

Defense Community Enclave

AREA DEVELOPMENT PLAN



ADP

DRAFT REPORT

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Defense Community Enclave

FORT LEE AREA DEVELOPMENT PLAN

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Prepared by

The Urban Collaborative

for

Fort Lee, Prince George County, VA

under the direction of

U.S. Army Corps of Engineers, Huntsville

under contract

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PART I

EXECUTIVE SUMMARY

Source: Jefferson Wolfe, U.S. Army Fort Lee (May 30, 2025)

Executive Summary

Introduction and Intent

The Area Development Plan for the Defense Community Enclave (DCE) District at Fort Lee is a multi-year plan for the district based on a vision that opens public access to three internationally recognized museums and later opens underutilized federal land for commercial, recreational, government, and affordable housing development through Enhanced Use Leases or other appropriate methods.

The goal of the initiative is to enhance regional economic opportunities, foster partnerships across the local defense community, and improve quality of life, which would benefit the community and improve the readiness of soldiers. This report documents the results of an interactive week-long planning workshop that emphasized the importance of community input.

The scope of this project includes the following elements:

- Analyze site
- Develop program elements
- Prepare an area plan
- Conduct a (SWOT) Analysis
- Develop a planning vision, goals, and planning and design principles
- Develop alternatives
- Analyze alternatives
- Prepare a recommended alternative
- Develop a regulating plan
- Create an implementation plan

Based on leadership guidance and stakeholder contribution, the vision for the DCE is to:

“Create a **Walkable District** with **Accessible Museums, Modern Community Facilities,** and **Connected Parks and Plazas.**”

Leadership Intent

“The DCE will allow us to build stronger collaborations with our local businesses, educational institutions, and local communities to maximize the economic and social impact.”

– Maj. Gen. Michelle K. Donahue

“We see this as a critical step in strengthening the connection between Fort [Lee] and the surrounding communities. By opening our museums to the public, we are preserving the past while building new partnerships for the future.”

– Garrison Commander Col. Rich Bendelewski

District Analysis

The DCE district is approximately 80 acres, featuring a grouping of three museums including the Ordnance Training Support Facility, Quartermaster Museum, and Army Women’s Museum. The site also includes World War II-era warehouses, a railroad spur, maintenance facilities for the Directorate of Public Works, a running track, water tower, and administrative buildings.

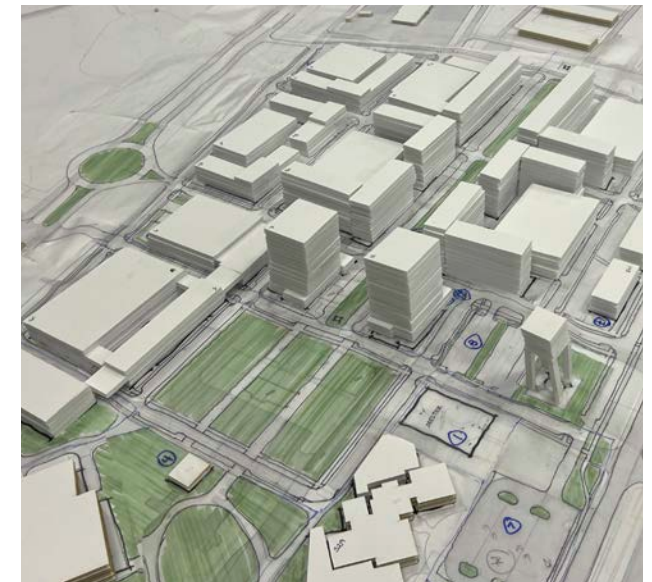
The ADP development process included stakeholder interviews with key DCE groups, archival research, field data collection, development of a planning vision, analysis of existing infrastructure, development of alternative courses of actions (COAs), preparation of a recommended COA, and identification of projects to implement the recommended COA and provide an effective and efficient Execution Plan.

Courses of Action Development

Through interview findings, site assessment, and group discussions, the planning team and workshop participants worked together to identify known issues or and opportunities for the DCE. Through collaborative discussions and leadership guidance, the list of projects was paired down, refined, and ordered into the top priority capability gaps. The team then considered five COAs for the district, analyzing the planning vision against the status quo and three options for district development, each with a different block morphology. A fifth COA assessed the potential to locate a data center on the site, which was determined to require approximately 40 acres, thus leaving little potential for other development. More details can be found in the Alternative Analysis subsection. COA 4 was the selected COA and is detailed in the recommended COA section.

Recommended Course of Action

In addition to identification of existing mission facilities which should remain, the team identified 18 key projects and one capacity project to complete the DCE. The recommended COA focuses on addressing the key issues while meeting the vision, goals, and patterns identified in the visioning process. The key projects to develop the DCE are illustrated on the Illustrative Plan on the following page.



Short Term Plan



Existing Mission Program

Existing Mission Facilities (175,790 square feet, 358 parking required)

- B5234 Ordnance Training Support Facility (120,214sf, 240 parking req)
- B5217 Admin (3,140sf, 9 parking required)
- B5218 Quartermaster Museum (29,927, 60 parking required)
- B5219 Women's Museum (19,709sf, 39 parking required)
- B5222 Admin (2,800sf, 8 parking required)

SHORT-TERM PROJECTS

New Mission Projects (195,000sf, 390 parking required)

1. Build Multi-Purpose Facility (70ksf)
2. Build Aquatic Center (85ksf)
3. Build Food Court/Office Building (30ksf), Town Square, and Garage 1 (208ksf, 4 floors, up to 552 spaces, up to 4 floors)
4. Renovate B5222 for Visitor Center/Restrooms (2,800sf)
5. Add/Alter Quartermaster and Women's Museums (up to 30ksf addition and alterations), Construct Plaza

New Mission Parking Lots (748 required, 825 parking spaces supplied (includes G1))

6. Build Lot 1 (121 parking spaces)
7. Expand Lot 2 (84 parking spaces)
8. Repair Lot 3 (68 parking spaces)

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Illustrative Plan

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.



MID-TERM Mixed Use Program (2.686Msf, up to 2,238 Dwelling Units (DU), 3,592 parking required, 3,596 parking spaces supplied)

- Build Mixed Use Residential/Commercial (180ksf, up to 150 DU, up to 10 floors), Route 36 roundabout, Commander Boulevard, and North Street Grid
- Build Mixed Use Res/Comm (595ksf, up to 496 DU, up to 15 floors), Garage (235ksf, up to 630 spaces, up to 5 floors)
- Build Residential Building (148ksf, up to 123 DU, up to 4 floors) and Garage (160ksf, up to 424 spaces, up to 4 floors)
- Build Mixed Use Res/Comm (384ksf, up to 320 DU, up to 15 floors) and Garage (116ksf, up to 296 spaces, up to 4 floors)
- Build Residential Building (132ksf, up to 110 DU, up to 4 floors) and Garage (160ksf, up to 424 spaces, up to 4 floors)
- Build Mixed Use Res/Comm (180ksf, up to 150 DU, up to 15 floors) and South Street Grid
- Build Mixed Use Res/Comm (595ksf, up to 496 DU, up to 15 floors) and Garage (235ksf, up to 630 spaces, up to 5 floors)
- Build Residential Building (88ksf, up to 73 DU, 4 floors minimum)
- Build Residential Building (328ksf, up to 273 DU, up to 15 floors) and Garage (160ksf, up to 424 spaces, up to 4 floors)
- Build Residential Building (56ksf, up to 47 DU, 4 floors minimum)
- Build Perimeter Multiuse Path (8' wide; 1.25 miles around Enclave)
- Install Pedestrian Gate to Installation (CAC controlled)

CAPACITY PROJECTS

Museum Capacity Program (84ksf)

- Capacity Placeholder for Museum Function (up to 60ksf)
- Capacity Placeholder for Museum Function (up to 24,000sf) (replaces B5217)



PART II

INTENT

Purpose and Timelines

The goal of the project is to enhance regional economic opportunities, foster partnerships across the local defense community, and improve quality of life, which would benefit the community and improve the readiness of Soldiers.

This ADP Workshop was a key milestone that resulted in the culmination of previous planning efforts including luncheons, working groups, and stakeholder engagement sessions. Prior to the workshop, five working group sessions took place through April and May 2025.

The results of those working group sessions are outlined below.

Driving a Vision for Community-Military Integration at Fort Gregg-Adams

The Defense Community Enclave (DCE) planning process, encompassing five meetings from April 3rd to May 8th, 2025, has established a clear and compelling vision for transforming Fort Gregg-Adams into a vibrant, accessible, and economically sustainable community asset. The core objective is to strengthen the relationship between the base and the surrounding region through strategic development leveraging existing assets – museums, training facilities, and the Opportunity Zone designation – to foster economic growth, enhance quality of life, and support the military mission and readiness.

Key Priorities & Community Sentiment

Community input consistently prioritizes a multi-faceted development centered around: versatile recreational facilities (aquatic center, multi-use spaces), engaging and accessible museums, and welcoming community gathering spaces. Residents desire a family-friendly environment with economic opportunities and seamless integration with the surrounding area. However, concerns exist regarding infrastructure capacity, traffic, long-term financial sustainability, and maintaining community involvement. A key focus is establishing a robust governance structure that balances the needs of the Army, private investors, and the community.

Critical Success Factors & Next Steps

The success of the DCE hinges on four key areas:

- **Securing Investment:** Actively pursuing public-private partnerships and maximizing Opportunity Zone benefits is crucial.
- **Strategic Planning:** The ADP charrette (May 27-30th) must provide the framework for creation of a detailed and pragmatic area development plan.
- **Sustained Engagement:** Continuous community involvement and transparent communication are essential for building support and addressing concerns.
- **Governance Framework:** Establishing a clear and equitable governance structure such as a foundation or governing council to ensure long-term sustainability and community representation.

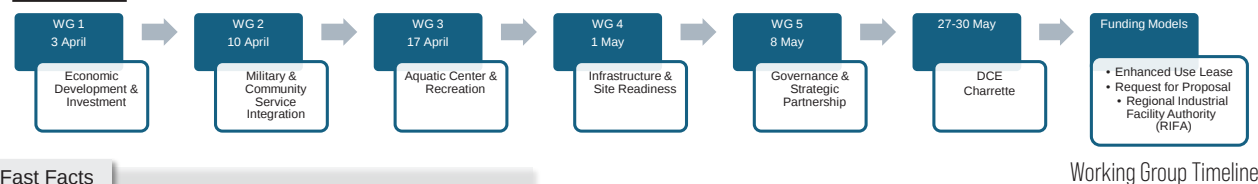
Potential Roadblocks

Potential challenges include attracting investment, navigating infrastructure limitations, mitigating traffic concerns, addressing environmental issues, and avoiding bureaucratic delays. Additional considerations include securing long-term leases, navigating the complexities of Enhanced Use Leases (EULs) with the Corps of Engineers, and ensuring alignment between military needs and community benefits. Proactive planning and robust stakeholder engagement will be critical to overcome these hurdles.

Conclusion

By forging a stronger, more collaborative relationship with the surrounding community, the Defense Community Enclave provides a significant economic opportunity while simultaneously revitalizing underused areas of Fort Gregg-Adams. By prioritizing community needs, securing strategic investments, establishing a sound governance framework, and maintaining a commitment to transparent planning, this project can serve as a model for successful community-military integration. Continued momentum and a collaborative spirit will be essential to realizing this transformative vision. The ADP charrette will be pivotal in translating the collective vision into a concrete plan for action.

TIMELINE



Fast Facts

- 80-Acre, Multi-Phase development
- Virginia Economic Development Partnership Zone: #51149850200
- Direct Public Access
- Museums: Quartermaster, Army Women's, Ordnance
- Supported Population 100K: Soldiers/Families, Civilians, Retirees
- 70,000 Soldiers Trained Annually
- 950 Graduations Annually (Family Attendance)

ADP Project Timeline

Subsequent to the working group sessions outlined above, the ADP workshop occurred on 27-30 May 2025.

The below schedule indicates key dates for delivery of report and government comments.

- | | |
|------------------|-------------------|
| Draft Report: | 15 July 2025 |
| Govt Comments: | 1 August 2025 |
| Prefinal Report: | 22 August 2025 |
| Govt Comments: | 5 September 2025 |
| Final Report: | 30 September 2025 |

Planning Vision, Goals, and Patterns

During the Vision Workshop, stakeholders were charged with creating a planning vision for the Defense Community Enclave. The planning team from Urban Collaborative then took these stakeholder-created visions and completed a syntax analysis, outlining the most frequently used phrases to create the final vision statement.

The Vision Statement:

Create a **Walkable District** with **Accessible Museums, Modern Community Facilities**, and **Connected Parks and Plazas**.

This statement manifests four goals, which are comprised of a series of design patterns as listed below. These goals were developed based on stakeholder inputs collected during the workshop in the Vision Concept session.

GOAL 1: Walkable District

- Pedestrian Access
- Shaded Sidewalks
- Connected Buildings
- Consistent Wayfinding Signage
- Connected Pedestrian and Bike Paths
- Safe Road Crossings
- Expanded Transit Options
- Clearly Defined Pick-up/Drop-off Zones
- Shuttle Access (as appropriate)
- Pedestrian Seating

GOAL 2: Accessible Museums

- Public Transportation Opportunities with Accessible Transit Centers
- Safe and Secure Perimeter
- Enhanced Building and Site Lighting
- Indoor and Outdoor Seating
- Free, Public-Access
- Create a Gathering Center
- Programs for All Ages
- Public Facing
- Connection to Outside
- Restaurants and Retail

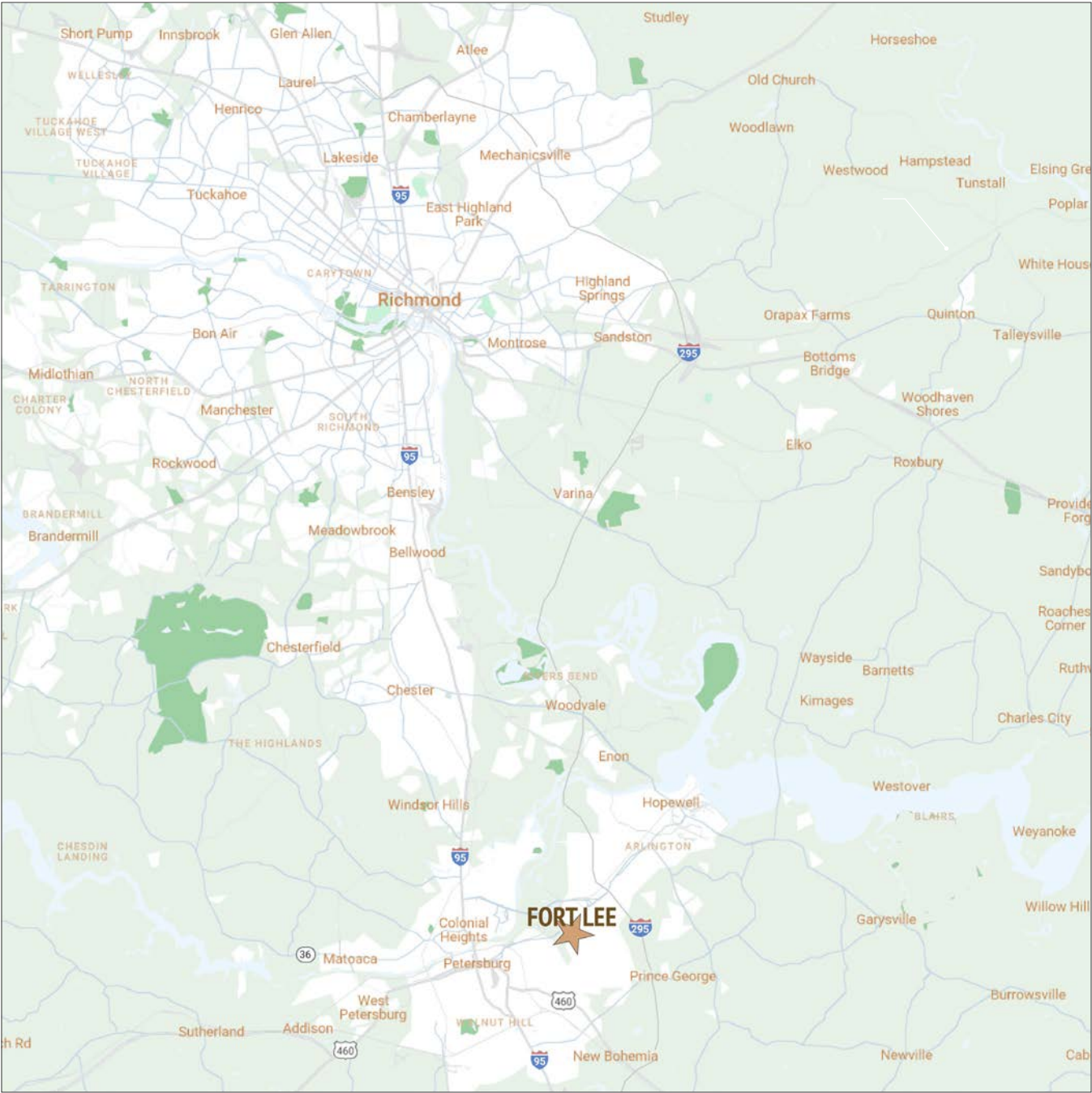
GOAL 3: Modern Community Facilities

- Regular Building Upgrades
- Robust Building Monitoring
- Technological Advances
- Shared-Use Facilities
- Bike Storage and Support
- Expanded Transit Options
- Security at Perimeter
- Self-Sufficient Life Safety Systems
- Internal Power Generation
- Secure Vehicle Checkpoints
- Flexible, Multi-Use Spaces
- Open and Airy Interiors
- Connect to Beautiful Outdoor Spaces

GOAL 4: Connected Parks and Plazas

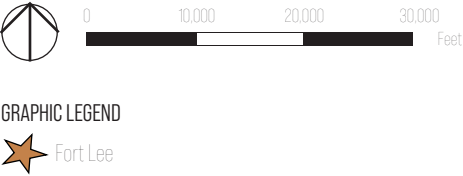
- Drought-Tolerant Plantings
- Outdoor Seating
- Gathering Spaces
- Larger Quads for Flexible Use
- Integrated Paths and Sidewalks
- Stairs and Ramps
- Park-Like Landscape
- Tree-Lined Streets
- Shaded Areas

Regional Location

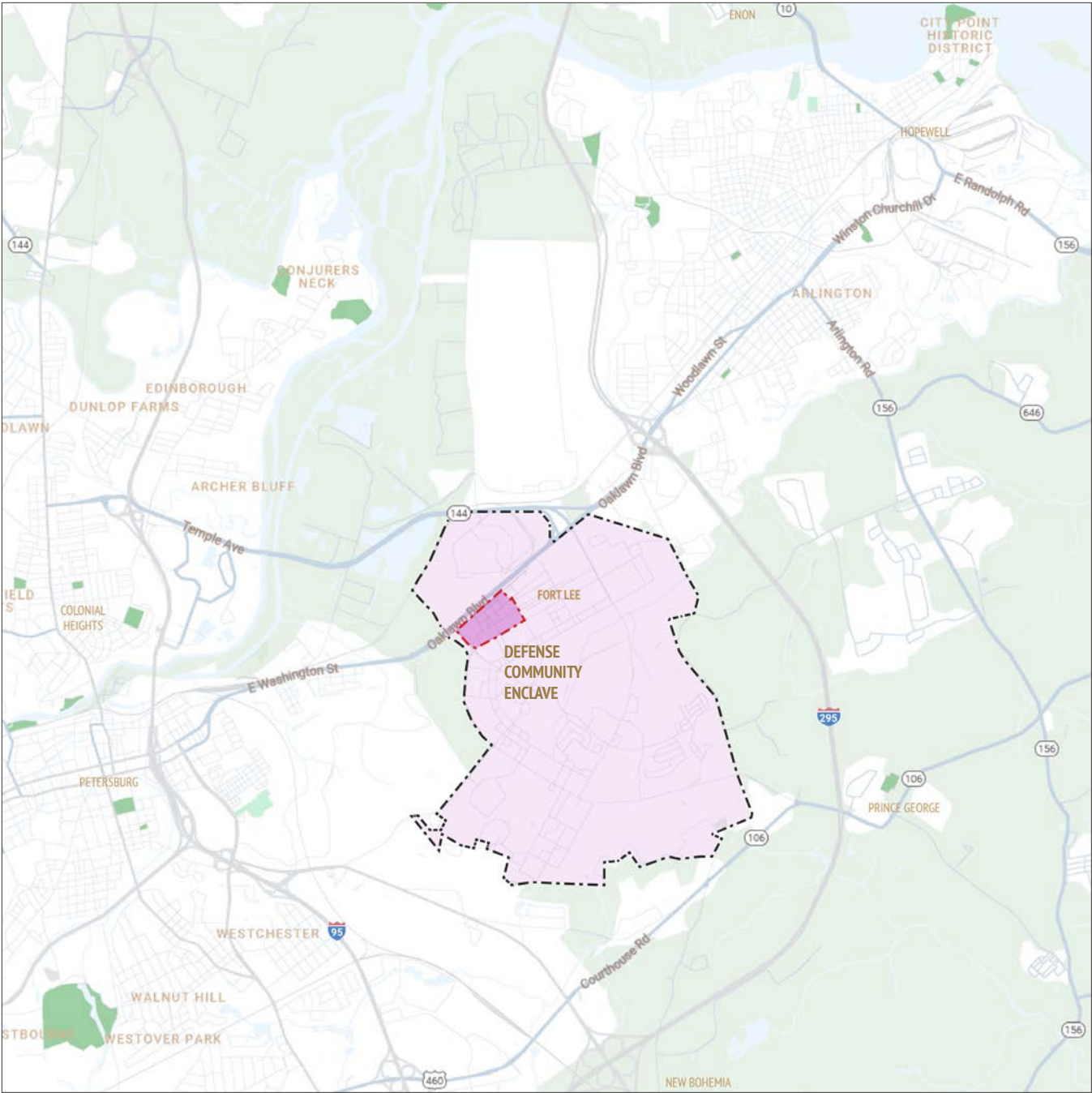


The Defense Community Enclave at Fort Lee is located in Prince George County, Virginia, just south of the City of Petersburg and approximately 25 miles south of Richmond.

Regionally, Fort Lee anchors a strategic mid-Virginia corridor along the Appomattox River basin. Its location provides a direct link to neighboring municipalities through shared transit routes (PAT/GRTC buses run through Brightpoint Community College and city centers), and situates it amid a growing commercial and residential belt that bridges urban and County jurisdictions. As part of the Defense Community Enclave initiative, its proximity to Hopewell, Colonial Heights, and Petersburg positions the installation not only as a military hub, but as an emergent community anchor—bringing museum access, aquatic facilities, affordable housing and mixed-use development within reach of these nearby towns.



Project Location



Fort Lee lies at the heart of the Tri-Cities region—comprising Petersburg, Colonial Heights, and Hopewell in Prince George County. The post sits just south of the independent City of Hopewell and a short drive east of Petersburg and Colonial Heights. It's directly connected by major arteries like I-95 and Route 144, which intersect near Southpark Mall in Colonial Heights, allowing easy access between the base, the cities, and the broader Richmond metropolitan area for regional traffic, tourism, and logistics..

The enclave encompasses the Ordnance Training Support Facility, the U.S. Army Quartermaster Museum, and the U.S. Army Women's Museum. WWII-era warehouses and Department of Public Works maintenance facilities make up many of the structures within the enclave. Accessible from Oaklawn Boulevard (VA-36), the enclave has easy access to the installation and the civilian community.



- GRAPHIC LEGEND
- - - District Boundary
 - Defense Community Enclave
 - - - Installation Boundary
 - Fort Lee

Planning Assumptions

The overall intent of this master planning process is to enhance regional economic opportunities, foster partnerships across the local defense community and improve quality of life, which would benefit the community and improve the readiness of Soldiers. With this in mind, a number of planning factors and assumptions have been determined that will influence the development of the plan. These include the following:

- **Security** – In this Enhanced Use Lease concept, security must be balanced with accessibility. The property for DCE will continue to be owned by the Federal Government, but used and potentially administered by a private entity. Security guidelines and procedures should be designed to protect people and property while allowing the community to have a much greater degree of access than a typical military installation. The fence line of the DCE will be shared with the secure part of the Installation, so access controls according to UFC 4-010-01 DoD Minimum Antiterrorism (AT) Standards for Buildings should be followed for areas inside the secure fence. Waivers to UFC standards should be pursued where appropriate in this unique situation.
- **Transportation/Circulation** – Vehicular transportation will become restricted between the main cantonment area and the DCE. If possible, pedestrian access should be maintained through turnstiles and secure card swipe entries. The Virginia Department of Motor Vehicles (DMV) will be responsible for the connection between the DCE and external roads. The DCE should, however, make a determination where this connection occurs as it will have a lasting impact on the internal circulation of the DCE. Internal roads should be complete with appropriate lane widths, bicycle lanes, a green verge with trees, and wide sidewalks.
- **Parking** - Parking should be accomplished with garages where possible. The developable area of the DCE is not large, so vertical construction improves efficiency and has other benefits like reducing the negative effects of heat islanding. Parking should be available for museum and commercial uses, as well as for residential use. Parking should meet demand but not exceed surge capacity. Options like bus transportation and off-site parking can help with surge needs.

