score (1-10)	Attribute Score	Candidate 4 Score (1-10)	Attribute Score	Max Score	Attribute Score
Expertise in Assessment and Planning	0.1		0		0		0		0	10	1
Proven Track Record in Stakeholder Engagement	0.2		0		0		0		0	10	2
Capability to Gather Various Sourced Information	0.15		0		0		0		0	10	1.5
Experience in Incorporating the Economic Drivers needed for Self Sustainability	0.2		0		0		0		0	10	2
Experience in Drafting Formal Documents	0.1		0		0		0		0	10	1
Skills in Developing Strategic Frameworks	0.2		0		0		0		0	10	2
Price	0.05		0		0		0		0	10	0.5
<b>Subtotal for Attributes</b>	<b>1</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>10</b>
<b>Additional Qualifications</b>											
Experience in Environmental Conservation	0.1		0		0		0		0	10	1
Experience in Community Engagement	0.15		0		0		0		0	10	1.5
Local (local knowledge) of the area and/or a similar type area	0.05		0		0		0		0	10	0.5
Project Management Certification	0.05		0		0		0		0	10	0.5
Strong Analytical and Problem-Solving Skills	0.05		0		0		0		0	10	0.5
Excellent Written and Verbal Communication Skills	0.05		0		0		0		0	10	0.5
Certified minority or women owned business (Note, score is limited to 0 (No) and 2 (Yes))	0.05		0		0		0		0	2	0.1
<b>Subtotal for additional qualifications</b>	<b>0.5</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>4.6</b>
<b>TOTAL</b>			<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>14.6</b>

1. Expertise in Assessment and Planning:
    - Demonstrated experience in conducting comprehensive environmental, cultural, and historical assessments.
    - Ability to develop detailed project plans, including timelines, budgets, and resource allocation.
    - Familiarity with regulatory requirements and compliance processes related to land acquisition and conservation.
  2. Proven Track Record in Stakeholder Engagement:
    - Experience in identifying and engaging key stakeholders, including local communities, government agencies, non-profits, and other relevant organizations. Experience in stakeholder analysis.
    - Strong communication and facilitation skills to build consensus and foster collaborative partnerships.
    - Ability to organize and lead stakeholder meetings, workshops, and public consultations.
    - Expertise in creating a rational system that unlocks the potential within partners to create sustainability within the coalition.
    - Ability to ask the right question to spur honest conversations and to create thinking "outside the box".
    - Ability to foster self-sustainment which drives cultural development in community by bringing together diverse individuals with different backgrounds.
  3. Capability to Gather Extensive Information

Expertise in conducting thorough research and data collection on history, cultural heritage, and significant landmarks.

Proficiency in using various research methodologies, including archival research, field surveys, and interviews.

Ability to synthesize and present complex information in accessible formats.
  4. Experience in Incorporating the Economic Drivers needed for Self-Sustainability

Knowledgeable in creating a plan for self-sustained economic growth while addressing social and ecological stresses.

Experience in tourism dollars and tourism worth that the draw to the various regional cultures, historical sites, museums, gastronomy/accommodations, and the area's charm.

Ability to measure quality of life for existing and new residents; elements of education and culture; and influx of infrastructure funding.
  5. Experience in Drafting Formal Documents:
    - Proven ability to develop Memoranda of Understanding (MOUs) or other formal agreements.
    - Experience in legal and contractual document preparation and review.
    - Familiarity with coalition-building processes and the ability to create formal structures such as the Phoebus - Fort Monroe Coalition.
  6. Skills in Developing Strategic Frameworks:
    - Expertise in strategic planning and framework development for large-scale projects
    - Expertise in creating a rational system that unlocks the potential within partners to create sustainability within the coalition.
    - Ability to align strategic frameworks with project goals, stakeholder needs, and regulatory requirements.
    - Experience in incorporating sustainability and community engagement principles into strategic plans.
  7. Price
- Additional Preferred Qualifications:**
1. Experience in Environmental Conservation and Community Engagement:
    - Prior involvement in land conservation projects and community engagement initiatives.
    - Understanding of best practices in habitat preservation, environmental education, and public recreation.
  2. Local and/or local knowledge of the area
  3. Project Management Certification:
    - Certification in project management (e.g., PMP, PRINCE2) is highly desirable.
  4. Strong Analytical and Problem-Solving Skills:
    - Ability to analyze complex situations and develop innovative solutions.
    - Proficiency in data analysis tools and software.
  5. Excellent Written and Verbal Communication Skills:
    - Ability to produce clear, concise, and persuasive written reports and presentations.
    - Strong interpersonal skills for effective communication with diverse stakeholders.
  6. Certified minority or women owned business