- **Historical Context** – The DCE is located next to the Petersburg National Battlefield, a significant site from the Civil War's final year. The fort sits on ground that witnessed parts of the prolonged Siege of Petersburg, a crucial campaign that led to the fall of Richmond. Just to the east, City Point in present-day Hopewell served as General Grant's headquarters and a vital Union supply base. Fort Lee's location ties it closely to these historic events, linking its modern military mission to the legacy of past conflicts.
- **Community Integration and Partnership** - As a result of the working group sessions, the community identified the following concepts as key factors: versatile recreation facilities, engaging and accessible museums, community gathering spaces, family-friendly environment, economic opportunities, integration not isolation, and educational opportunities. The community is most concerned about accessibility and affordability, infrastructure capacity, traffic and parking, long-term sustainability, security and fence-line relocation, impact on existing amenities, maintaining community voice, and opportunity zone expiration.
- **Opportunity Zones** - Opportunity Zones are economically distressed areas where investors can receive tax incentives for funding development. Created under the 2017 Tax Cuts and Jobs Act, they aim to spur long-term private investment in low-income communities. Investors can defer, reduce, or eliminate capital gains taxes by investing through Qualified Opportunity Funds.
- **Economic Development and Tourism** – Explore economic opportunities, including sports tourism (aquatics center, indoor training facility), Science, Technology, Engineering, and Mathematics (STEM) education, and leveraging the growing retiree base.
- **Multi-Purpose Facility** - The multi-purpose center should be able to accommodate sporting events such as soccer, lacrosse, and other turf field activities, but should also serve as an innovation center for STEM activities. These include programs for virtual reality (VR) learning and gaming as well as facilities for developing and testing emerging drone and Unmanned

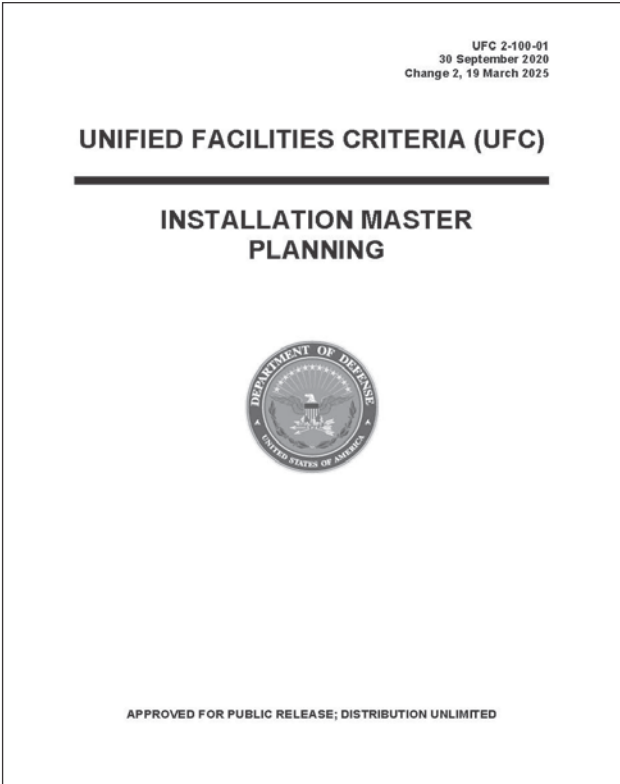
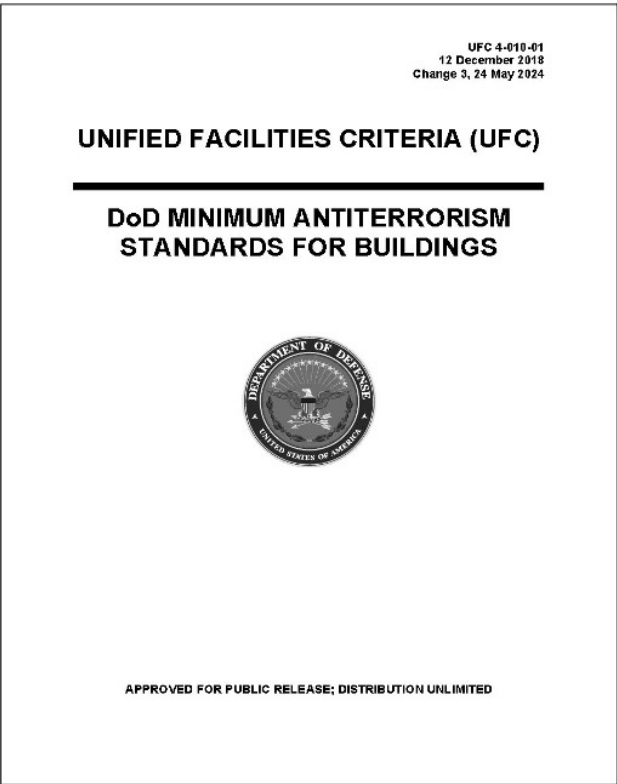
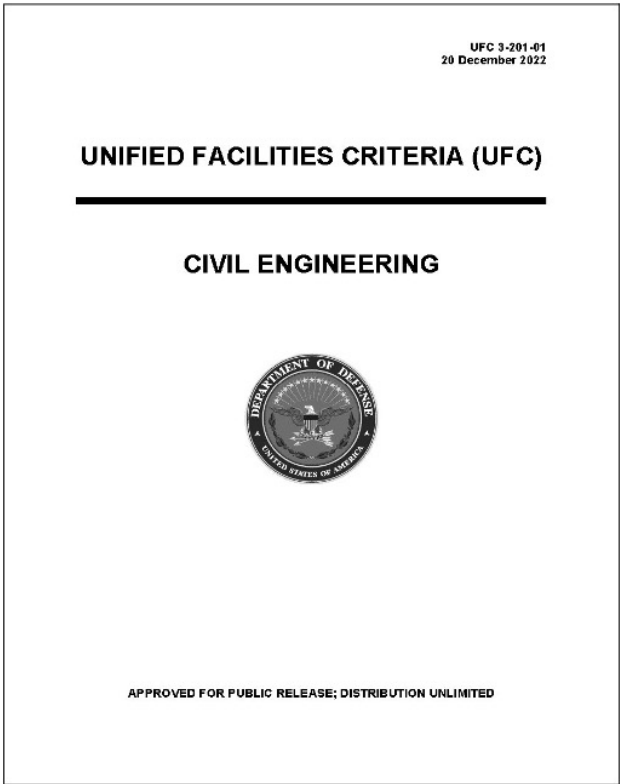
Aerial Vehicles (UAVs) technology. In the local area and more widely in Virginia, recreational facilities for hosting sporting events are in very high demand, so this is an opportunity to provide a valuable service to the community and is an attractive opportunity for investment in development.

- **Aquatic Center** - An aquatic center would fulfill the community's desire for additional swim facilities. It would provide a much-needed indoor pool for year-round swim training, addressing a significant gap for Fort Lee's drownproofing program. The center could also attract regional swim meets, bringing in visitors and boosting the local economy. Beyond competitive use, it would offer inclusive programs such as swim lessons and water safety education for all ages. A 50m length and 2m depth with ample deck area are critical to meet these objectives.
- **Dining and Food** - With the opening of the museums to the public and additional recreational activities, providing food options within the DCE is key. In a mixed-use concept, food and other retail should be located on the ground floor of residential buildings and within walking distance of all amenities. Local development and market conditions will determine the type and density of restaurants, but the DCE should ensure they fit into the context and vision of a mixed-use and walkable community.
- **Affordable Housing** - Ft Lee regularly exceeds the ideal utilization for on-base housing, meaning too few houses are available for those seeking accommodations on base. An opportunity exists for soldiers and families to live in affordable housing, with access to the amenities that the DCE will provide, while still being near the Installation. This housing should be built to local standards but use a waterfall system for availability with soldiers of specific pay grades given priority, and cascading down to other groups.
- **Data Center** - With increases in Artificial Intelligence (AI) and other computationally-intensive activities, data centers are in demand. Nearby Petersburg sees \$76m per year in revenue from a 200mw data center.

Policy Guidance

The following documents provide overarching guidance to planning within the federal sector, serving as pertinent resources for this Defense Community Enclave effort:

- **Unified Facilities Criteria (UFC) 3-201-01 Civil Engineering (December 2022)**
This UFC provides civil engineering requirements for all new and renovated Government facilities for the DoD.
- **UFC 4-010-01 DoD Minimum Antiterrorism (AT) Standards for Buildings (May 2024)**
The purpose of this standard is to establish minimum engineering standards that incorporate AT-based mitigating measures. The intent of these standards is to reduce collateral damage and the scope and severity of mass casualties in the event of a terrorist attack.
- **UFC 2-100-01 Installation Master Planning (March 2025)**
This UFC prescribes DoD minimum requirements for master planning processes and products.



Interview Findings

Leading up to the ADP workshop, the planning team led a series of interviews with the following key user groups. These interviews were additions to the stakeholder engagement sessions facilitated by the base and were conducted in preparation for the planning workshop held in May 2025. Key findings from each group are detailed below.

Garrison Commander

- Museums difficult to access behind the fence
- FGAV lacks an indoor pool
- Over 950 graduations per year behind fence line
- Economically distressed surrounding area
- Opportunity Zone not fully leveraged
- Occupancy rate for on-base housing is at capacity
- Ft Eustis Transportation Museum may be moving

Engineering

- Existing real estate is not fully/well used
- Existing building occupants require relocation
- Existing buildings in poor condition
- Funding sources have not been identified
- Site is not cleared for construction (demolition and clearing required)
- Existing water tower should be maintained
- Community lacks a fully featured indoor pool
- Base access can be challenging for attendees of student graduations
- Potential flooding issues (low-lying spots)

AT/FP & Physical Security

- Required stand-off distance for perimeter
- CASCOM proximity to proposed perimeter
- Line of sight from Enclave to FGAV
- Limited or no vehicle traffic between FGAV and Enclave
- Access controls for pedestrians between FGAV and Enclave
- Manning limited for any new gates
- Security considerations for dual-use pool
- Existing railroad has deployment capability (though rarely used)
- Perimeter and site lighting required

Utilities

- Existing utilities may not support additional infrastructure
- Aging water main pipes
- Utility corridor crosses road to feed Valor Circle
- Sewer lift station within Enclave
- Petersburg Battlefield limits building height and light emission
- Existing HAZWASTE facility in Enclave
- Potential cultural survey needed before development

Museum

- Ordnance Training Support Facility is not a museum
- Safety concerns for visitors with equipment/vehicles
- Insufficient monitoring of property
- Insufficient manning to operate as public museums
- Need a plan to manage visitors and ensure the buildings and site are clear at closing time
- OD TSF equipment/artifacts in WWII era buildings need to be moved
- Insufficient parking for visitors at OD TSF
- Existing plans for museum renovations
- Additional security staff requirements for public museum
- Local community lacks good parks or recreation opportunities for kids
- Proximity to battlefield, but disconnected

Crater Planning District

- Existing access restrictions limits visitors from museums and ceremonies
- No physical connection with battlefield
- Community lacks a water park
- Existing WWII buildings not “historic” but potential value as history
- Untapped opportunity for schools to visit
- Challenge of private dollars on public land
- No clear definition of who will manage the area

Funding Models

Enhanced Use Lease (Recommended)

The Army Enhanced Use Lease (EUL) Program enables the Army to lease underutilized real property to private developers in exchange for cash or in-kind consideration. This supports mission readiness and maximizes the value of Army assets. The purpose of the EUL program is to enhance installation capabilities and improve quality of life while reducing costs to the government through strategic real estate reuse.

Key Features

- Leverages underutilized real estate to support mission needs
- Promotes economic development while retaining Army control
- Enables in-kind benefits such as facilities, infrastructure, or services
- Builds mutually beneficial public-private partnerships

Enhanced Use Lease (EUL) is a Real Estate instrument under the authority Title 10 USC § 2667. It is available for the U.S. Military to effectively use, underutilized or deteriorating property and undeveloped land to promote national defense or are in the public interest.

Rent will not be less than Fair Market Value (FMV) of the asset. Rent can be paid in cash or by in-kind services. Payments received from leasing are put in a special account in the Treasury, where at least 50% of the proceeds are made available to the originating military installation or defense agency location

An EUL is not a sale or change of ownership of Federally owned property.

It is also not a partnership with a selected Developer.

- Army contributes no equity into the project
- Army Make no guarantee of revenue to Developer
- All risk is on the selected Developer

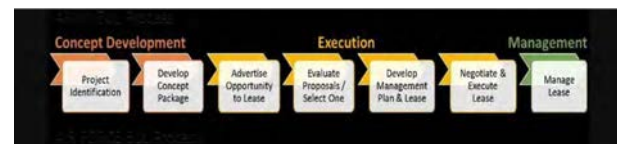
EUL must be solicited unless the Secretary of the Army determines that:

- A public interest will be served as a result of the lease: and
- The use of competitive procedures for the selection of certain lessees is unobtainable or not compatible with the benefit served
- Deputy Assistant Secretary of the Army (DASA) under delegation must approve the Exception Form for Competitive Procedures in order to not solicit

EUL Criteria

- Must not be for agricultural or grazing purposes, cell towers, banks and credit unions, or elementary or secondary public school.
- Term of lease exceeds 25 years
- Fair Market Value (FMV) exceeds the reporting threshold under Title 10 USC 2662 or scope or scale of proposed development exceeds the thresholds for unspecified minor construction Title 10 USC § 2805(a) (2)
- EUL approving bodies are DASA, RGB and HQUSACE

EUL Road Map



The timeline for completing an EUL varies, and is based on the complexity of the project, length of lease negotiations, and approval processes.

Real Property Exchange

The Army Real Property Exchange (RPX) Program allows the Army to exchange surplus or obsolete real property for new facilities or infrastructure of equal value. Authorized under 10 U.S.C. § 2869, the program enables the Army to accelerate construction or improvement of mission-critical facilities without direct appropriations. The purpose of the program is to enable the Army to optimize its real estate portfolio, improve installation readiness, and reduce excess property through flexible, value-driven partnerships.

Key Features

- Facilitates property-for-property value exchanges with developers
- Speeds delivery of needed facilities through nontraditional funding
- Requires fair market value validation and Congressional notification
- Encourages cost-effective, mission-aligned real estate development

Public Private Partnership

The Army Public-Private Partnership (P3) Program leverages private-sector expertise, innovation, and capital to support Army installation needs. These partnerships improve infrastructure, services, and capabilities through collaborative agreements that align military and commercial interests. The purpose of the program is to strengthen Army installations and operational capabilities by engaging private-sector partners in developing and managing critical assets and services.

Key Features

- Enables shared risk and reward between the Army and private partners
- Supports infrastructure, housing, energy, and service delivery needs
- Reduces costs and accelerates project delivery through alternative financing
- Encourages long-term partnerships that enhance mission readiness



PART III

ANALYSIS

The Ordnance Training Support Facility, the U.S. Army Quartermaster Museum, the U.S. Army Women's Museum, WWII-era warehouses and Department of Public Works maintenance facilities make up many of the structures within the enclave. Accessible from Oaklawn Boulevard (VA-36), the enclave has easy access to the installation and the civilian community.



This aerial map of Fort Belvoir, Colorado, provides a detailed view of the installation's layout. Key features include:

- Streets:** Major thoroughfares like Oaklawn Blvd (Hwy 36) and Adams Ave are clearly marked. Local streets such as 16th Street, 17th Street, and 18th Street are also visible.
- Buildings and Facilities:**
 - Museums:** The U.S. Army Quartermaster Museum (5217), U.S. Army Women's Museum (5219), and the Regional Archaeological Curator Facility/Env. Cultural Resources (5234) are highlighted in green.
 - Support and Maintenance:** Facilities like the DPW Ops Compound (6253), DPW Ops Maint (6220), and various maintenance shops are labeled.
 - Quartermaster Complex:** A central cluster of buildings includes the Quartermaster (7112), Warehouse Road (7119), and various support structures.
 - Other Notable Buildings:** The TASCOM G6 (5222), MWR (7121), and various barracks and housing units are also identified.
- Infrastructure:** A blue dashed line, possibly representing a rail line or a major access route, runs diagonally through the map.
- Surrounding Area:** The map shows the fort's proximity to civilian areas, including a residential neighborhood to the west and other military installations to the east.

The administrative buildings are clustered in a group of older two-story buildings. The museum buildings are all grouped to the west of 22nd Street and south of Shop Road. The maintenance facilities support DPW, Quartermaster, and LRC and are concentrated within a fenced compound for DPW/LRC. The warehouse buildings are built along the railroad tracks, a spur that is not actively used and primarily support the functions of the maintenance facilities.

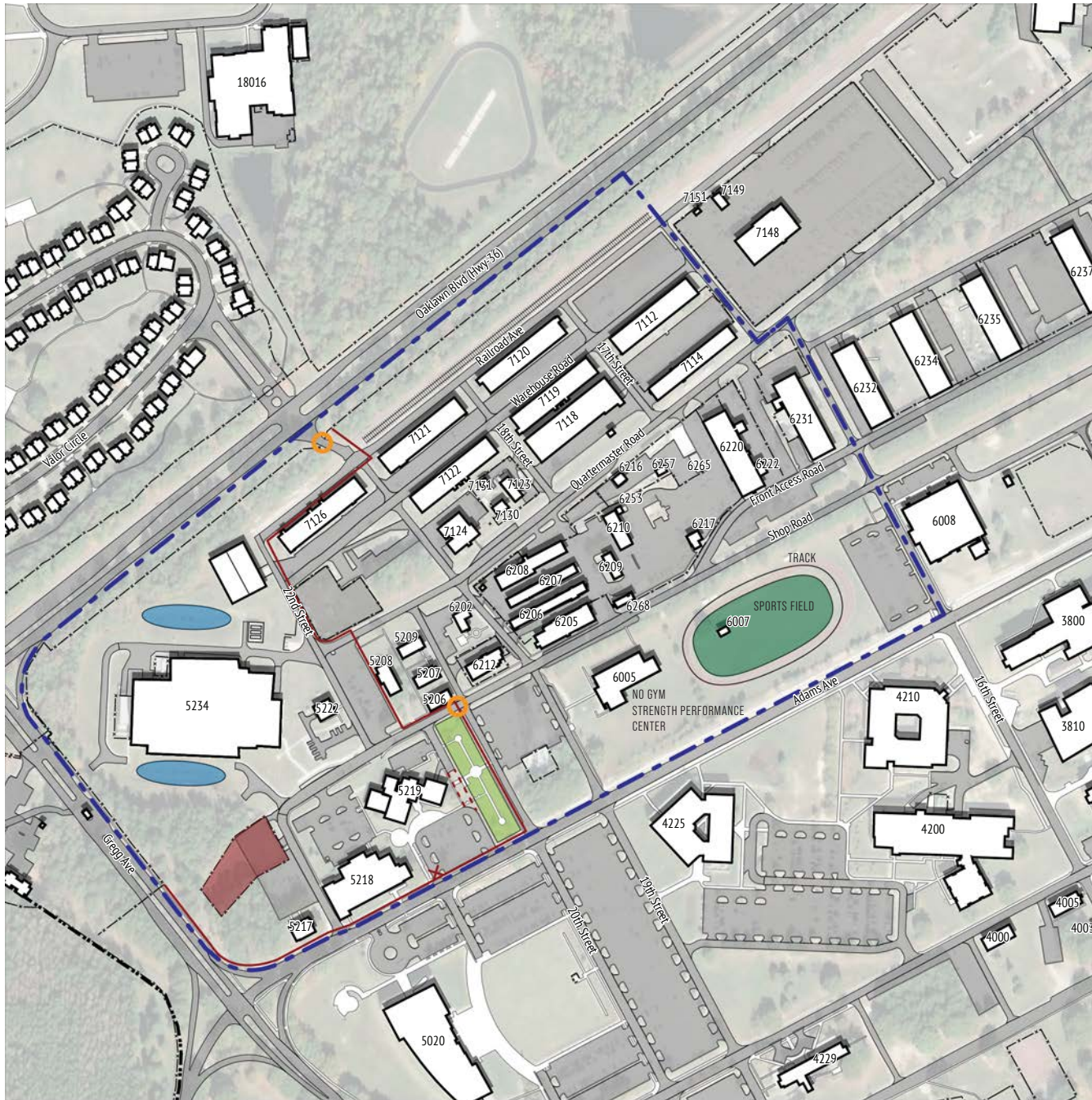


While the buildings are WWII-era and the surrounding area has historical significance, no registered buildings or sites exist in the DCE which would preclude development.

A horizontal number line is shown with tick marks at 0, 250, 500, and 750. The word "Feet" is written at the right end of the line. There are two shaded rectangular segments: one from 0 to 250 and another from 500 to 750.

 Sun Path
 Prevailing Wind

Operational Constraints



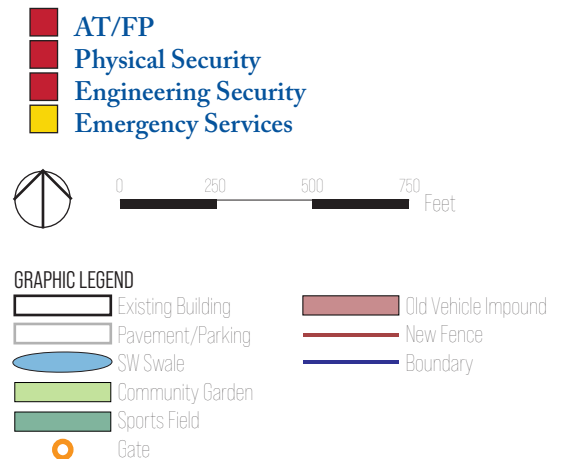
Operationally, the site has a few constraints, as this area is partially open to the public during the day. There are some AT/FP concerns around the fences regarding standoff requirements between the secure and public areas.

From a physical security perspective, there is one gate which connects the museum enclave to public streets. There is no direct connection between the publicly accessible museum enclave and the secure Installation perimeter for general use.

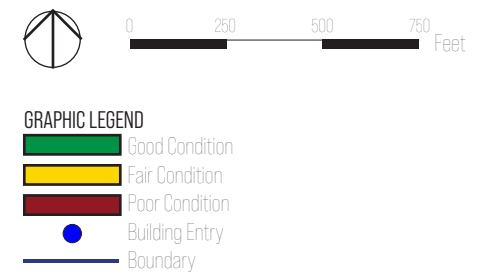
The public entry to the DCE is not manned. Security and monitoring requirements will increase as museums become more accessible.

Buildings may need additional security measures within such as lighting and CCTV.

Emergency services must exit the Installation and reenter in order to access the museum enclave. Alternatively, they may use an emergency only gate.



Many of the DPW maintenance and repair shops are in fair condition, represented by yellow on the map. These structures may require significant repairs to remain serviceable in 20 years. The WWII warehouse buildings are in poor condition and are represented in red. They have fallen into disrepair, and some have visible damage from lack of maintenance.



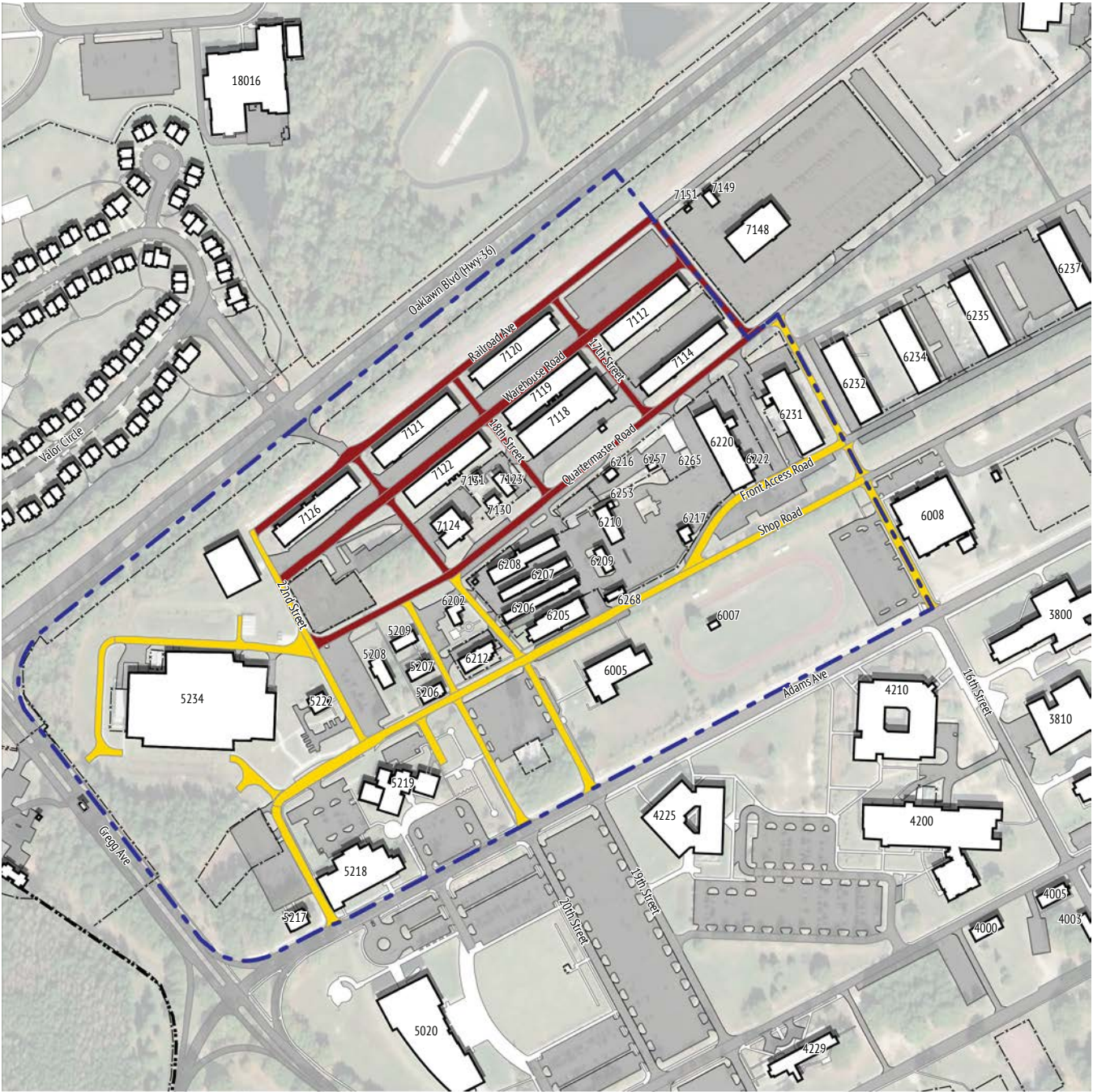
This aerial map shows an industrial area with various buildings color-coded by type: green for manufacturing, red for industrial, yellow for storage, and white for commercial. The map includes the following street names: Oaklawn Blvd (Hwy 36), Railroad Ave, Warehouse Road, 12th Street, 11th Street, 10th Street, 9th Street, 8th Street, 7th Street, 6th Street, 5th Street, 4th Street, 3rd Street, 2nd Street, 1st Street, Adams Ave, 16th Street, 15th Street, 14th Street, 13th Street, 12th Street, 11th Street, 10th Street, 9th Street, 8th Street, 7th Street, 6th Street, 5th Street, 4th Street, 3rd Street, 2nd Street, 1st Street, Gregg Ave, and Vain Circle. Building numbers are labeled on many structures, including 18016, 7148, 7149, 7151, 7152, 7153, 7154, 7155, 7156, 7157, 7158, 7159, 7160, 7161, 7162, 7163, 7164, 7165, 7166, 7167, 7168, 7169, 7170, 7171, 7172, 7173, 7174, 7175, 7176, 7177, 7178, 7179, 7180, 7181, 7182, 7183, 7184, 7185, 7186, 7187, 7188, 7189, 7190, 7191, 7192, 7193, 7194, 7195, 7196, 7197, 7198, 7199, 7200, 7201, 7202, 7203, 7204, 7205, 7206, 7207, 7208, 7209, 7210, 7211, 7212, 7213, 7214, 7215, 7216, 7217, 7218, 7219, 7220, 7221, 7222, 7223, 7224, 7225, 7226, 7227, 7228, 7229, 7230, 7231, 7232, 7233, 7234, 7235, 7236, 7237, 7238, 7239, 7240, 7241, 7242, 7243, 7244, 7245, 7246, 7247, 7248, 7249, 7250, 7251, 7252, 7253, 7254, 7255, 7256, 7257, 7258, 7259, 7260, 7261, 7262, 7263, 7264, 7265, 7266, 7267, 7268, 7269, 7270, 7271, 7272, 7273, 7274, 7275, 7276, 7277, 7278, 7279, 7280, 7281, 7282, 7283, 7284, 7285, 7286, 7287, 7288, 7289, 7290, 7291, 7292, 7293, 7294, 7295, 7296, 7297, 7298, 7299, 7300, 7301, 7302, 7303, 7304, 7305, 7306, 7307, 7308, 7309, 7310, 7311, 7312, 7313, 7314, 7315, 7316, 7317, 7318, 7319, 7320, 7321, 7322, 7323, 7324, 7325, 7326, 7327, 7328, 7329, 7330, 7331, 7332, 7333, 7334, 7335, 7336, 7337, 7338, 7339, 7340, 7341, 7342, 7343, 7344, 7345, 7346, 7347, 7348, 7349, 7350, 7351, 7352, 7353, 7354, 7355, 7356, 7357, 7358, 7359, 7360, 7361, 7362, 7363, 7364, 7365, 7366, 7367, 7368, 7369, 7370, 7371, 7372, 7373, 7374, 7375, 7376, 7377, 7378, 7379, 7380, 7381, 7382, 7383, 7384, 7385, 7386, 7387, 7388, 7389, 7390, 7391, 7392, 7393, 7394, 7395, 7396, 7397, 7398, 7399, 7400, 7401, 7402, 7403, 7404, 7405, 7406, 7407, 7408, 7409, 7410, 7411, 7412, 7413, 7414, 7415, 7416, 7417, 7418, 7419, 7420, 7421, 7422, 7423, 7424, 7425, 7426, 7427, 7428, 7429, 7430, 7431, 7432, 7433, 7434, 7435, 7436, 7437, 7438, 7439, 7440, 7441, 7442, 7443, 7444, 7445, 7446, 7447, 7448, 7449, 7450, 7451, 7452, 7453, 7454, 7455, 7456, 7457, 7458, 7459, 7460, 7461, 7462, 7463, 7464, 7465, 7466, 7467, 7468, 7469, 7470, 7471, 7472, 7473, 7474, 7475, 7476, 7477, 7478, 7479, 7480, 7481, 7482, 7483, 7484, 7485, 7486, 7487, 7488, 7489, 7490, 7491, 7492, 7493, 7494, 7495, 7496, 7497, 7498, 7499, 7500, 7501, 7502, 7503, 7504, 7505, 7506, 7507, 7508, 7509, 7510, 7511, 7512, 7513, 7514, 7515, 7516, 7517, 7518, 7519, 7520, 7521, 7522, 7523, 7524, 7525, 7526, 7527, 7528, 7529, 7530, 7531, 7532, 7533, 7534, 7535, 7536, 7537, 7538, 7539, 7540, 7541, 7542, 7543, 7544, 7545, 7546, 7547, 7548, 7549, 7550, 7551, 7552, 7553, 7554, 7555, 7556, 7557, 7558, 7559, 7560, 7561, 7562, 7563, 7564, 7565, 7566, 7567, 7568, 7569, 7570, 7571, 7572, 7573, 7574, 7575, 7576, 7577, 7578, 7579, 7580, 7581, 7582, 7583, 7584, 7585, 7586, 7587, 7588, 7589, 7590, 7591, 7592, 7593, 7594, 7595, 7596, 7597, 7598, 7599, 7600, 7601, 7602, 7603, 7604, 7605, 7606, 7607, 7608, 7609, 7610, 7611, 7612, 7613, 7614, 7615, 7616, 7617, 7618, 7619, 7620, 7621, 7622, 7623, 7624, 7625, 7626, 7627, 7628, 7629, 7630, 7631, 7632, 7633, 7634, 7635, 7636, 7637, 7638, 7639, 7640, 7641, 7642, 7643, 7644, 7645, 7646, 7647, 7648, 7649, 7650, 7651, 7652, 7653, 7654, 7655, 7656, 7657, 7658, 7659, 7660, 7661, 7662, 7663, 7664, 7665, 7666, 7667, 7668, 7669, 7670, 7671, 7672, 7673, 7674, 7675, 7676, 7677, 7678, 7679, 7680, 7681, 7682, 7683, 7684, 7685, 7686, 7687, 7688, 7689, 7690, 7691, 7692, 7693, 7694, 7695, 7696, 7697, 7698, 7699, 7700, 7701, 7702, 7703, 7704, 7705, 7706, 7707, 7708, 7709, 7710, 7711, 7712, 7713, 7714, 7715, 7716, 7717, 7718, 7719, 7720, 7721, 7722, 7723, 7724, 7725, 7726, 7727, 7728, 7729, 7730, 7731, 7732, 7733, 7734, 7735, 7736, 7737, 7738, 7739, 7740, 7741, 7742, 7743, 7744, 7745, 7746, 7747, 7748, 7749, 7750, 7751, 7752, 7753, 7754, 7755, 7756, 7757, 7758, 7759, 7760, 7761, 7762, 7763, 7764, 7765, 7766, 7767, 7768, 7769, 7770, 7771, 7772, 7773, 7774, 7775, 7776, 7777, 7778, 7779, 7780, 7781, 7782, 7783, 7784, 7785, 7786, 7787, 7788,

GRAPHIC LEGEND

- High Bay Warehouse or At Least Three Stories
- Two Stories
- One Story
- Boundary

0 250 500 750 Feet

Street Condition Analysis

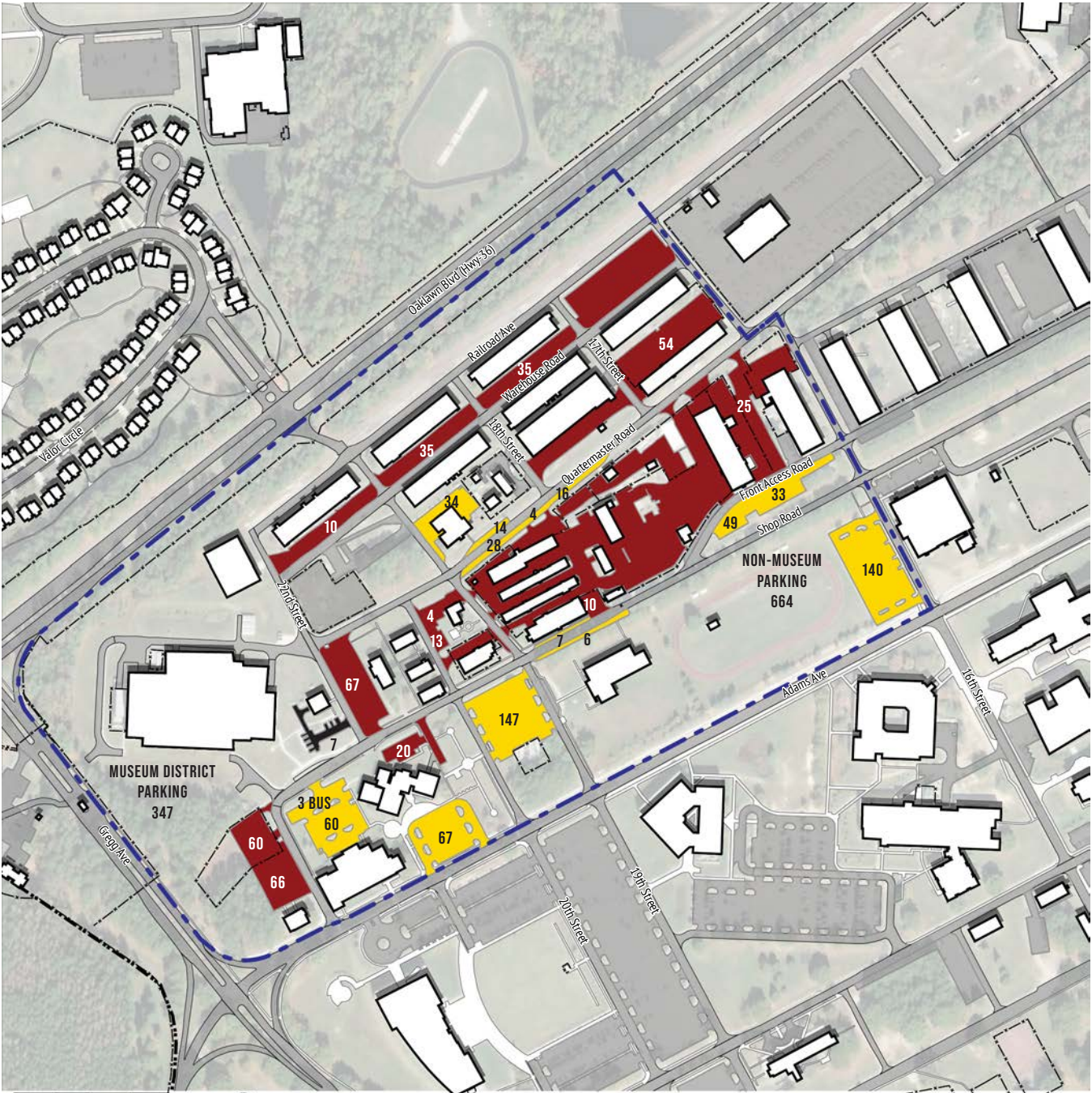


In collaboration with stakeholders, the planning team conducted a visual assessment of pavement conditions throughout the Defense Community Enclave, including roadways and surface parking areas. The majority of pavement was found to be in fair condition—functional but exhibiting signs of aging, such as surface wear and minor deterioration. However, many road segments surrounding warehouse facilities were rated as poor, characterized by cracking, potholes, and uneven surfaces that could impede daily operations and will require targeted repairs or resurfacing.

Some areas within the Enclave have recently undergone resurfacing and now feature pavement in good condition. Notably, 22nd Street was repaved in May 2025, extending from the new entrance from Oaklawn Boulevard to the Ordnance Training Support Facility. Despite the new pavement, this corridor lacks essential pedestrian and streetscape features, including curbs, sidewalks, street trees, and lighting—factors that compromise safety for both pedestrians and motorists.



Parking Condition Analysis



Working with stakeholders, the planning team conducted a visual assessment of surface parking conditions throughout the Defense Community Enclave. The majority of pavement was found to be in poor condition, marked by extensive cracking, potholes, uneven surfaces, and faded or missing striping—factors that could hinder daily operations and will require targeted repairs or resurfacing. However, several of the most frequently used parking areas were assessed as being in fair condition: generally functional, but showing signs of aging such as surface wear, weathering, and partial loss of pavement markings.

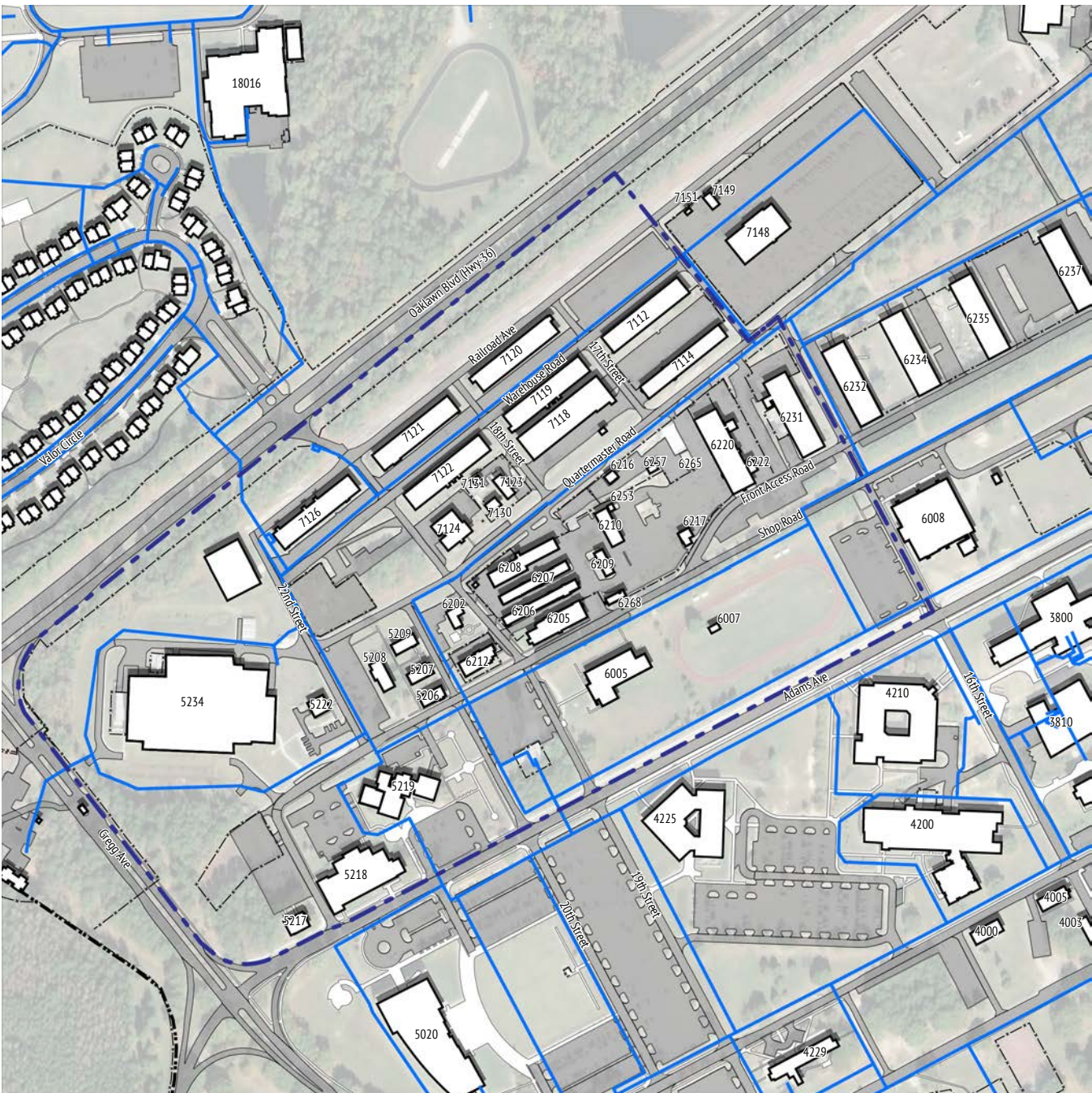
Space Location	Count
Total Spaces	1,011
Museum District	347
Non-Museum District	664



- GRAPHIC LEGEND
- Good Condition
 - Fair Condition
 - Poor Condition
 - Boundary

 Electric

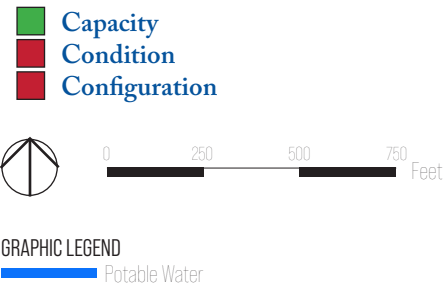
Utilities Analysis - Water



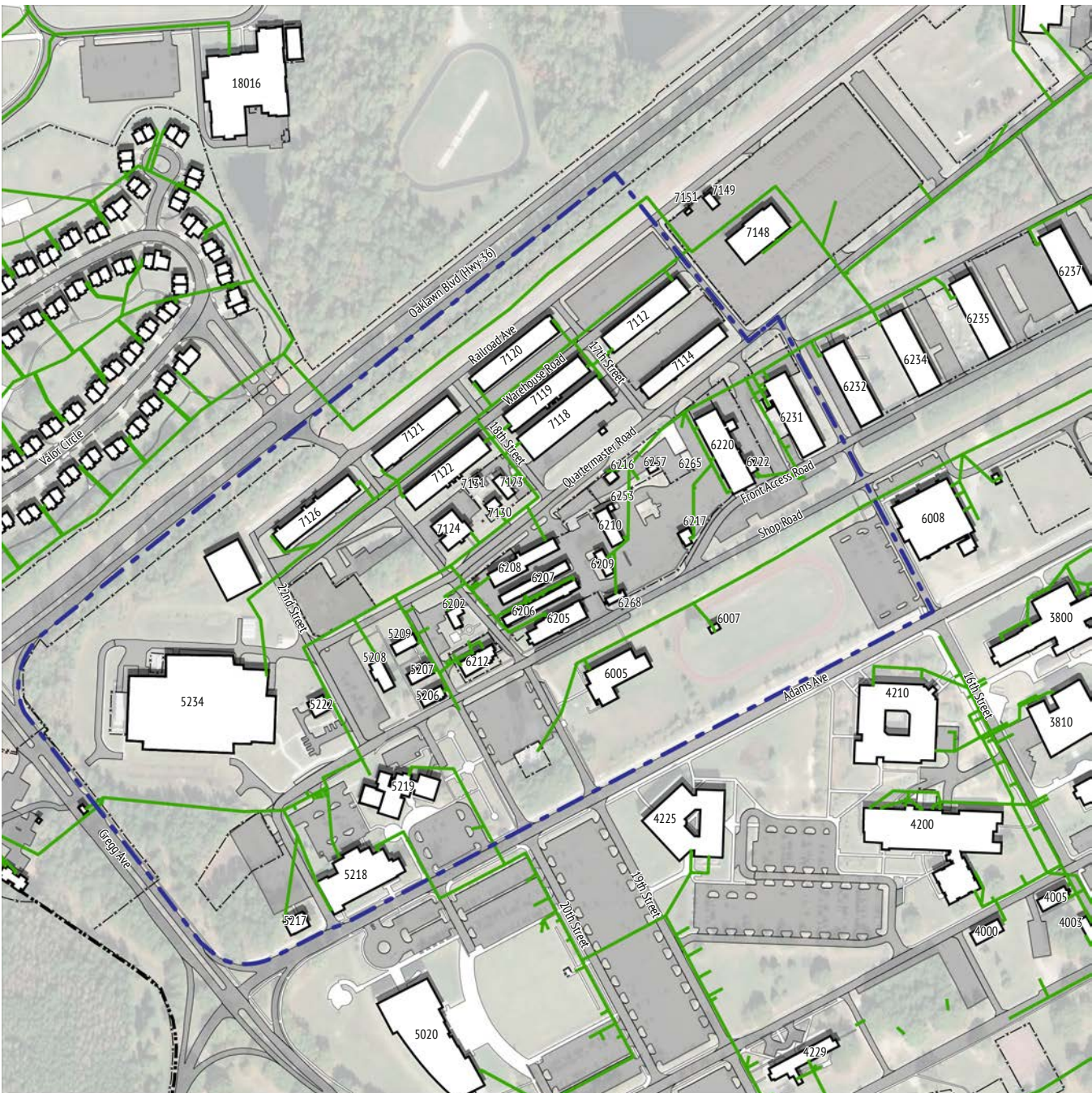
Fort Lee, including the Defense Community Enclave, receives its potable water supply from the Appomattox River, with water drawn near its confluence with the James River and treated at a water treatment plant in Hopewell. The treated water is distributed on base by Virginia American Water Military Services. Four water towers located throughout Fort Lee pressurize the water distribution network.

The system has an adequate capacity of 2.25 million gallons per day, meeting the current demand of 1.3 million gallons per day, and within the anticipated future need of an additional 460,000 gallons per day. While the current water supply system remains generally reliable, its age and condition have led to an overall poor state. Additionally, the system's configuration is suboptimal, lacking necessary redundancy.

Capacity as noted above is good (green). Condition is poor as lines are aging (red). Configuration is poor, as it's not arranged to support future development (red).



Utilities Analysis - Wastewater



Wastewater generated at the Defense Community Enclave campus is collected and flows east as sewage. American States Utilities Services operates the wastewater conveyance and wastewater treatment facility for processing.

Sewage from the Ordnance Training Support Facility drains to a small lift station south of the building, then is pumped east along Quartermaster Road and Shop Road.

The municipal wastewater treatment plant has a projected capacity of 2.5 million gallon per day. Presently, the wastewater treatment plant uses 1.0 million gallons per day. The system has a projected need of 410,000 gallons per day, and an additional 1.1 million gallons per day are expected to be generated by this ADP.

Some storm water infiltrates the system during heavy rain events and saturates the system. Additional investigation is needed to determine cause and point of entry.

Capacity as noted above is good (green). Condition is poor as lines are aging (red). Configuration is poor, as it's not arranged to support future development (red).

Capacity

Condition

Configuration



0250500750Feet

GRAPHIC LEGEND

Wastewater

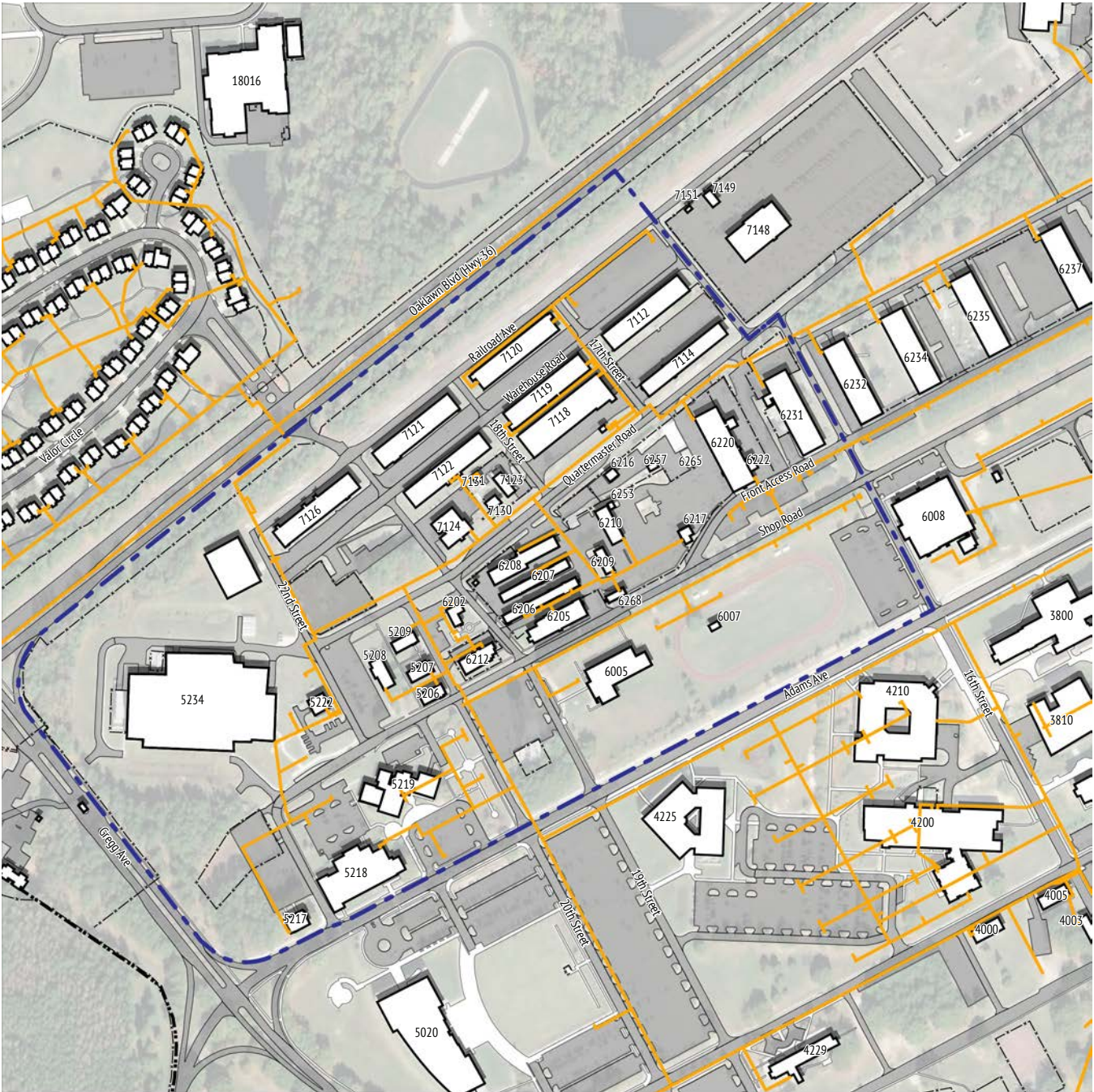
Onsite stormwater management strategies improve resilience. Appropriate strategies include permeable pavement in low-traffic areas to promote infiltration, street trees to slow surface runoff, and vegetated swales. Routine maintenance of BMPs and regular monitoring of discharge points will be critical to sustaining performance over time. Management of stormwater will be critical to comply with permit requirements and reduce the impact of stormwater on local waterways.

- Capacity
- Condition
- Configuration



29

Utilities Analysis - Natural Gas



The installation maintains the gas lines within the Defense Community Enclave.

Additional information is needed to determine the existing capacity, use, and future need.

This aerial map shows the 18th Street Station area in Denver, Colorado. The station platform is highlighted in yellow. The map includes the following streets and building numbers:

- Streets:** 18th Street, 19th Street, 20th Street, 21st Street, 22nd Street, 23rd Street, 24th Street, 25th Street, 26th Street, 27th Street, 28th Street, 29th Street, 30th Street, 31st Street, 32nd Street, 33rd Street, 34th Street, 35th Street, 36th Street, 37th Street, 38th Street, 39th Street, 40th Street, 41st Street, 42nd Street, 43rd Street, 44th Street, 45th Street, 46th Street, 47th Street, 48th Street, 49th Street, 50th Street, 51st Street, 52nd Street, 53rd Street, 54th Street, 55th Street, 56th Street, 57th Street, 58th Street, 59th Street, 60th Street, 61st Street, 62nd Street, 63rd Street, 64th Street, 65th Street, 66th Street, 67th Street, 68th Street, 69th Street, 70th Street, 71st Street, 72nd Street, 73rd Street, 74th Street, 75th Street, 76th Street, 77th Street, 78th Street, 79th Street, 80th Street, 81st Street, 82nd Street, 83rd Street, 84th Street, 85th Street, 86th Street, 87th Street, 88th Street, 89th Street, 90th Street, 91st Street, 92nd Street, 93rd Street, 94th Street, 95th Street, 96th Street, 97th Street, 98th Street, 99th Street, 100th Street.
- Building Numbers:** 18016, 7148, 7151, 7149, 6237, 6235, 6234, 6232, 6231, 6220, 6222, 6221, 6218, 6216, 6215, 6214, 6213, 6212, 6211, 6210, 6209, 6208, 6207, 6206, 6205, 6204, 6203, 6202, 6201, 6200, 6199, 6198, 6197, 6196, 6195, 6194, 6193, 6192, 6191, 6190, 6189, 6188, 6187, 6186, 6185, 6184, 6183, 6182, 6181, 6180, 6179, 6178, 6177, 6176, 6175, 6174, 6173, 6172, 6171, 6170, 6169, 6168, 6167, 6166, 6165, 6164, 6163, 6162, 6161, 6160, 6159, 6158, 6157, 6156, 6155, 6154, 6153, 6152, 6151, 6150, 6149, 6148, 6147, 6146, 6145, 6144, 6143, 6142, 6141, 6140, 6139, 6138, 6137, 6136, 6135, 6134, 6133, 6132, 6131, 6130, 6129, 6128, 6127, 6126, 6125, 6124, 6123, 6122, 6121, 6120, 6119, 6118, 6117, 6116, 6115, 6114, 6113, 6112, 6111, 6110, 6109, 6108, 6107, 6106, 6105, 6104, 6103, 6102, 6101, 6100, 6099, 6098, 6097, 6096, 6095, 6094, 6093, 6092, 6091, 6090, 6089, 6088, 6087, 6086, 6085, 6084, 6083, 6082, 6081, 6080, 6079, 6078, 6077, 6076, 6075, 6074, 6073, 6072, 6071, 6070, 6069, 6068, 6067, 6066, 6065, 6064, 6063, 6062, 6061, 6060, 6059, 6058, 6057, 6056, 6055, 6054, 6053, 6052, 6051, 6050, 6049, 6048, 6047, 6046, 6045, 6044, 6043, 6042, 6041, 6040, 6039, 6038, 6037, 6036, 6035, 6034, 6033, 6032, 6031, 6030, 6029, 6028, 6027, 6026, 6025, 6024, 6023, 6022, 6021, 6020, 6019, 6018, 6017, 6016, 6015, 6014, 6013, 6012, 6011, 6010, 6009, 6008, 6007, 6006, 6005, 6004, 6003, 6002, 6001, 6000, 5999, 5998, 5997, 5996, 5995, 5994, 5993, 5992, 5991, 5990, 5989, 5988, 5987, 5986, 5985, 5984, 5983, 5982, 5981, 5980, 5979, 5978, 5977, 5976, 5975, 5974, 5973, 5972, 5971, 5970, 5969, 5968, 5967, 5966, 5965, 5964, 5963, 5962, 5961, 5960, 5959, 5958, 5957, 5956, 5955, 5954, 5953, 5952, 5951, 5950, 5949, 5948, 5947, 5946, 5945, 5944, 5943, 5942, 5941, 5940, 5939, 5938, 5937, 5936, 5935, 5934, 5933, 5932, 5931, 5930, 5929, 5928, 5927, 5926, 5925, 5924, 5923, 5922, 5921, 5920, 5919, 5918, 5917, 5916, 5915, 5914, 5913, 5912, 5911, 5910, 5909, 5908, 5907, 5906, 5905, 5904, 5903, 5902, 5901, 5900, 5899, 5898, 5897, 5896, 5895, 5894, 5893, 5892, 5891, 5890, 5889, 5888, 5887, 5886, 5885, 5884, 5883, 5882, 5881, 5880, 5879, 5878, 5877, 5876, 5875, 5874, 5873, 5872, 5871, 5870, 5869, 5868, 5867, 5866, 5865, 5864, 5863, 5862, 5861, 5860, 5859, 5858, 5857, 5856, 5855, 5854, 5853, 5852, 5851, 5850, 5849, 5848, 5847, 5846, 5845, 5844, 5843, 5842, 5841, 5840, 5839, 5838, 5837, 5836, 5835, 5834, 5833, 5832, 5831, 5830, 5829, 5828, 5827, 5826, 5825, 5824, 5823, 5822, 5821, 5820, 5819, 5818, 5817, 5816, 5815, 5814, 5813, 5812, 5811, 5810, 5809, 5808, 5807, 5806, 5805, 5804, 5803, 5802, 5801, 5800, 5799, 5798, 5797, 5796, 5795, 5794, 5793, 5792, 5791, 5790, 5789, 5788, 5787, 5786, 5785, 5784, 5783, 5782, 5781, 5780, 5779, 5778, 5777, 5776, 5775, 5774, 5773, 5772, 5771, 5770, 5769, 5768, 5767, 5766, 5765, 5764, 5763, 5762, 5761, 5760, 5759, 5758, 5757, 5756, 5755, 5754, 5753, 5752, 5751, 5750, 5749, 5748, 5747, 5746, 5745, 5744, 5743, 5742, 5741, 5740, 5739, 5738, 5737, 5736, 5735, 5734, 5733, 5732, 5731, 5730, 5729, 5728, 5727, 5726, 5725, 5724, 5723, 5722, 5721, 5720, 5719, 5718, 5717, 5716, 5715, 5714, 5713, 5712, 5711, 5710, 5709, 5708, 5707, 5706, 5705, 5704, 5703, 5702, 5701, 5700, 5699, 5698, 5697, 5696, 5695, 5694, 5693, 5692, 5691, 5690, 5689, 5688, 5687, 5686, 5685, 5684, 5683, 5682, 5681, 5680, 5679, 5678, 5677, 5676, 5675, 5674, 5673, 5672, 5671, 5670, 5669, 5668, 5667, 5666, 5665, 5664, 5663, 5662, 5661, 5660, 5659,

 Developable Area 1
 Developable Area 2
 Developable Area 3

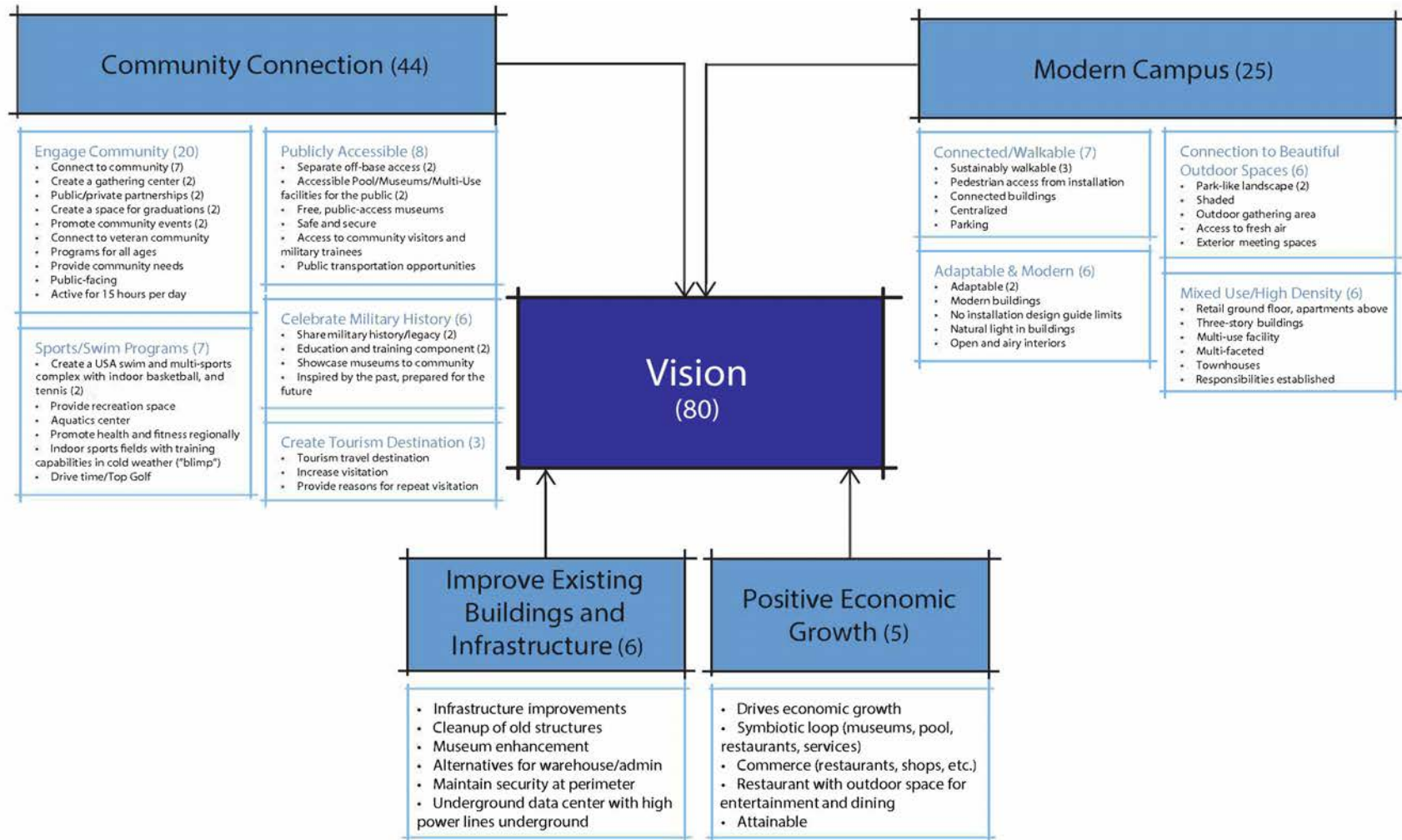
Concept Maps

During the ADP Workshop, stakeholders participated in an exercise where they outlined the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the Defense Community Enclave, with one response per slip of paper. The charrette facilitators organized the collected slips into the concept maps shown below and on

the following pages, offering a summarized view of each topic. Strengths are positive attributes which should be preserved throughout the planning process; they are also elements that help inform the vision statement and goals. Weaknesses are areas which may need to be addressed; they help inform capability gaps

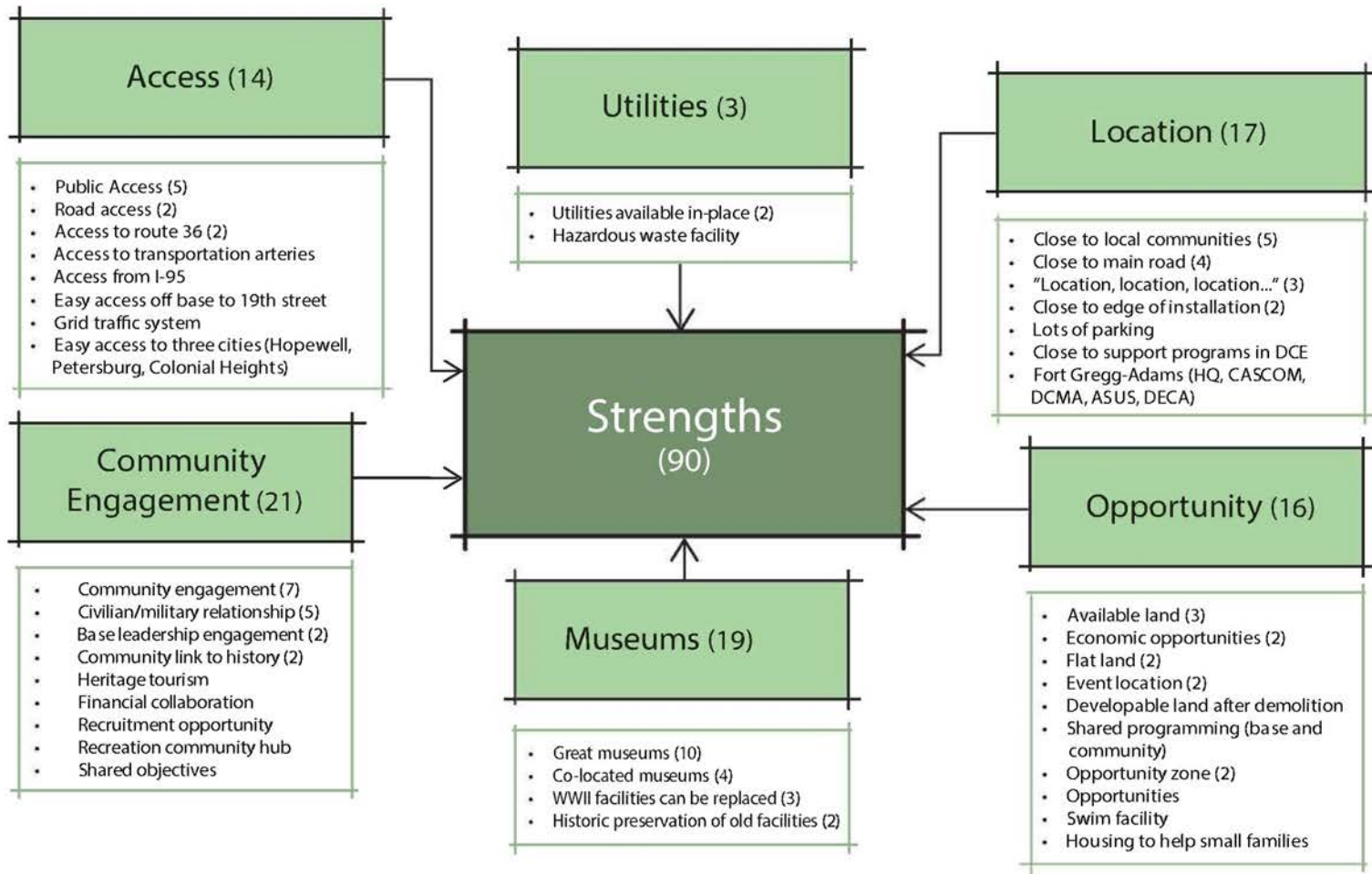
that can lead to projects. Opportunities are factors that can be leveraged or improved, while threats are potential challenges or mitigating factors that should be considered.

VISION



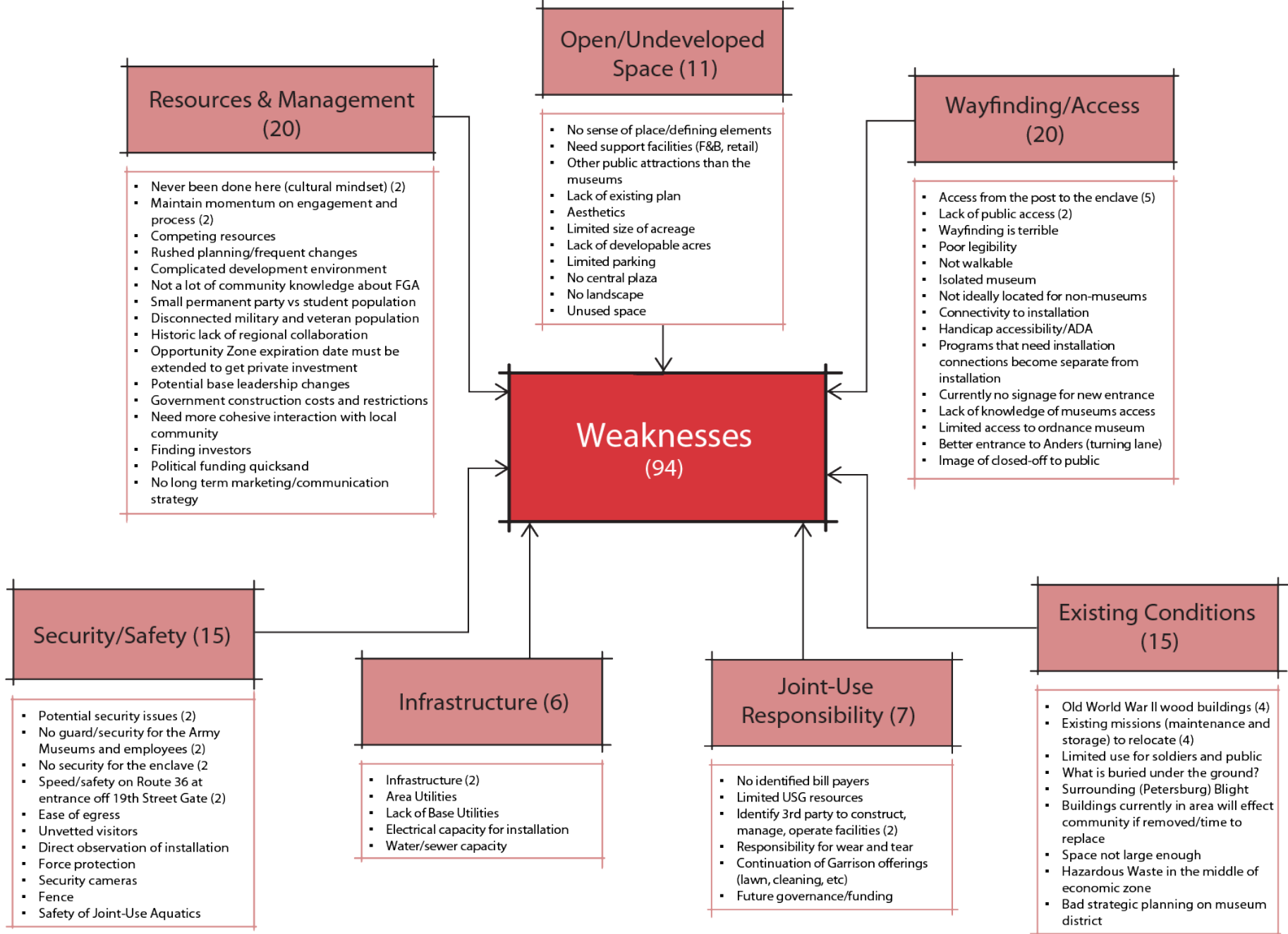
Concept Maps

STRENGTHS



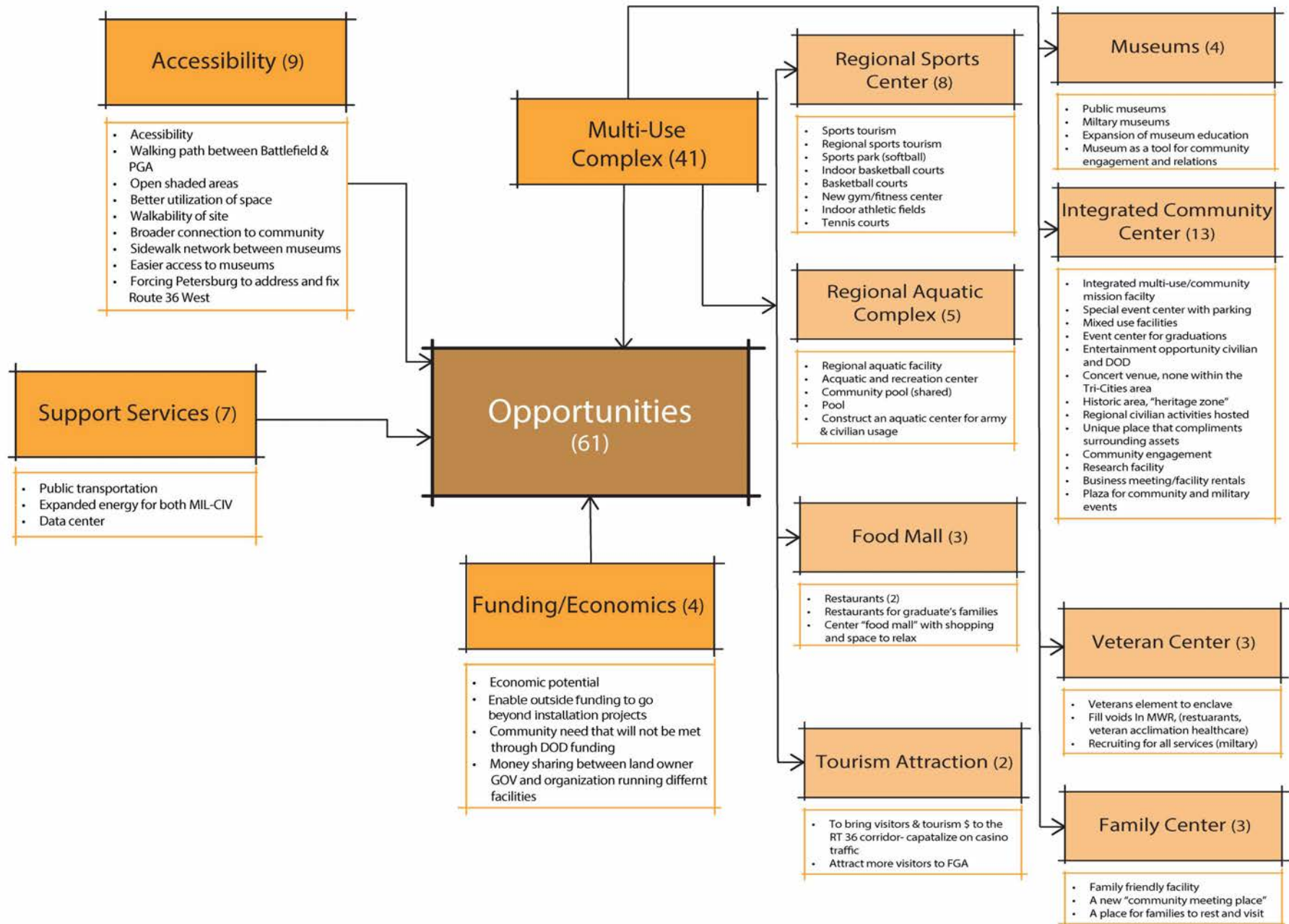
Concept Maps

WEAKNESSES



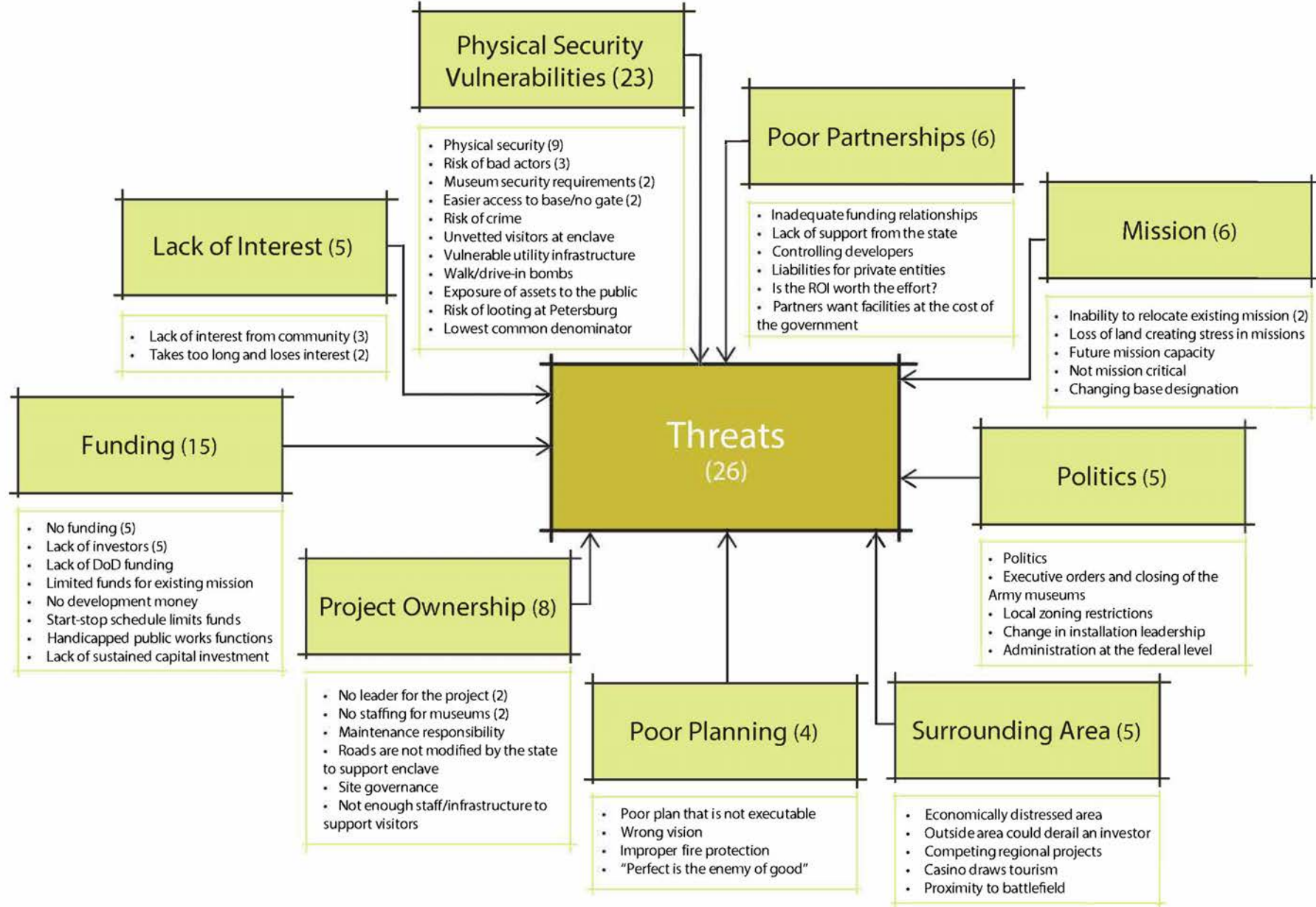
Concept Maps

OPPORTUNITIES



Concept Maps

THREATS



Basis of Estimate/ROM Estimate

Introduction

The below section lists the basis and parameters for the Rough Order of Magnitude (ROM) costs, followed by the total cost and revenue.

Basis of Estimate

- Guidance: UFC 3-730-01 Programming Cost Estimates for Military Construction
- Unit Quantities: ADP Program
- Unit Costs: PAX Newsletter for FY27
- Supporting Facilities: 25% of Primary Facilities
- Escalation: FY 29
- Area Cost Factor: 0.84
- Project Contingency: 30%
- SIOH 5.7%

ROM Estimate

- ROM Cost – all DCE development: \$1.5B to \$2B (includes new Fitness Center)
- Rental revenue: \$50-\$60M/year without aquatics center and multipurpose building
- Data Center Revenue: ~\$76M/year/200MW (needed for project viability)





PART IV

COA DEVELOPMENT AND ANALYSIS

Alternative Analysis

Introduction

Based on the results of the SWOT analysis, four goals were determined and stakeholders were invited to provide input on each goal's relative importance. On a scale of 0-100%, weighted multipliers were established based on this input. The goals and weights are listed below:

- Goal 1: Walkable District (92%)
- Goal 2: Accessible Museums (86%)
- Goal 3: Modern Community Facilities (83%)
- Goal 4: Connected Parks and Plazas (71%)

Through interview findings, working group documentation, site assessment, and group discussions, the planning team and workshop participants worked together to identify required elements for the DCE and to formulate configurations of these required elements.

The five COAs outlined in this section represent varying levels of investment, priority, and configuration.

The planning team then used a collaborative approach to facilitate a stakeholder session where participants scored each COA based on how well it supports the planning goals.

A brief overview is provided below. Graphics of the COAs may be found in the appendix.

Courses of Action

COA 1 represents the "Status Quo" scenario, in which the existing conditions remain as is. COA 1 reflects no investment and thus does not disrupt current operations or meet the objectives of the planning vision or goals.

COA 2 is a configuration of the site with the Aquatic Center, and Multi-Purpose Facility on the west side near museums. There is a central pedestrian zone and two main transit spines.

COA 3 has the Aquatic Center and Multi-Purpose Facility to the far east of the site. Parking, residential, and commercial in the middle. Two main transit spines.

COA 4 outlines the Commander Blvd concept with Aquatic Center and Multi-Purpose Facility on the northwest side. It shows a central plaza with residential and commercial to the east.

COA 5 shows a concept that would accommodate a 200MW data center on the site. While possible, it would severely limit potential other uses due to the space required - about half the site.

Recommended Alternative

Based on stakeholder scoring for how well each COA supports the planning goals and through leadership guidance, COA4 was selected as the recommended COA.

The recommended Course of Action uses COA4 as the foundation. Key features include the following:

1. The layout learns from Richmond's Monument Avenue and includes a new "Commanders' Boulevard" with room for statues at each end. The boulevard ends on the west in a new town square centered on B5222, which can be a new Visitor Center.
2. Mission functions (museums, aquatic center, multi-purpose facility, and the food court) are on the west side, and the affordable housing and most commercial (retail/dining) options are on the east side, which allows for a more vibrant museum node and a more buildable housing node.
3. The plan uses a connected grid street network to more evenly distribute traffic with two-way streets that have on-street parking on one side only.
4. The main entry from Rte. 36 is mid-enclave and allows for easy access to either side of the development. While a roundabout is shown and follows precedent in the region on highways with similar loads, if VDOT wants a signalized intersection, that would be acceptable as well.
5. Taller buildings are placed near the center (up to 10-15 levels) and lower buildings are at the edge (1-4 levels).
6. Parking is provided in garages, surface lots, and on-street.
7. Building heights for the housing are set at 3 floors minimum with up to 15 floors in some locations allowed.
8. Site amenities, in addition to the town square with a splash pad, include a new museum plaza, a 1.25-mile perimeter multi-use path, a dog park (on the east end), a heritage garden adjacent to the Women's Museum, a pedestrian gate into

the main base by CASCOR, and a sidewalk to the Petersburg National Battlefield.

9. Since the site is mostly impervious surface, achieving a 10% reduction in stormwater runoff will be relatively easy by leveraging the planned open spaces.
10. While income from the proposed housing and retail uses may offset some of the other development costs, this will likely not be enough. Hence, including a data center(s) on a separate site but tied to the revenue stream for this site may be needed to ensure project viability.

RECOMMENDED COA

Short Term Plan



SHORT-TERM PROJECTS (1-5 years)

New Mission Projects (195,000sf, 390 parking required)

1. Build Multi-Purpose Facility (70ksf)
2. Build Aquatic Center (85ksf)
3. Build Food Court/Office Building (30ksf), Town Square, and Garage 1 (208ksf, 4 floors, up to 552 spaces, up to 4 floors)
4. Renovate B5222 for Visitor Center/Restrooms (2,800sf)
5. Add/Alter Quartermaster and Women's Museums (up to 30ksf addition and alterations), Construct Plaza

New Mission Parking Lots (748 required, 825 parking spaces supplied (includes G1))

6. Build Lot 1 (121 parking spaces)
7. Expand Lot 2 (84 parking spaces)
8. Repair Lot 3 (68 parking spaces)

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Mid Term Plan



MID-TERM PROJECTS (6-10 years)

Mixed Use Program (2.686Msf, up to 2,238 Dwelling Units (DU), 3,592 parking required, 3,596 parking spaces supplied)

- Build Mixed Use Res/Comm (180ksf, up to 150 DU, up to 10 floors), Route 36 roundabout, Commander Boulevard, and North Street Grid
- Build Mixed Use Res/Comm (595ksf, up to 496 DU, up to 15 floors), Garage (235ksf, up to 630 spaces, up to 5 floors)
- Build Residential Building (148ksf, up to 123 DU, up to 4 floors) and Garage (160ksf, up to 424 spaces, up to 4 floors)
- Build Mixed Use Res/Comm (384ksf, up to 320 DU, up to 15 floors) and Garage (116ksf, up to 296 spaces, up to 4 floors)
- Build Residential Building (132ksf, up to 110 DU, up to 4 floors) and Garage (160ksf, up to 424 spaces, up to 4 floors)
- Build Mixed Use Res/Comm (180ksf, up to 150 DU, up to 15 floors) and South Street Grid
- Build Mixed Use Res/Comm (595ksf, up to 496 DU, up to 15 floors) and Garage (235ksf, up to 630 spaces, up to 5 floors)
- Build Residential Building (88ksf, up to 73 DU, 4 floors minimum)
- Build Residential Building (328ksf, up to 273 DU, up to 15 floors) and Garage (160ksf, up to 424 spaces, up to 4 floors)
- Build Residential Building (56ksf, up to 47 DU, 4 floors minimum)
- Build Perimeter Multiuse Path (8' wide; 1.25 miles around Enclave)
- Install Pedestrian Gate to Installation (CAC controlled)

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Capacity Plan



CAPACITY PROJECTS (as needed)

Museum Capacity Program (84ksf)

- 21. Capacity Placeholder for Museum Function (up to 60ksf)
- 22. Capacity Placeholder for Museum Function (up to 24ksf) (replaces B5217)

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Program

Introduction

The program outlines individual plan elements and their vital attributes.

The new mission program outlines new facilities which support museums and new missions such as the multi-purpose center and aquatics center along with the parking to support.

Parking garages which directly support the mixed-use program are also listed with total parking spaces provided.

The existing mission program lists facilities which exist on the site and includes the parking needed to serve those facilities.

The mixed-use program shows each building in each project with the total square footage and dwelling units (apartments), in each.

MISSION PROGRAM (Existing Mission)					
	PROJECT	PROJECT TITLE	TOTAL GSF	PARKING REQUIRED	PARKING RATIO/1000
	B5234	Ordnance Training Support Facility	120,214	240	2
	B5217	Admin	3,140	9	3
	B5218	Quartermaster Museum	29,927	60	2
	B5219	Women's Museum	19,709	39	2
	B5222	Admin	2,800	8	3
		Existing Mission Facilities Total:	175,790 GSF	358 Parking Required	
MISSION PROGRAM (New Mission)					
	PROJECT	PROJECT TITLE	TOTAL GSF	PARKING REQUIRED	PARKING RATIO/1000
	1	Multi-Purpose Facility	70,000	140	2
	2	Aquatic Center	65,000	130	2
	3	Food Court plus Town Square	30,000	60	2
	4	Renovate B5222		-	
	5	Museum Add/Alter plus Plaza	30,000	60	2
		New Mission Projects Total:	195,000 GSF	390 Parking Required	
		Mission Total:	370,790 GSF	748 Parking Required	
MISSION PROGRAM (New Mission Parking)					
	Project	PROJECT TITLE	TOTAL GSF	PARKING PROVIDED	
	3	3-Garage (4 floors)	208,000	552	
	6	Lot 1	-	121	
	7	Lot 2	-	84	
	8	Lot 3	-	68	
		New Mission Parking Lots Total:		825 Parking Provided	

Program

MIXED-USE PROGRAM (Housing and Commercial)					
	Project	PROJECT TITLE	TOTAL GSF	FLOORS (MAX)	DWELLING UNITS (MAX)
	9	Build Mixed Use Res/Comm, Route 36 roundabout, Commander Boulevard, and North Street Grid	180,000	10	150
	10	Build Mixed Use Res/Comm 10-A1	195,000	15	163
	10	Build Mixed Use Res/Comm 10-A2	110,000	10	92
	10	Build Mixed Use Res/Comm 10-B1	180,000	15	150
	10	Build Mixed Use Res/Comm 10-B2	110,000	10	92
	11	Build Residential Building 11-A1	240,000	10	200
	11	Build Residential Building 11-A2	96,000	8	80
	11	Build Residential Building 11-A3	48,000	4	40
	12	Build Mixed Use Res/Comm 12-A	64,000	4	53
	12	Build Mixed Use Res/Comm 12-B	84,000	4	70
	13	Build Residential Building 13-A	132,000	4	110
	14	Build Mixed Use Res/Comm 14 and South Street Grid	180,000	10	150
	15	Build Mixed Use Res/Comm 15-A1	195,000	15	163
	15	Build Mixed Use Res/Comm 15-A2	110,000	10	92
	15	Build Mixed Use Res/Comm 15-B1	180,000	15	150
	15	Build Mixed Use Res/Comm 15-B2	110,000	10	92
	16	Build Residential Building 16-A	240,000	10	200
	16	Build Residential Building 16-B	88,000	8	73
	17	Build Residential Building 17-A	52,000	4	43
	17	Build Residential Building 17-B	36,000	4	30
	18	Build Residential Building 18-A	56,000	4	47
	19	Build Perimeter Multiuse Path	-	-	-
	20	Install Pedestrian Gate to Installation (CAC controlled)	-	-	-
		Mixed Use Total:	2,686,000 GSF		2,240 Dwelling Units
			3,592 Parking Required		3,596 Parking Provided

Program

MIXED-USE PROGRAM (Parking)					
	Project	PROJECT TITLE	TOTAL GSF	FLOORS (MAX)	PARKING SPACES
	10	Project 10 Garage	235,000	5	630
	11	Project 11 Garage	160,000	4	424
	12	Project 12 Garage	116,000	4	296
	13	Project 13 Garage	160,000	4	424
	15	Project 15 Garage	235,000	5	630
	16	Project 16 Garage	212,000	4	632
		On-Street Parking			560
		Mixed Use Parking Total:	1,118,000 GSF		3,596 Parking Provided

Regulating Plan



Regulating Plan Definitions

Building Parcel Boundary: A thin black line defining the extents of the development parcel.

Required Entry Zone: A blue dashed line indicating a facade that must include a building entry.

Required Build-to Line: A thick black line where a percentage of the building facade must be located (see Building Envelope Standards for specific percentages).

Min/Max Building Height: Two numbers indicating the minimum and maximum number of levels a building may have within the coordinating building area boundary.

Building Area Boundary: A highlighted area showing the maximum extent of buildable area on a parcel.

Parking Zone: A red dashed line indicating the maximum allowable area to be used for parking.



GRAPHIC LEGEND

- Parcel Boundary
- Required Build-to-Line
- - - Required Entry Zone
- # - # Min/Max Building Height
- - - Parking Zone
- - - Planning District Boundary
- Flex Use (Residential/Commercial)
- Museum
- Designated Open Space



EXECUTION PLAN

Project 1: Multi-Purpose Facility



1. Multi-Purpose Facility

Construct an indoor, flexible-use training field with high bays for indoor drones, as well as multipurpose spaces including classrooms, training spaces, and maker spaces. Additionally, relocate the shelter to the garden area east of Building 5219. The multi-purpose center should be able to accommodate sporting events such as soccer, lacrosse, and other turf field activities, but should also serve as an innovation center for STEM activities. These include programs for virtual reality (VR) learning and gaming as well as facilities for developing and testing emerging drone and Unmanned Aerial Vehicles (UAVs) technology. In the local area and more widely in Virginia, recreational facilities for hosting sporting events are in very high demand, so this is an opportunity to provide a valuable service to the community and is an attractive opportunity for investment in development.

This facility could be constructed to up to 70,000sf and would require 140 parking spaces. Project 3 provides a parking garage with 552 spaces to meet this requirement.



GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 2: Aquatic Center



2. Aquatic Center

Construct an indoor aquatic center. The pool should be 50 meters long and 25 yards wide to accommodate various competitive swimming formats as well as to support drownproofing training for Fort Lee. The Installation currently does not have an indoor pool. Deck space should be wide enough to host this training and bulkheads should be moveable for various configurations or to move them out of the way for training. A pool with two-meter depth is important for training, but should also have areas with more shallow depth for aspiring swimmers. Options for a partially covered roof should be explored, including retractable covers. Hosting regular swim meets will help offset the operating costs of the aquatic center through a cost recovery model.

This facility could be constructed to up to 65,000sf and would require 130 parking spaces. Project 3 provides a parking garage with 552 spaces to meet this requirement.

Associated Demolition

7121, 7122, 7123, 7124, 7126, 7130, 7131



0 125 250 375 Feet

GRAPHIC LEGEND

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- Streets and Parking
- Sidewalk
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Project 3: Food Court and Town Square, Garage



3. Food Court and Town Square

Construct a double-height food court building with office and admin spaces at up to 30,000sf. It would require 60 parking spaces. It is sited between the Multi-Purpose Facility and Aquatic Center. This facility bridges between these key attractions and creates an engaging and lively space for meals and breaks.

3.3-Garage

Construct a four story, 208,000sf, 552 space parking garage located behind the Food Court and Town Square. Build a skybridge that connects the parking structure, Food Court and Town Square, Aquatic Center, and Multi-Purpose buildings.

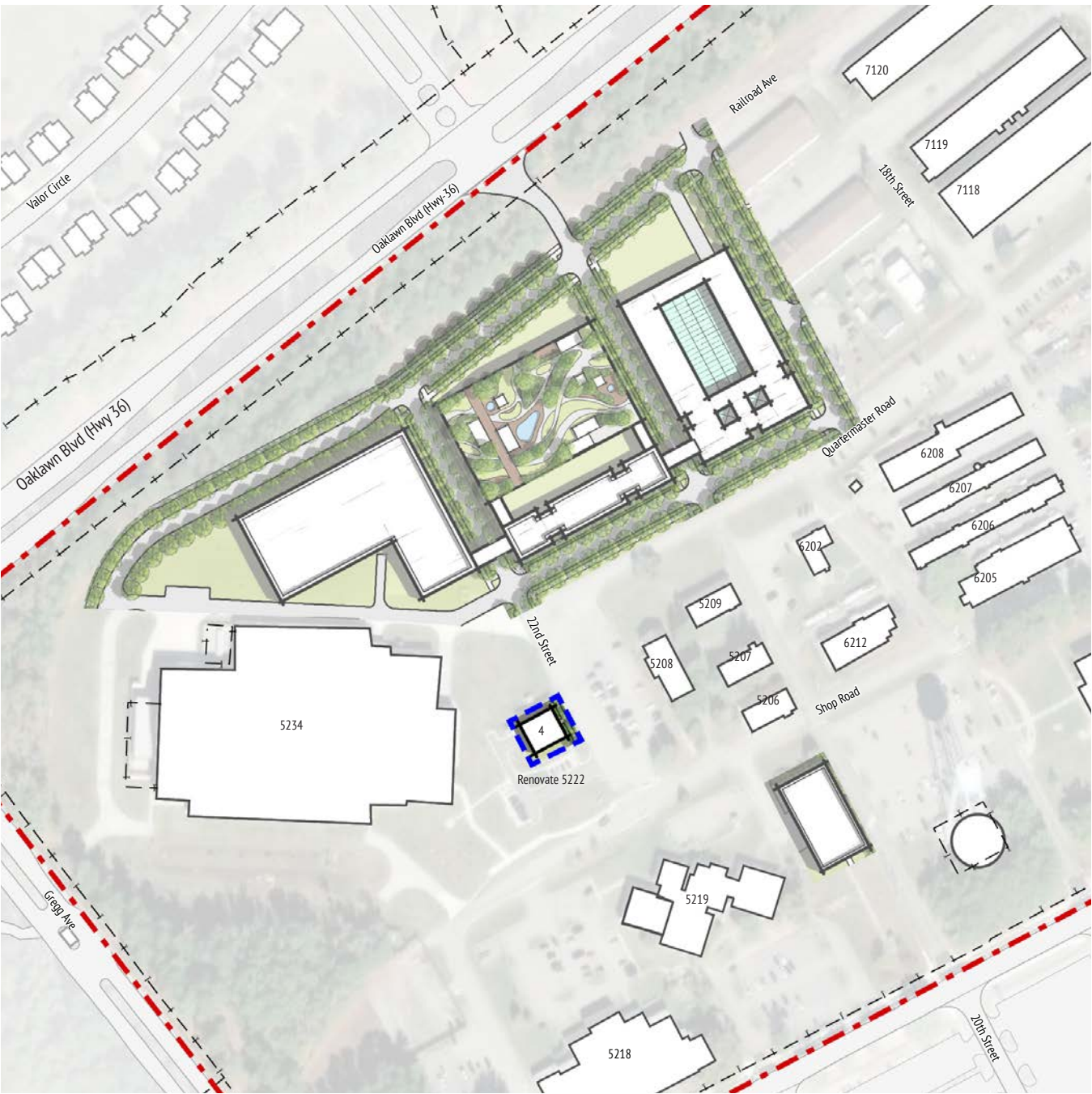


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
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Project 4: Renovate Building 5222



4. Renovate 5222

Renovate existing building to remove walls where possible and open up the space. Create a museum visitor center and community building with visitor restrooms, gift center, and additional support spaces.

This facility is 2,800sf and requires 9 parking spaces.

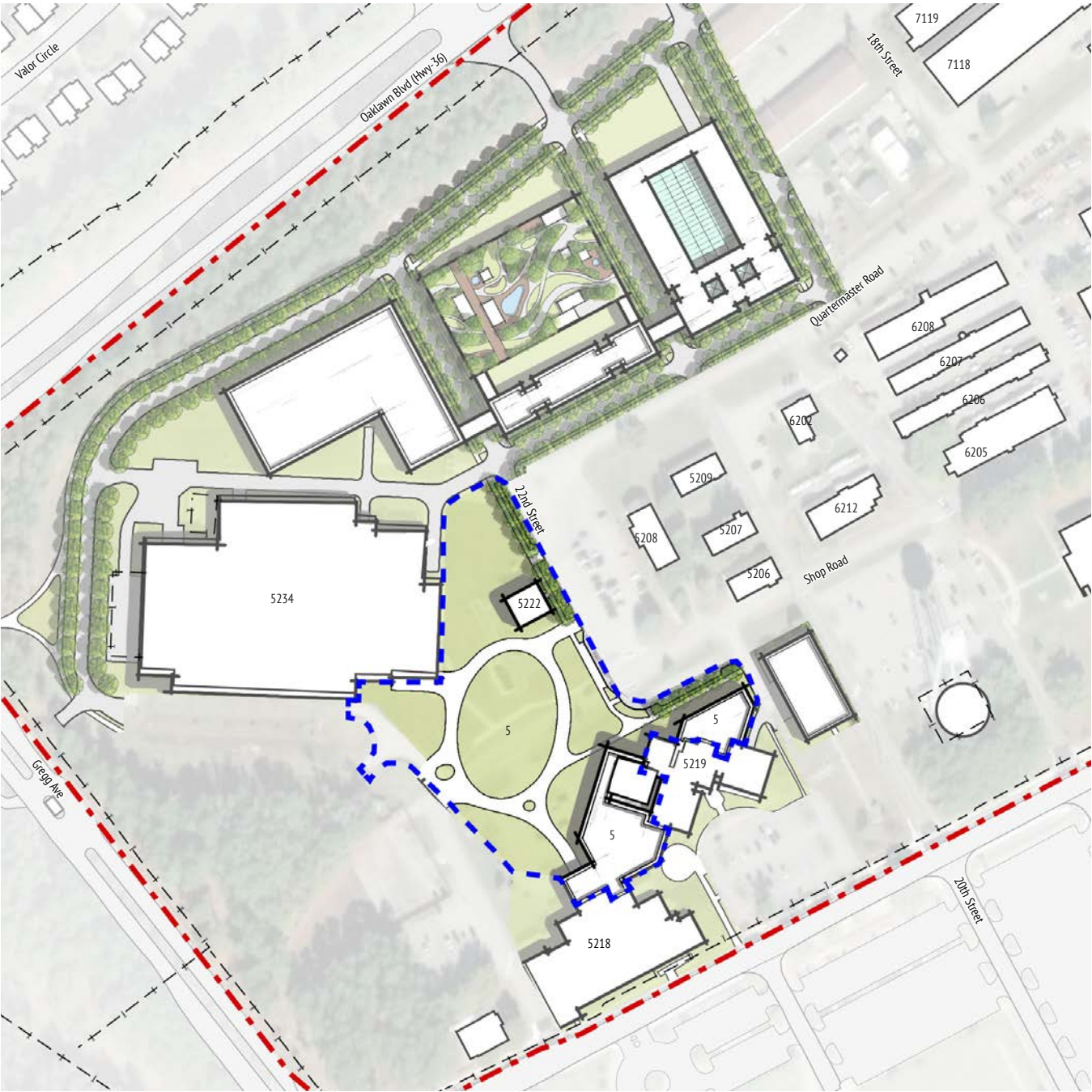


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 5: Museum Add/Alter + Plaza



5. Museum Add/Alter + Plaza

To accommodate mission changes and museum growth, an add/alter to the Women's Museum and Quartermaster Museums would increase exhibit space and improve flow. Create entries into the Women's Museum and Quartermaster Museum from the adjacent greenspace. Additions to the museum should include an atrium to enter into. The project could add up to 30,000sf and would require 60 parking spaces.

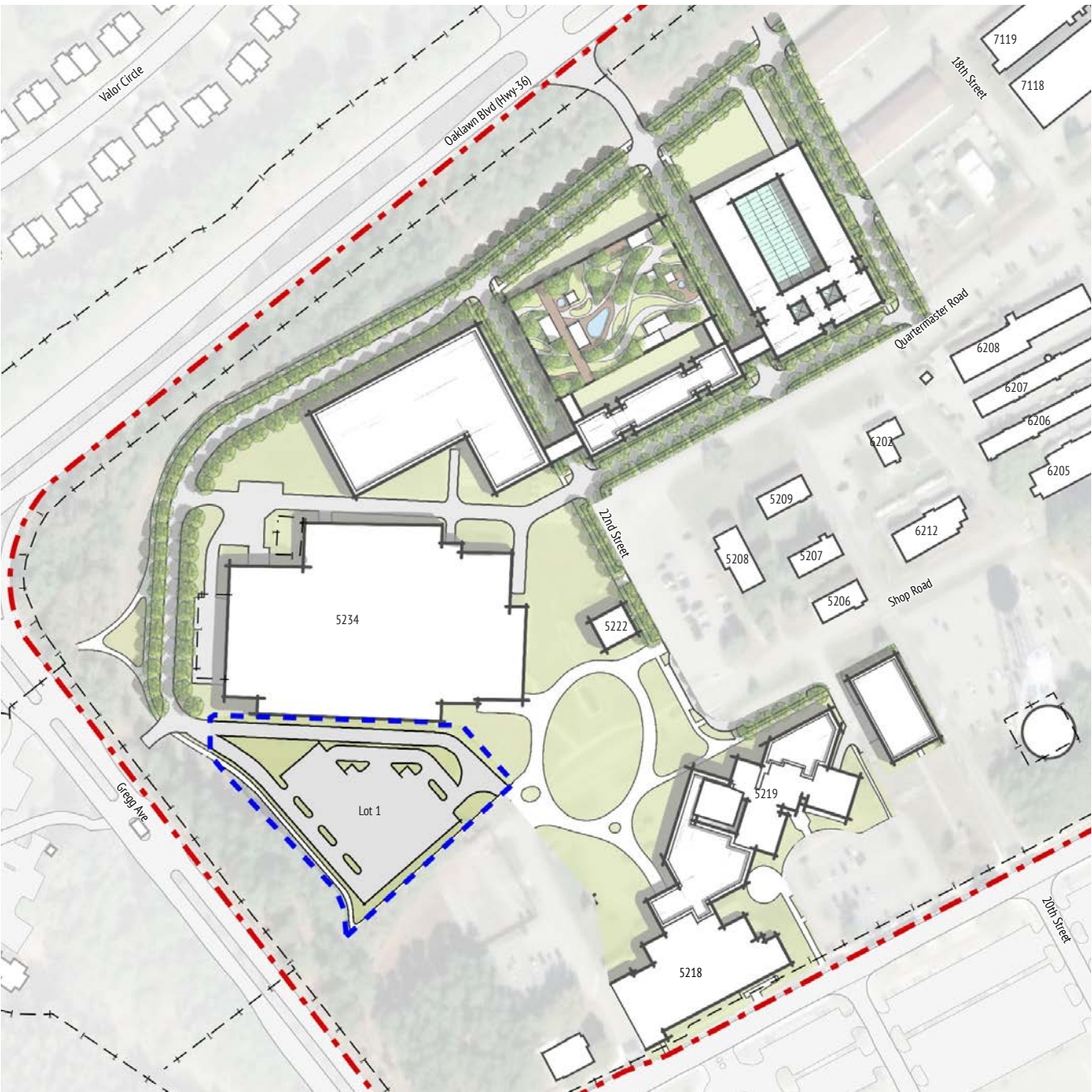


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 6: Parking Lot 1



6. Parking Lot 1

Create a parking lot that features stormwater mitigation catchment integrated into greenspace. This parking lot could accommodate 121 surface parking spaces.

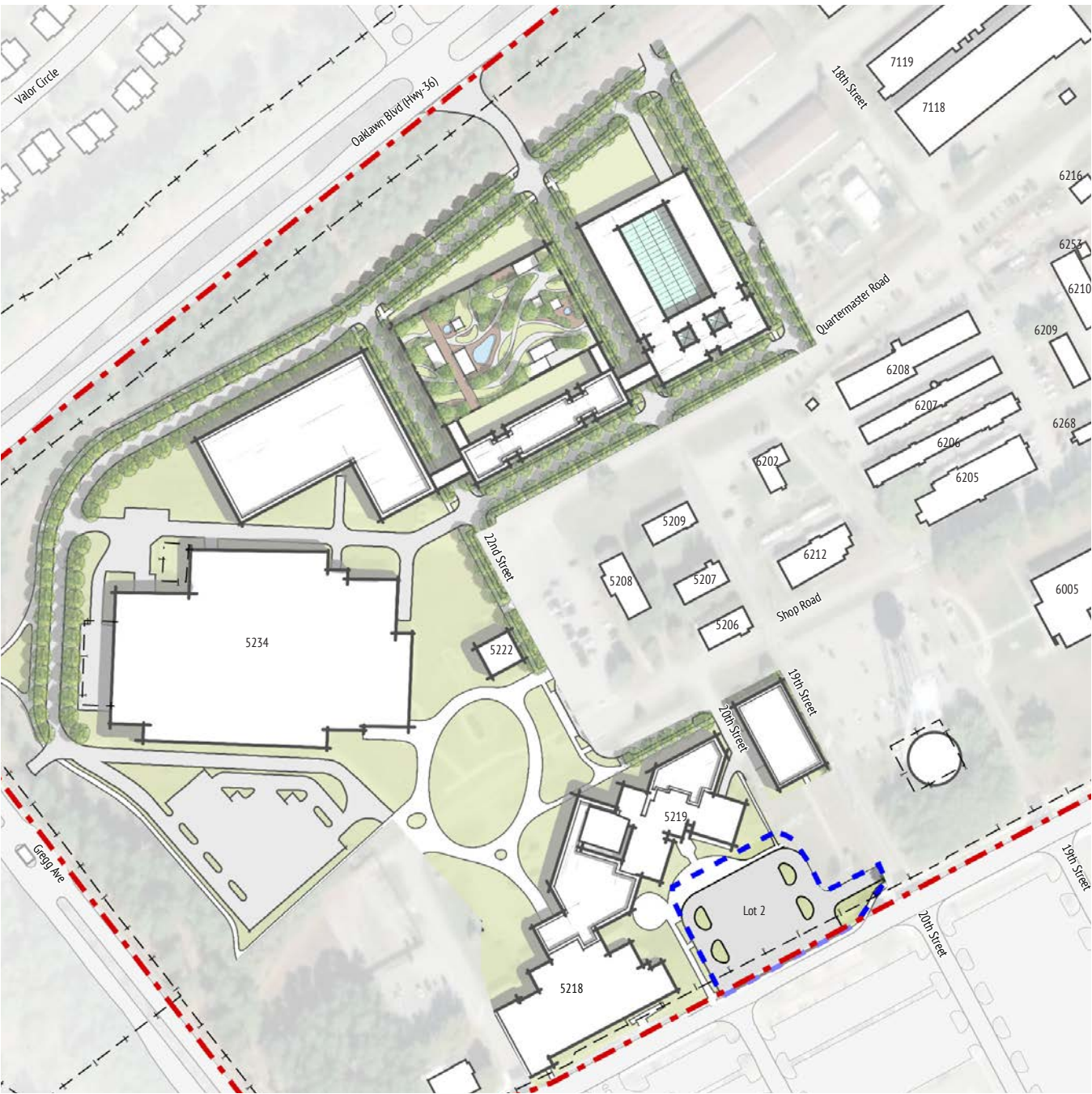


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 7: Parking Lot 2



7. Parking Lot 2

Expand the existing parking lot to accommodate up to 84 parking spaces, while maintaining some of the original greenspace. The space could be reconfigured and the VIP gate closed off to minimize ways in. This would increase security by replacing it with pedestrian turnstile card access entries.

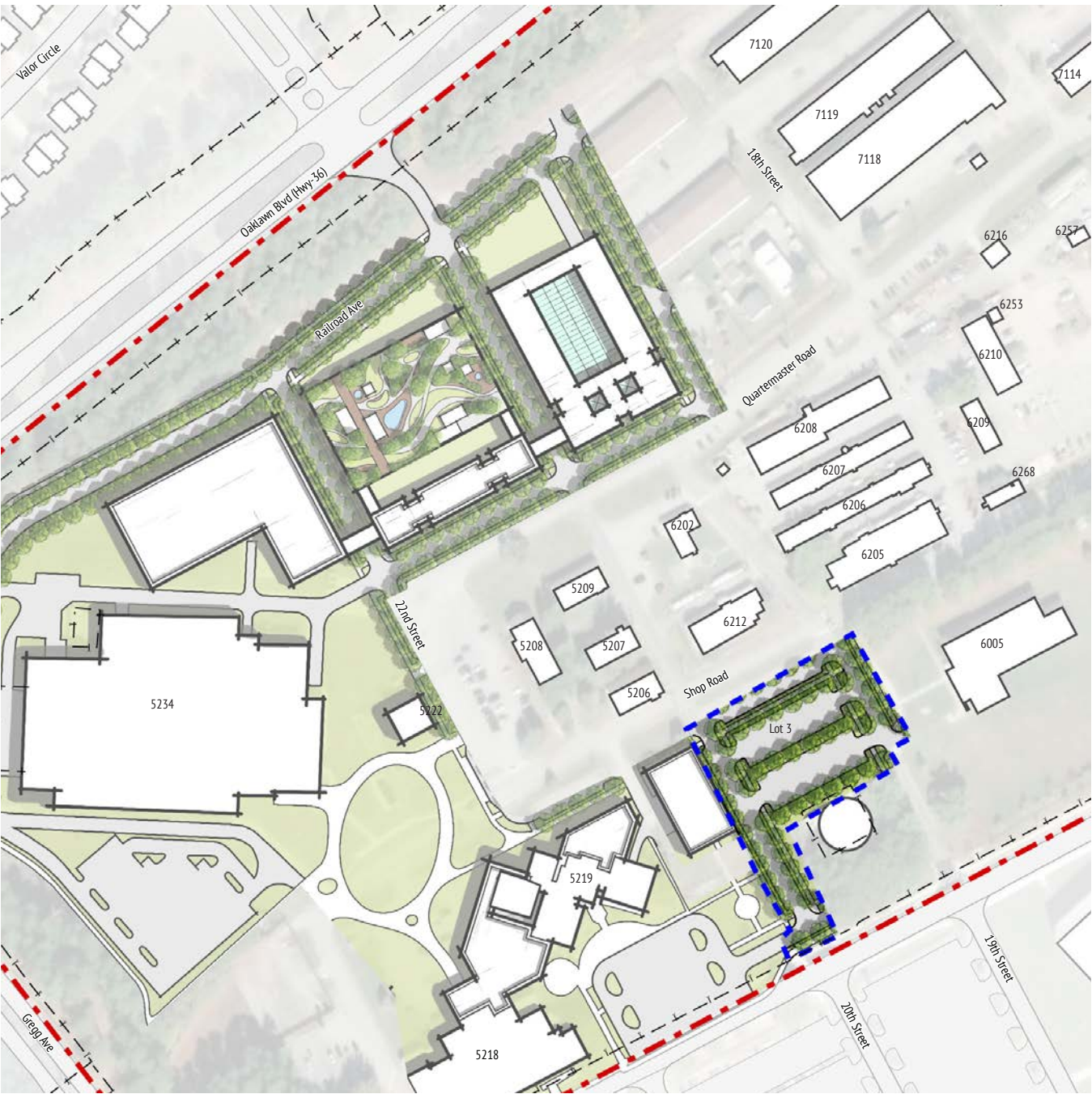


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 8: Parking Lot 3



8. Parking Lot 3

Reconfigure the existing parking to add drainage swales. This provides up to 68 new parking spaces in place of 147 existing spaces and incorporates stormwater mitigation.



GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 9: Build Mixed Use Res/Comm and North Street Grid



9. Building 9-A, Commander Boulevard, Roundabout, and North Street Grid

Construct the North Street Grid including road base and utilities to prepare for future development. The new tree-lined Commander Boulevard anchors the residential area of the Defense Community Enclave, connecting between focal points in the museum greenspace and a new community park at the east end, through a tree-lined corridor. The community park could be a dog park and other amenities.

Work with the Virginia DMV to construct a new roundabout on Oaklawn Blvd to facilitate efficient traffic flow into and out of the area.

Within one block of the North Street Grid, build a mixed use housing tower up to a maximum of 10 floors with ground floor retail. Residential units can be short- or long-term rentals, or a mix.

This block could accommodate a mixed use building up to 180,000sf at 10 stories with 150 dwelling units. The ground floor could accommodate up to 18,000sf of commercial space with 162,000sf of residential space above.

Associated Demolition

1610, 5206, 5207, 5208, 5209, 6202, 6206, 6208, 6209, 6210, 6212, 6216, 6217, 6220, 6253, 6257, 6260, 6262, 6268, 7112, 7114, 7118, 7119, 7120



0 125 250 375 Feet

GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 10: Build Mixed Use Res/Comm



10. Buildings 10-A, 10-B, and 10-Garage

Construct two multistory residential buildings, 10-A and 10-B with two towers higher on the boulevard facing facade; parking garage with roof amenities located between the buildings.

10-A Tower 1 could accommodate up to 195,000sf at 15 stories with 163 dwelling units. The ground floor could accommodate up to 13,000sf of commercial space.

10-A Tower 2: up to 110,000sf at 10 stories with 92 dwelling units.

10-B Tower 1: up to 180,000sf at 15 stories with 160 dwelling units; ground floor up to 12,000sf.

10-B Tower 2: up to 110,000sf at 10 stories with 92 dwelling units.

Block 10 supports a maximum development of 595,000sf with 496 dwelling units. The ground floor of both buildings could accommodate up to 25,000sf of commercial space with 570,000sf of residential space above.

This block could also accommodate a garage (10-G) up to 235,000sf at 5 stories with 630 parking spaces. Additional street parking is a part of this development, where the total demand is 788 parking spaces.



GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 11: Build Residential Building



11. Building 11-A and 11-Garage

Construct a mixed use residential complex with three towers of varying heights, 11-A1, 11-A2, and 11-A3, and ground floor retail.

11-A1 could accommodate up to 240,000sf at 10 stories with 200 dwelling units. The ground floor could accommodate up to 24,000sf of commercial space.

11-A2: up to 96,000sf at 8 stories with 80 dwelling units.

11-A3: up to 48,000sf at 4 stories with 40 dwelling units.

Block 11 supports a maximum development of 384,000sf with 320 dwelling units.

This block could also accommodate a garage (11-G) up to 160,000sf at 4 stories with 424 parking spaces. Additional street parking is a part of this development, where the total demand is 522 parking spaces.

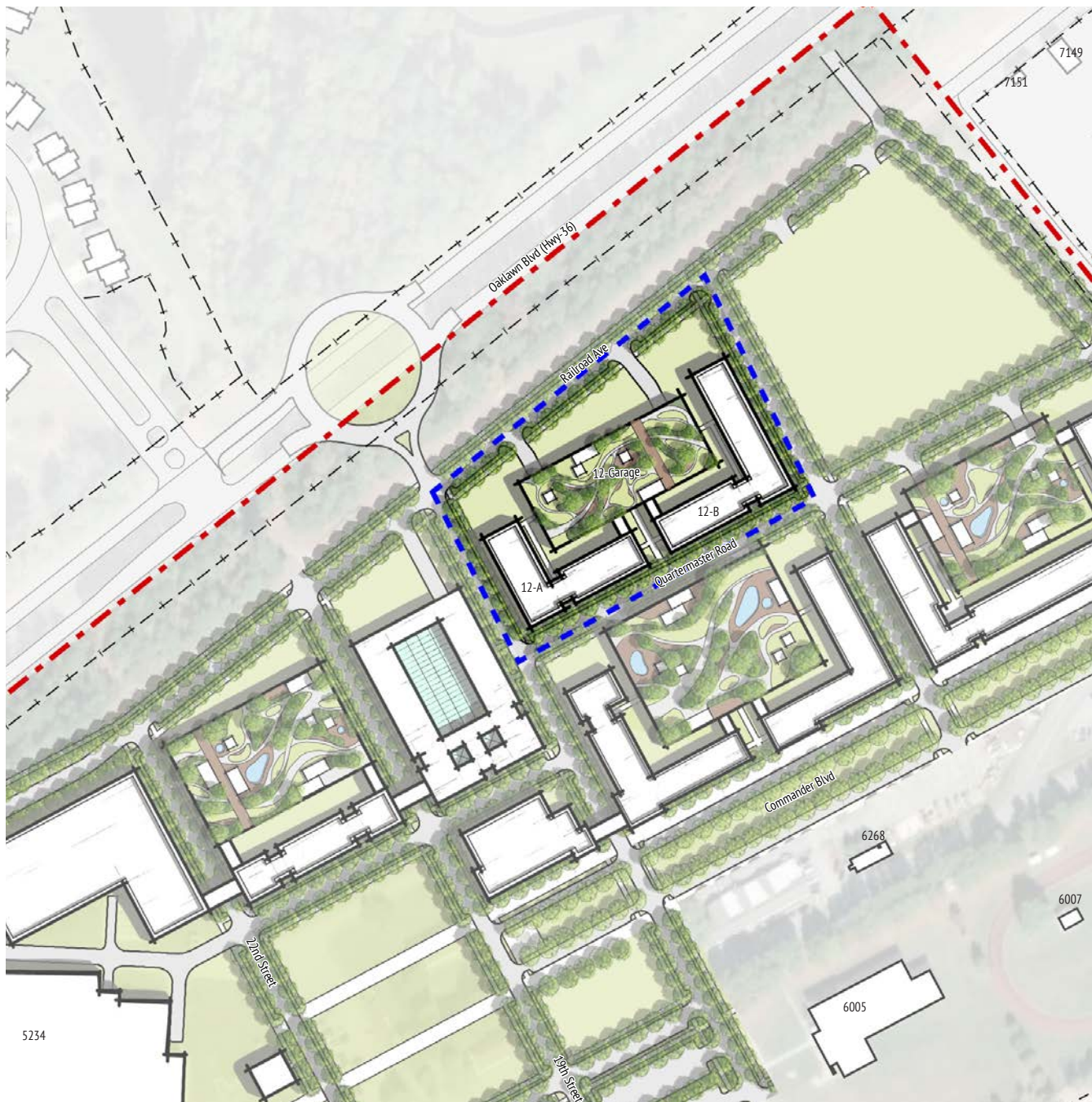


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 12: Build Mixed Use Res/Comm



12. Buildings 12-A, 12-B, and 12-Garage

Construct two L-shaped buildings, 12-A and 12-B, with parking in the middle and dwelling units up to four stories, so as to not exceed the height of nearby trees along Oaklawn Boulevard.

12-A could accommodate up to 64,000sf at 4 stories with 53 dwelling units.

12-B: up to 84,000sf at 4 stories with 70 dwelling units.

Block 12 supports a maximum development of 148,000sf with 123 dwelling units.

This block could also accommodate a garage (12-G) up to 116,000sf at 4 stories with 296 parking spaces. Additional street parking is a part of this development, where the total demand is 185 parking spaces.



GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 13: Build Residential Building



13. Building 13-A and 13-Garage

Construct an L-shaped residential building, 13-A, with ground floor retail. Behind the building, provide a parking garage with roof amenities.

13-A could accommodate up to 132,000sf at four stories with 110 dwelling units.

This block could also accommodate a garage (13-G) up to 160,000sf at 4 stories with 424 parking spaces. Additional street parking is a part of this development, where the total demand is 165 parking spaces.

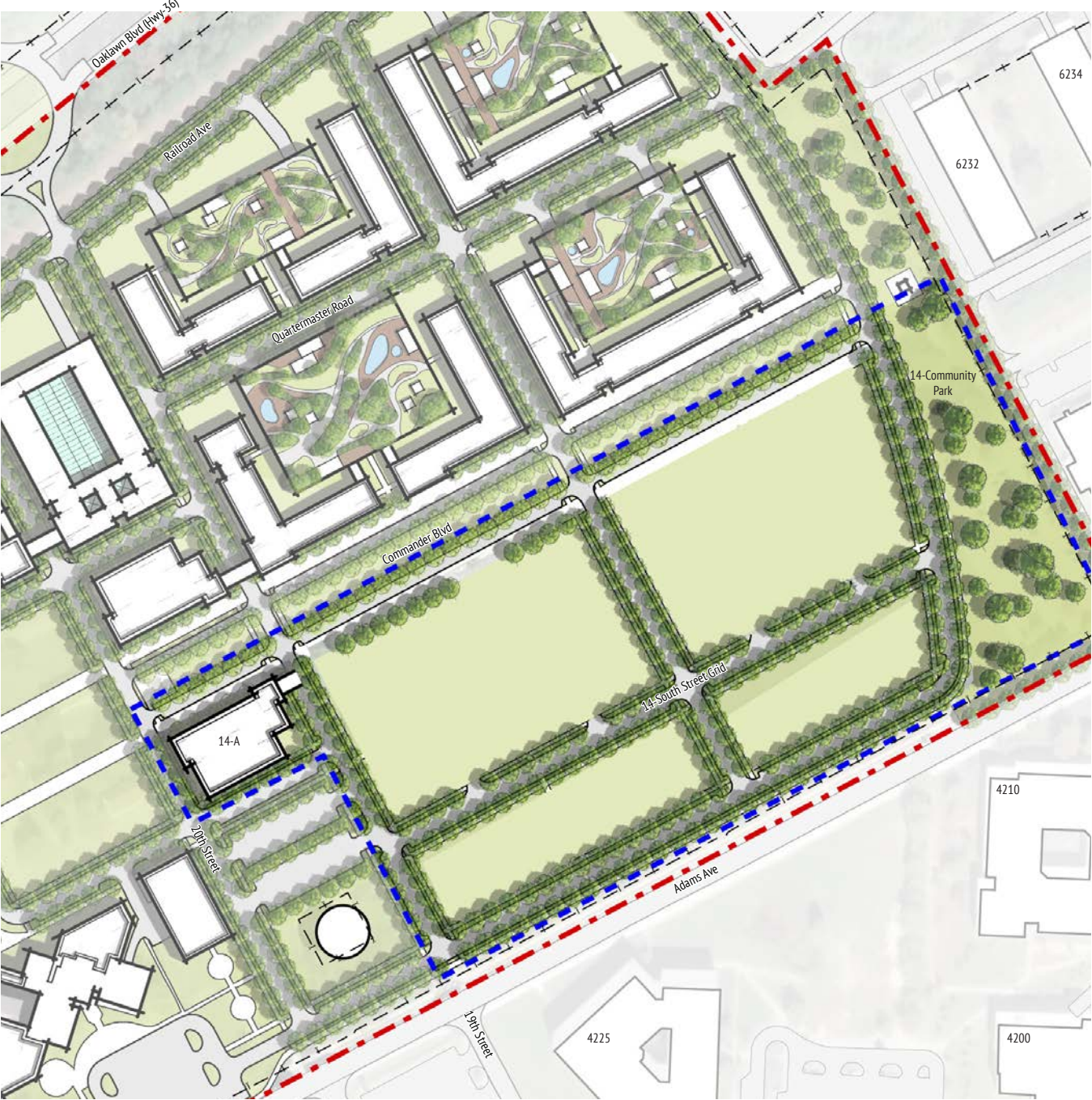


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 14: Build Mixed Use Res/Comm and South Street Grid



14. Building 14-A and South Street Grid

Construct the South Street Grid including road base and utilities to prepare for future development. The community park could include a dog park and other amenities.

Within the western-most parcel, construct a 10 story building, 14-A, with ground floor retail with sidewalk-level connections that integrate the building into the street network.

14-A could accommodate up to 180,000sf at 10 stories with 150 dwelling units. The ground floor could accommodate up to 18,000sf of commercial space.

Demolish Buildings
6005, 6007



GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 15: Build Mixed Use Res/Comm



15. Buildings 15-A, 15-B and 15-Garage

Construct two multistory residential buildings, 15-A and 15-B, each with two towers higher on the boulevard facing facade; a parking garage with roof amenities is located inbetween the buildings.

15-A Tower 1 could accommodate up to 195,000sf at 15 stories with 163 dwelling units. The ground floor could accommodate up to 13,000sf of commercial space.

15-A Tower 2: up to 110,000sf at 10 stories with 92 dwelling units.

15-B Tower 1: up to 180,000sf at 15 stories with 160 dwelling units; ground floor up to 12,000sf.

15-B Tower 2: up to 110,000sf at 10 stories with 92 dwelling units.

Block 15 supports a maximum development of 595,000sf with 496 dwelling units. The ground floor of both buildings could accommodate up to 25,000sf of commercial space with 570,000sf of residential space above.

This block could also accommodate a garage (15-G) up to 235,000sf at 5 stories with 630 parking spaces. Additional street parking is a part of this development, where the total demand is 788 parking spaces.



0 125 250 375 Feet

GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Project 16: Build Residential Building



16. Building 16-A and 16-Garage

Construct an L-shaped mixed use residential building with towers, 16-A1 and 16-A2, at varying heights stepping down from Commander Boulevard, with ground floor retail. Behind the building, a parking garage with roof amenities is located behind the building.

16-A Tower 1 could accommodate up to 240,000sf at 10 stories with 200 dwelling units. The ground floor could accommodate up to 24,000sf of commercial space.

16-A Tower 2: up to 88,000sf at 8 stories with 73 dwelling units.

Block 16 supports a maximum development of 328,000sf with 273 dwelling units.

This block could also accommodate a garage (16-G) up to 212,000sf at 4 stories with 632 parking spaces. Additional street parking is a part of this development, where the total demand is 452 parking spaces.



0 125 250 375 Feet

GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

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Project 17: Build Residential Building



17. Buildings 17-A, and 17-B

Construct a multistory residential complex consisting of two buildings, 17-A and 17-B.

17-A could accommodate up to 52,000sf at 4 stories with 43 dwelling units.

17-B: up to 36,000sf at 4 stories with 30 dwelling units.

Block 17 supports a maximum development of 88,000sf with 73 dwelling units.



GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Project 18: Build Residential Building



18. Building 18-A

Construct a multistory residential building complex. On the edges of the Defense Community Enclave, building heights should be shorter to allow sunlight to the sidewalks and interior buildings.

Building 18-A could accommodate up to 56,000sf at 4 stories with 47 dwelling units.

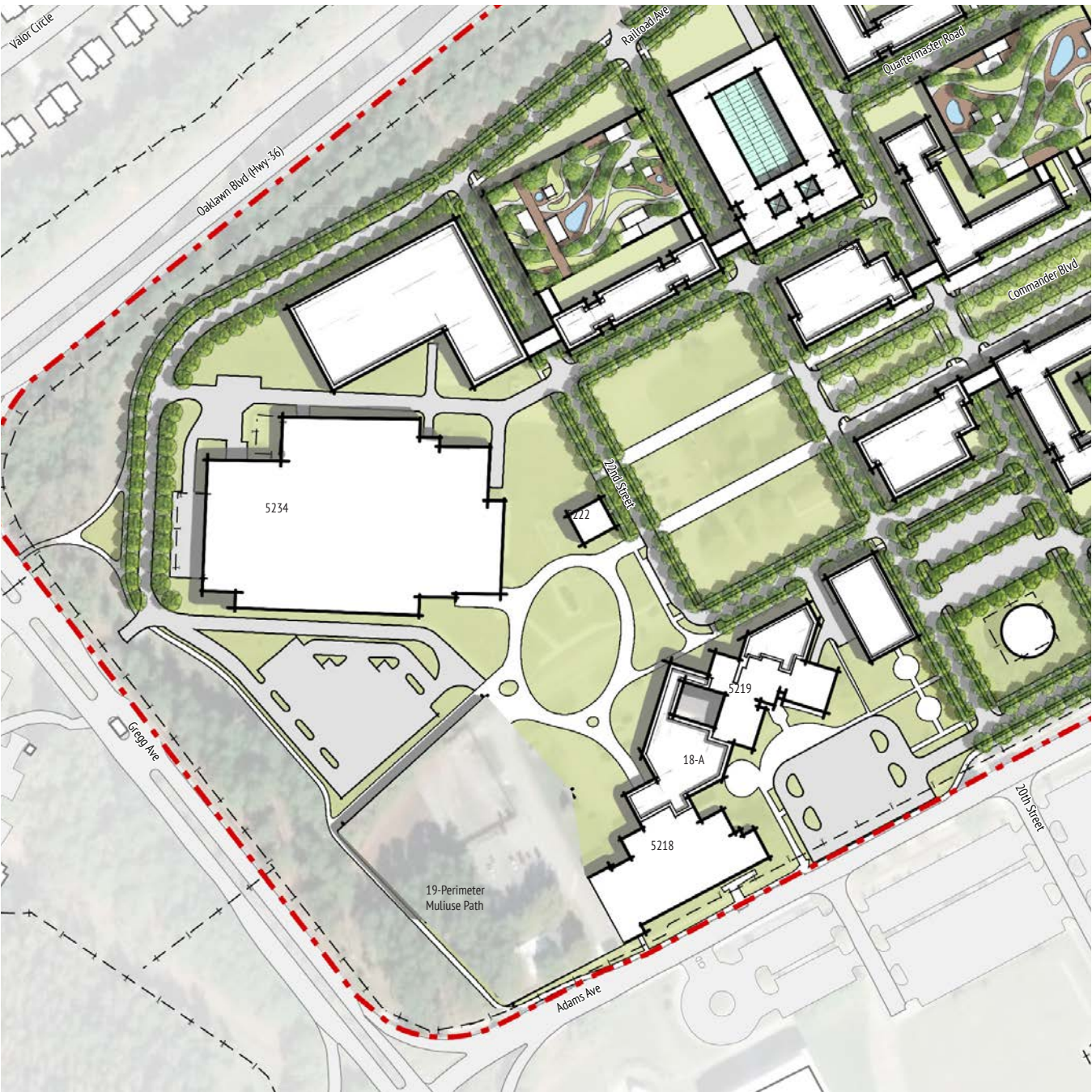


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Project 19: Build Perimeter Multiuse Path



19. Perimeter Multiuse Path

Construct a multiuse path around the perimeter of the Defense Community Enclave. The path should be 8' wide, lighted and paved. When complete, the path would be 1.25 miles around the Enclave.

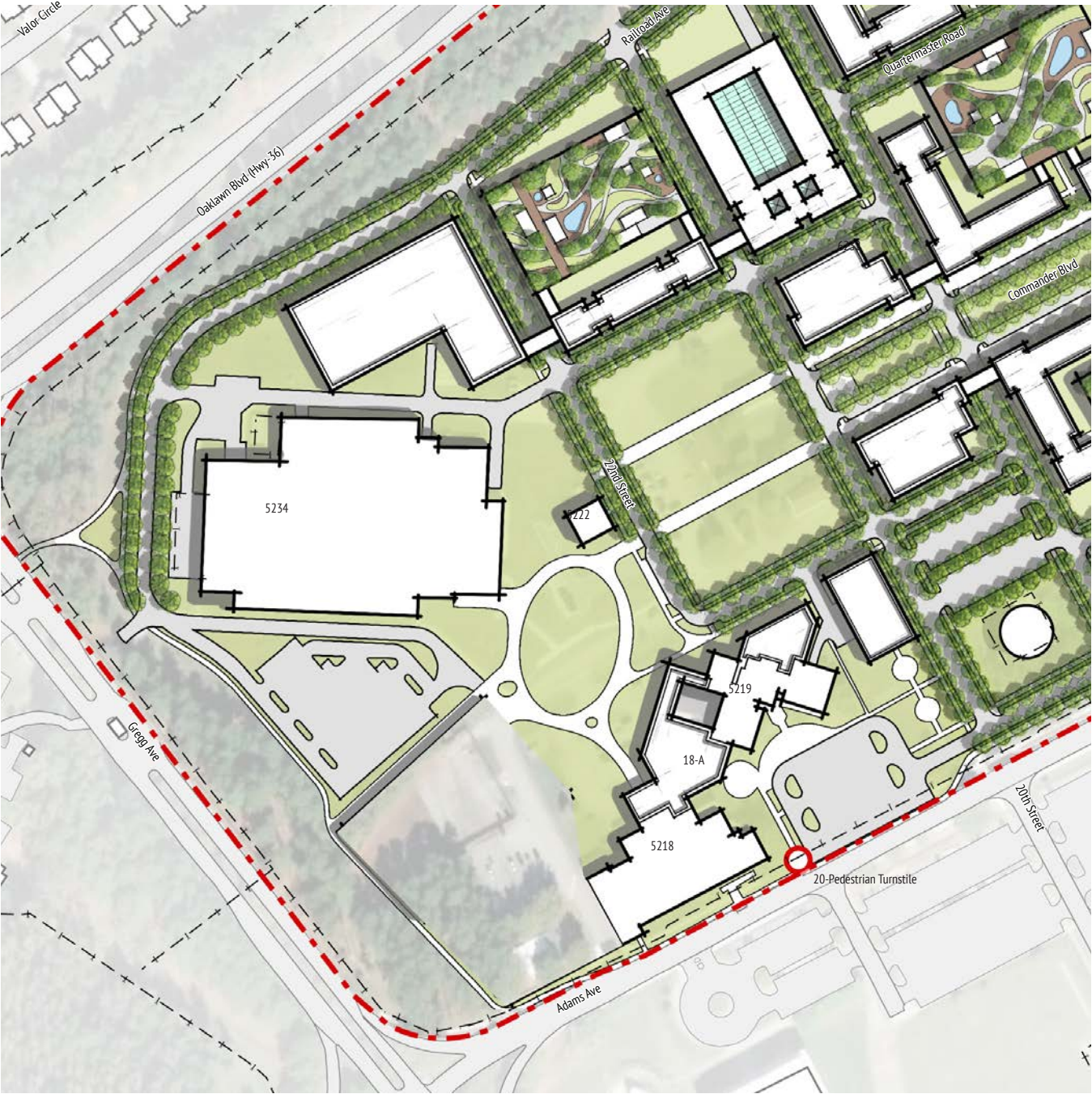


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Project 20: Install Pedestrian Gate to Installation



20. Pedestrian Gate

Install a pedestrian gate in the perimeter fence along Adams Road. The gate would be CAC-controlled with CCTV security to allow authorized personnel to pass between Fort Lee and the Defense Community Enclave.

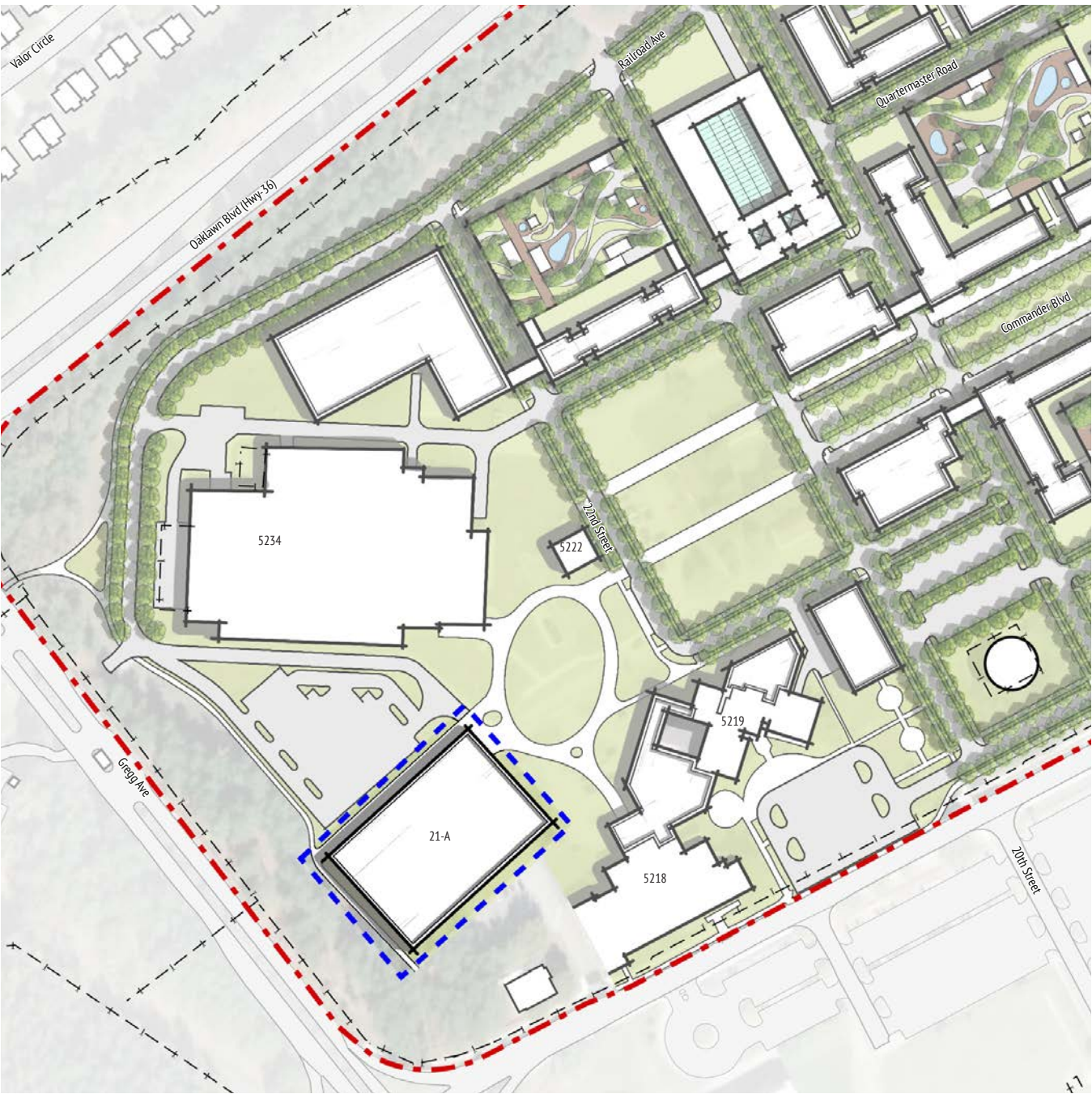


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Project 21: Capacity Placeholder for Museum Function



21. Notional Museum Building

Construct a notional facility for a museum function, facing onto the common museum quad. The new facility could be up 60,000sf.

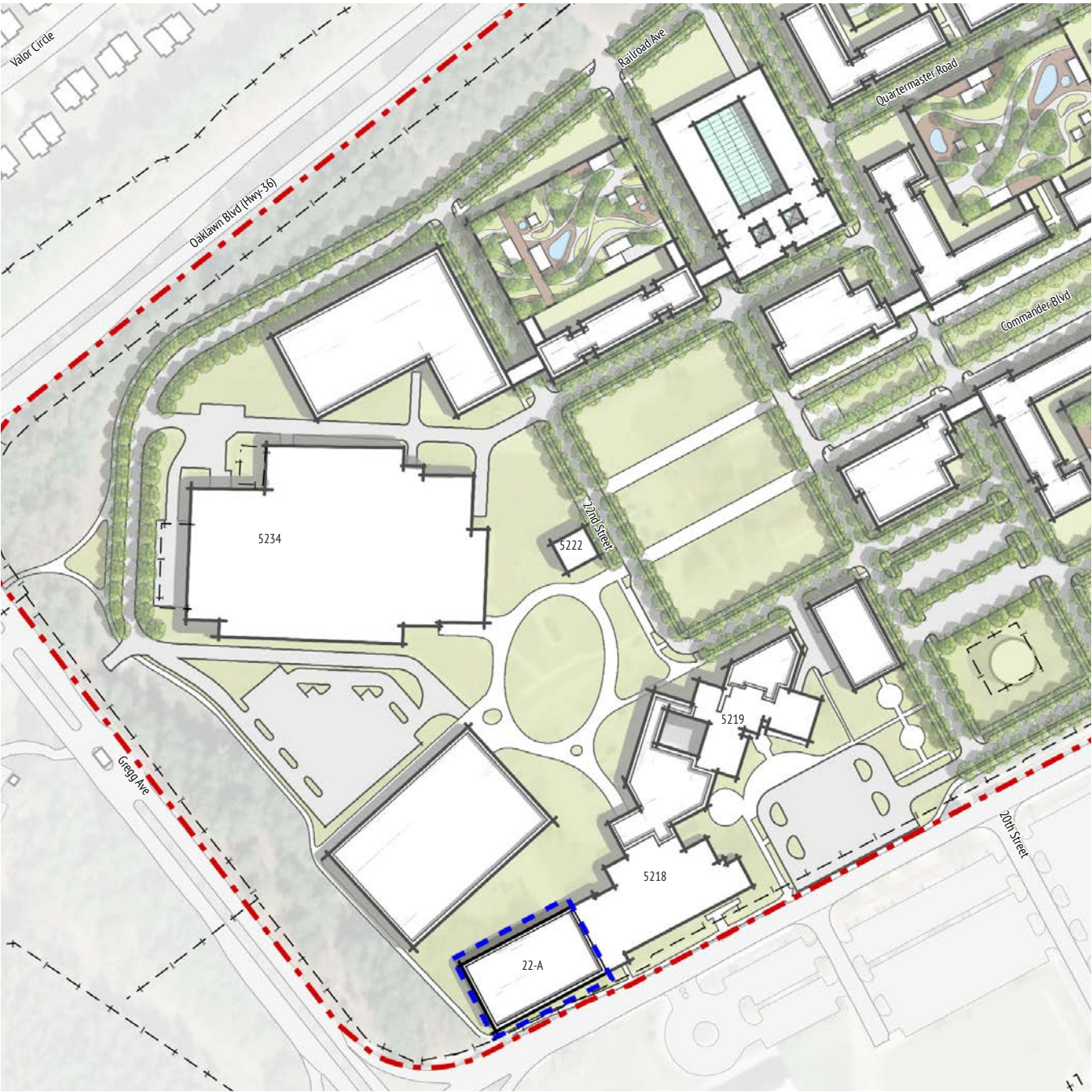


GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.

Project 22: Capacity Placeholder for Museum Function



22. Notional Museum Building

Construct a notional addition to the Quartermaster Museum in place of building 5217. The addition could add up to 24,000sf to the museum's space.

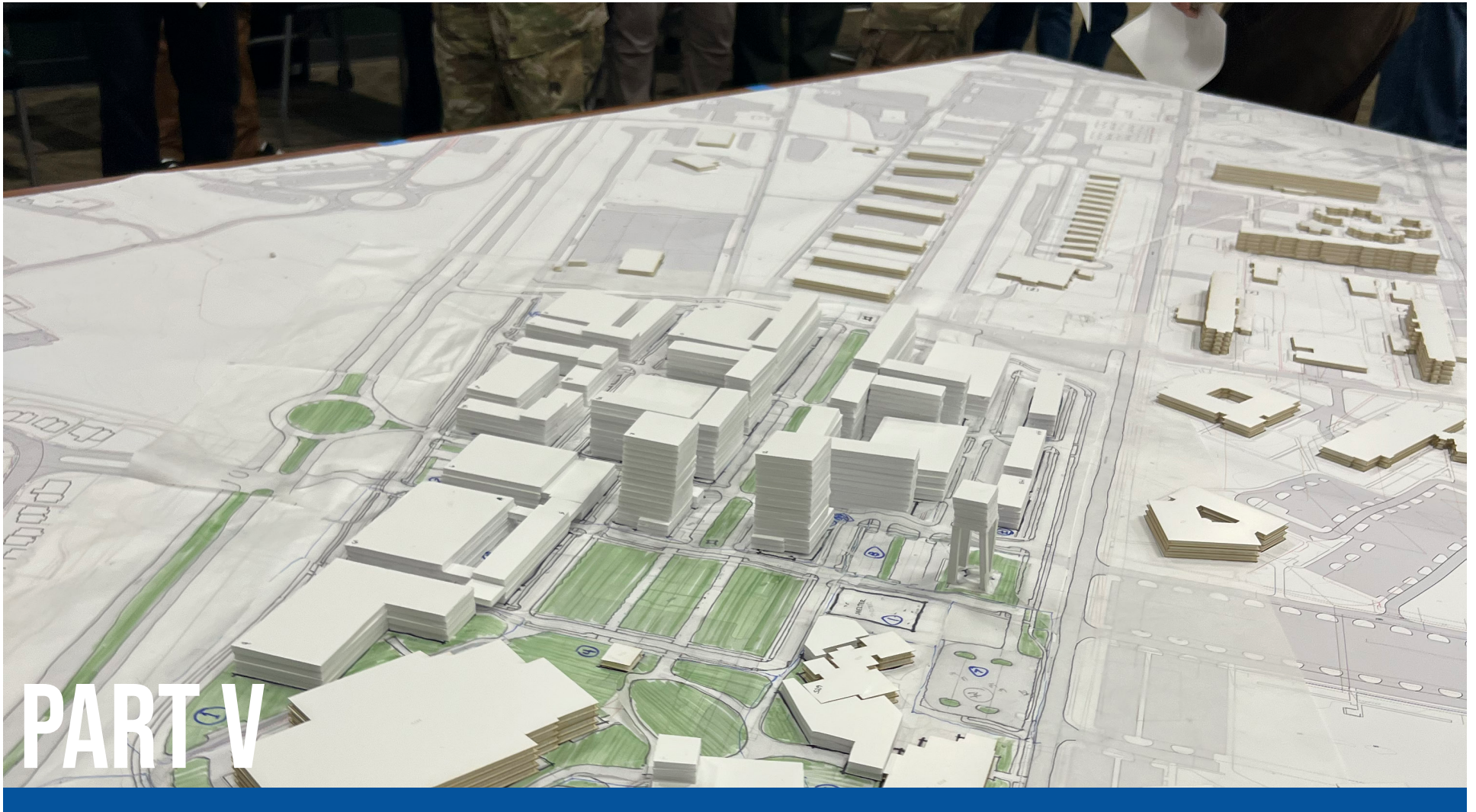
Demolish Buildings
5217



GRAPHIC LEGEND

- Buildings
- Streets and Parking
- Sidewalk
- Fence
- Project Area
- Planning District Boundary

This shows one of many possible development scenarios consistent with the regulating plan. Final building configurations, uses, and heights are subject to change as conditions warrant at the time of design. All numbers are also subject to change as this is predecisional and conceptual only.



PART V

APPENDICES

Workshop Schedule

In this four-day workshop, the planning team facilitated numerous focused stakeholder engagement sessions covering topics previously identified. The planning team and stakeholders worked collaboratively to develop a list of capability gaps along with a series of COAs to address the identified issues. Throughout the week, the recommended COA was developed. At the out-brief on the final day, it was presented through maps, models and drawings.

	TUESDAY 27 May	WEDNESDAY 28 May	THURSDAY 29 May	FRIDAY 30 May		
0830	IN-BRIEF PREPARATION	STAKEHOLDER ENGAGEMENT Aquatic Center Discussion (0830-1000)	EXECUTION STRATEGIES Funding, Timelines, EULS, Opportunity Zones, Regional Industrial Facility Authority (0830-1000)	CONTRACTOR WORK SESSION Prepare for Out-Brief	0830	
0900					0900	
0930					IN-BRIEF 0930-1100	STAKEHOLDER ENGAGEMENT Multi-Use Facility Discussion (1000-1130)
1000	1000					
1030	1030					
1100	FUTURE OF FGAV MUSEUMS Planned Expansion and Consolidation (1100-1230)	LUNCH	LUNCH		1100	
1130					1130	
1200				1200		
1230	LUNCH	STAKEHOLDER ENGAGEMENT Affordable Housing Discussion (1230-1345)	STAKEHOLDER ENGAGEMENT Engineering, Utilities, Transportation (1230-1330)	1230		
1300				1300		
1330	SITE ANALYSIS (1330-1700)	STAKEHOLDER ENGAGEMENT Support Infrastructure Discussion (1345-1500)	STAKEHOLDER ENGAGEMENT AT/FP and Physical Security (1330-1415)	1330		
1400			WORK SESSION (1415-1600)	OUT-BRIEF 1400-1530	1400	
1430		MID-REVIEW 1500-1630				1430
1500			SOCIAL EVENT (1600-1700)			1500
1530						1530
1600		1600				
1630				1630		

GRAPHIC LEGEND

- Existing Building
- Roads/Parking
- Sidewalks

0 250 500 750 Feet

Existing Building Inventory

Building: 1610

RPA Predominant Current Use CATCODE Description: FACILITY INFORMATION
RPA Predominant Current Use CATCODE: 69030
RPA Predominant Design Use FAC Code: 6900
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 05/14/2020
Facility Condition Index: 99
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 1
User:

This ADP proposes demolishing this building in Project 9.



Building: 5206

RPA Predominant Current Use CATCODE Description: ADMIN GEN PURP RPA
Predominant Current Use CATCODE: 61050
RPA Predominant Design Use FAC Code: 6100
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 03/12/1942
Facility Condition Index: 89
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 4720
User: USACE

This ADP proposes demolishing this building in Project 9.



Building: 5207

RPA Predominant Current Use CATCODE Description: ADMIN GEN PURP
RPA Predominant Current Use CATCODE: 61050
RPA Predominant Design Use FAC Code: 6100
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 03/12/1942
Facility Condition Index: 86
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 4720
User: DFAC CTR

This ADP proposes demolishing this building in Project 9.



Existing Building Inventory

Building: 5208

RPA Predominant Current Use CATCODE Description: ADMIN GEN
PURP RPA
Predominant Current Use CATCODE: 61050
RPA Predominant Design Use FAC Code: 6100
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation
Management Command
Acquisition Date: 08/21/1941
Facility Condition Index: 94
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 3850
User: Swing Space

This ADP proposes demolishing this building in Project 9.



Building: 5209

RPA Predominant Current Use CATCODE Description: ADMIN GEN
PURP
RPA Predominant Current Use CATCODE: 61050
RPA Predominant Design Use FAC Code: 6100
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation
Management Command
Acquisition Date: 08/18/1941
Facility Condition Index: 88
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 4720
User:

This ADP proposes demolishing this building in Project 9.



Building: 5217

RPA Predominant Current Use CATCODE Description: MUSEUM
RPA Predominant Current Use CATCODE: 76010
RPA Predominant Design Use FAC Code: 7601
RPA Command Claimant Code: ARACT
RPA Command Claimant Code Description: Army Active
Acquisition Date: 04/18/1942
Facility Condition Index: 63
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 3140
User: Army Museum Enterprise Region O/NE HQ ORD Corps

This ADP proposes demolishing this building in Project 22.



Existing Building Inventory

Building: 5218

RPA Predominant Current Use CATCODE Description: MUSEUM
RPA Predominant Current Use CATCODE: 76010
RPA Predominant Design Use FAC Code: 7601
RPA Command Claimant Code: ARACT
RPA Command Claimant Code Description: Army Active
Acquisition Date: 04/15/1963
Facility Condition Index: 89
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 29927.89
User: Army Quartermaster Museum

This ADP proposes an add/alter to this building in Project 5.



Building: 5219

RPA Predominant Current Use CATCODE Description: MUSEUM
RPA Predominant Current Use CATCODE: 76010
RPA Predominant Design Use FAC Code: 7601
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation
Management Command
Acquisition Date: 11/17/2000
Facility Condition Index: 87
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 19709
User: Army Womens Museum

This ADP proposes an add/alter to this building in Project 5.



Building: 5222

RPA Predominant Current Use CATCODE Description: MUSEUM
RPA Predominant Current Use CATCODE: 76010
RPA Predominant Design Use FAC Code: 7601
RPA Command Claimant Code: ARACT
RPA Command Claimant Code Description: Army Active
Acquisition Date: 10/24/2001
Facility Condition Index: 93
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 2800
User: Regional Archaeological Curator / Env. Cultural Resources

This ADP proposes renovating this building in Project 4.



Existing Building Inventory

Building: 6005

RPA Predominant Current Use CATCODE Description: ADMIN GEN
PURP
RPA Predominant Current Use CATCODE: 61050
RPA Predominant Design Use FAC Code: 6100
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation
Management Command
Acquisition Date: 06/10/2010
Facility Condition Index: 95
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 15533
User: DPW Administration

This ADP proposes demolishing this building in Project 9.



Building: 6202

RPA Predominant Current Use CATCODE Description: INFORMATION
PROCESSI
RPA Predominant Current Use CATCODE: 13131
RPA Predominant Design Use FAC Code: 6104
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation
Management Command
Acquisition Date: 08/21/1941
Facility Condition Index: 82
RPA Utilization Rate: 0
RPA Total Unit of Measure Quantity: 2295
User: Vacant / Demolition

This ADP proposes demolishing this building in Project 9.



Building: 6205

RPA Predominant Current Use CATCODE Description: ADMIN GEN
PURP
RPA Predominant Current Use CATCODE: 61050
RPA Predominant Design Use FAC Code: 6100
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management
Command Acquisition
Date: 10/10/1941
Facility Condition Index: 92
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 10522
User: LRC Administration

This ADP proposes demolishing this building in Project 14.



Existing Building Inventory

Building: 6206

RPA Predominant Current Use CATCODE Description: ENG/HOUSING MNT
RPA Predominant Current Use CATCODE: 21910
RPA Predominant Design Use FAC Code: 2191
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 08/14/1942
Facility Condition Index: 82
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 6625
User:

This ADP proposes demolishing this building in Project 9.



Building: 6207

RPA Predominant Current Use CATCODE Description: ENG/HOUSING MNT
RPA Predominant Current Use CATCODE: 21910
RPA Predominant Design Use FAC Code: 2191
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 08/17/1942
Facility Condition Index: 83
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 6025
User:

This ADP proposes demolishing this building in Project 14.



Building: 6208

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 10/06/1941
Facility Condition Index: 87
RPA Utilization Rate: 100 RPA Total Unit of Measure Quantity: 9177
User:

This ADP proposes demolishing this building in Project 9.



Existing Building Inventory

Building: 6209

RPA Predominant Current Use CATCODE Description: ENG/HOUSING MNT
RPA Predominant Current Use CATCODE: 21910
RPA Predominant Design Use FAC Code: 2191
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 08/17/1942
Facility Condition Index: 93
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 2025
User:

This ADP proposes demolishing this building in Project 9.



Building: 6210

RPA Predominant Current Use CATCODE Description: ENG/HOUSING MNT
RPA Predominant Current Use CATCODE: 21910
RPA Predominant Design Use FAC Code: 2191
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 09/30/1942
Facility Condition Index: 70
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 3995
User:

This ADP proposes demolishing this building in Project 9.



Building: 6212

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 11/21/1986
Facility Condition Index: 88
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 3500
User:

This ADP proposes demolishing this building in Project 9.



Existing Building Inventory

Building: 6217

RPA Predominant Current Use CATCODE Description: ENG/HOUSING MNT
RPA Predominant Current Use CATCODE: 21910
RPA Predominant Design Use FAC Code: 2191
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 09/11/1941
Facility Condition Index: 78
RPA Utilization Rate: 0
RPA Total Unit of Measure Quantity: 1330
User:

This ADP proposes demolishing this building in Project 9.



Building: 6220

RPA Predominant Current Use CATCODE Description: ENG/HOUSING MNT
RPA Predominant Current Use CATCODE: 21910
RPA Predominant Design Use FAC Code: 2191
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 10/24/1941
Facility Condition Index: 88
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 21666
User:

This ADP proposes demolishing this building in Project 9.



Building: 6257

RPA Predominant Current Use CATCODE Description: FLAM MAT STR IN
RPA Predominant Current Use CATCODE: 44240
RPA Predominant Design Use FAC Code: 4423
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 07/24/1956
Facility Condition Index: 82
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 600
User:

This ADP proposes demolishing this building in Project 9.



Existing Building Inventory

Building: 6260

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 12/19/1958
Facility Condition Index: 77
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 195
User:

This ADP proposes demolishing this building in Project 9.



Building: 6262

RPA Predominant Current Use CATCODE Description: STR SHED GP INS
RPA Predominant Current Use CATCODE: 44222
RPA Predominant Design Use FAC Code: 4422
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 08/24/1959
Facility Condition Index: 80
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 1600
User:

This ADP proposes demolishing this building in Project 9.



Building: 6268

RPA Predominant Current Use CATCODE Description: ADMIN GEN PURP
RPA Predominant Current Use CATCODE: 61050
RPA Predominant Design Use FAC Code: 6100
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 01/24/1962
Facility Condition Index: 85
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 1256
User:

This ADP proposes demolishing this building in Project 9.



Existing Building Inventory

Building: 7112

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 08/18/1942
Facility Condition Index: 87
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 18360
User:

This ADP proposes demolishing this building in Project 9.



Building: 7114

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 10/14/1942
Facility Condition Index: 89
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 15012
User: BASEOPS Housing Storage

This ADP proposes demolishing this building in Project 9.



Building: 7118

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 09/14/1942
Facility Condition Index: 94
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 24389
User: Quartermaster Military Culinary Arts

This ADP proposes demolishing this building in Project 9.



Existing Building Inventory

Building: 7119

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: `
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 08/17/1942
Facility Condition Index: 77
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 18360
User: Quartermaster Storage

This ADP proposes demolishing this building in Project 9.



Building: 7120

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 10/28/1941
Facility Condition Index: 75
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 18360
User: MWR

This ADP proposes demolishing this building in Project 9.



Building: 7121

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 08/23/1942
Facility Condition Index: 88
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 18360
User: MWR

This ADP proposes demolishing this building in Project 2.



Existing Building Inventory

Building: 7122

RPA Predominant Current Use CATCODE Description: STORAGE GP INST
RPA Predominant Current Use CATCODE: 44220
RPA Predominant Design Use FAC Code: 4421
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 08/17/1942
Facility Condition Index: 83
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 18360
User: FGA Museums

This ADP proposes demolishing this building in Project 2.



Building: 7123

RPA Predominant Current Use CATCODE Description: HAZ MAT STR INS
RPA Predominant Current Use CATCODE: 44228
RPA Predominant Design Use FAC Code: 4423
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 07/06/1993
Facility Condition Index: 89
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 2040
User: LRC

This ADP proposes demolishing this building in Project 2.



Building: 7124

RPA Predominant Current Use CATCODE Description: ADMIN GEN PURP
RPA Predominant Current Use CATCODE: 61050
RPA Predominant Design Use FAC Code: 6100
RPA Command Claimant Code: IMCOM
RPA Command Claimant Code Description: Installation Management Command
Acquisition Date: 09/10/1953
Facility Condition Index: 90
RPA Utilization Rate: 100
RPA Total Unit of Measure Quantity: 5942
User:

This ADP proposes demolishing this building in Project 2.



Existing Building Inventory

Building: 7130

RPA Predominant Current Use CATCODE Description: ADMIN GEN
PURP

RPA Predominant Current Use CATCODE: 61050

RPA Predominant Design Use FAC Code: 4423

RPA Command Claimant Code: IMCOM

RPA Command Claimant Code Description: Installation
Management Command

Acquisition Date: 01/20/1999

Facility Condition Index: 87

RPA Utilization Rate: 100

RPA Total Unit of Measure

Quantity: 1216

User:

This ADP proposes demolishing this building in Project 2.

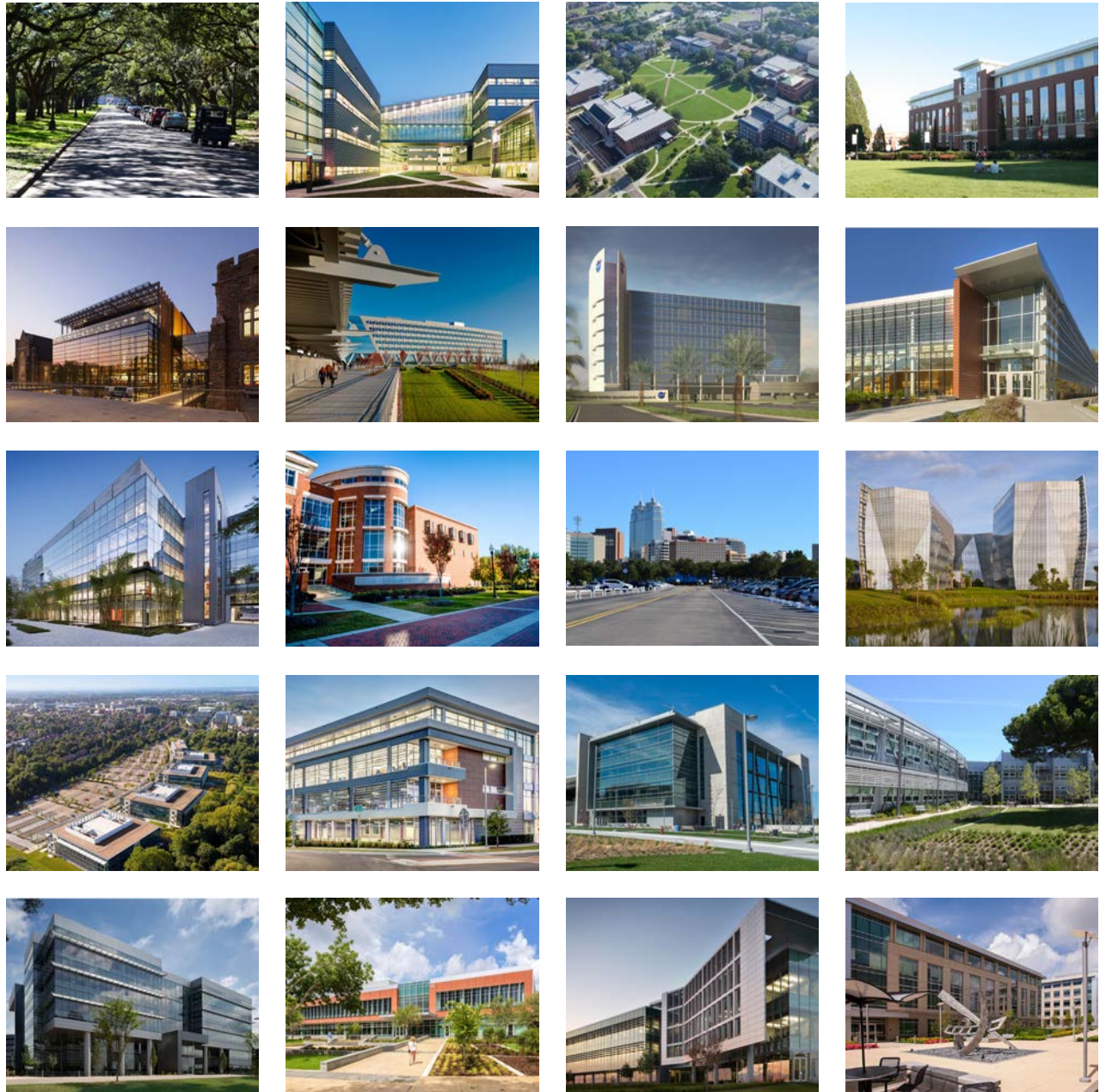


Visual Preference Survey

Stakeholders participated in a Visual Preference Survey (VPS) during the ADP Workshop in May 2025. The VPS is a method of finding a group's partiality towards different design aesthetics. Developed by urban planner Anton Nelessen in the late 1970s, it is often used in planning forums. When survey participants view and rate images of comparable community environments, clear trends as to preference emerge. Through a series of comparative imagery, participants rate each on a scale from -10 to +10, where -10 represents "highly unattractive" and +10 stands for "highly attractive." The resulting data then guides participants and planners in designing key elements of the built environment. Planners use the VPS primarily to identify what aspects of the built environment are important to the people who live and work on an installation. Participants in the forum used comparisons of the positively and negatively rated images to establish a set of design objectives. These objectives help ensure that subsequent development reflects the collective opinion of installation personnel. The images on the next several pages summarize the results of the VPS, showing each image with the scores below (mean/standard deviation). A low standard deviation (SD) suggests a high level of agreement between participants, whereas a high standard deviation suggests otherwise.

Key Findings

- Parking areas with visible trees were rated more favorably than unsheltered surface lots.
- Contemporary buildings featuring variations in massing and surrounded by green quads ranked higher than those with repetitive facades lacking connections to greenery.
- Highly glazed, office park-style buildings were not rated highly.



Source: Variety of Online Sources and/or Previous Project Work

Visual Preference Survey - Vehicular Roadways

Positives

Trees/Shading

Walkable

Parallel Parking/
Traffic Calming

Planting Strips

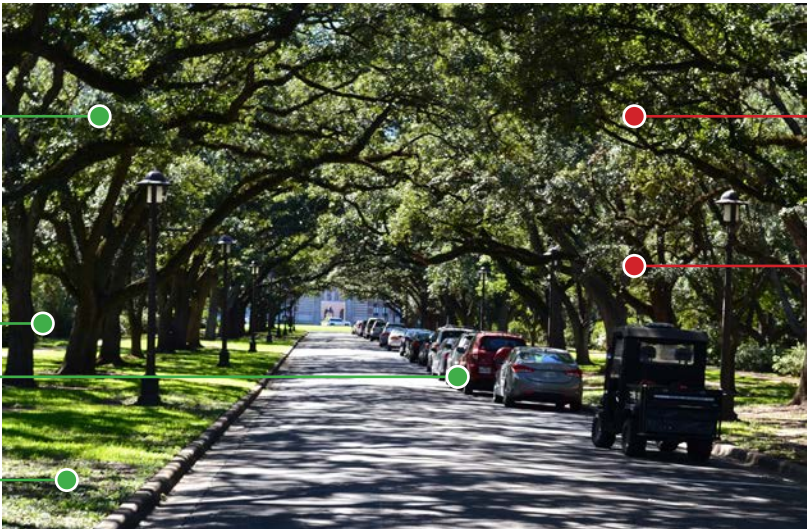
Negatives

Maintenance

Security Concerns

IMAGE 1

HIGHEST RANKED IMAGE



Average / Standard Deviation: 6.50 / 3.66

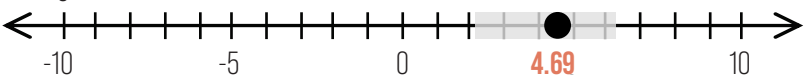


IMAGE 11

LOWEST RANKED IMAGE



Sea of Asphalt/Heat Island Impact

Lack of Signage/Confusing

Parking by Roadway

Lack of Curb

Average / Standard Deviation: -3.41 / 4.61



Visual Preference Survey - Buildings

Positives

Negatives

IMAGE 2

- Windows/Lighting
- Modern Architecture
- Asymmetry
- Connectivity Between Buildings
- Open Space

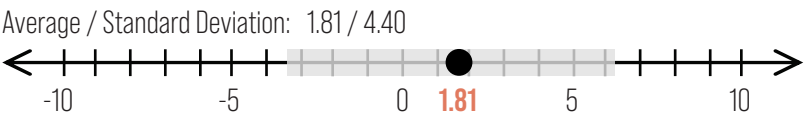
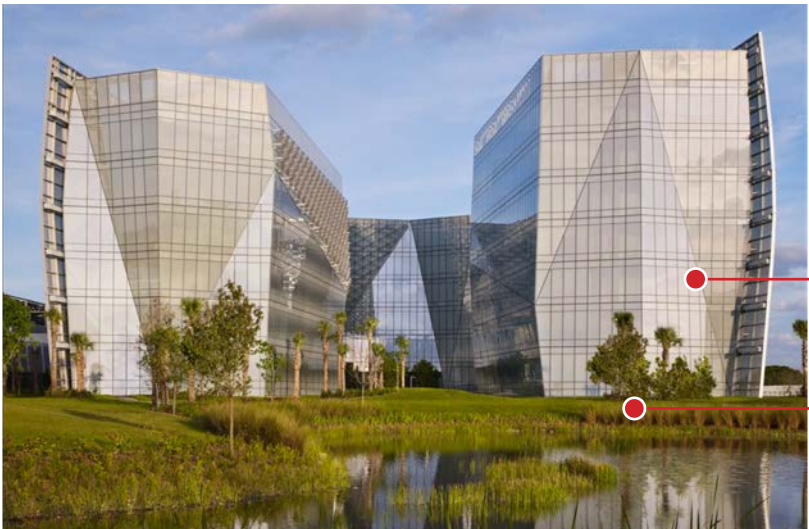
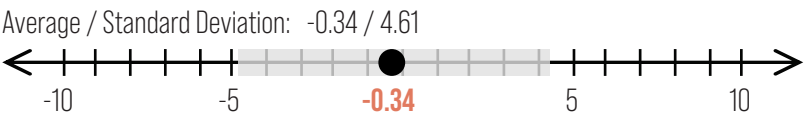


IMAGE 12



- Feels "Closed Off"
- Lack of Sidewalks/Trails

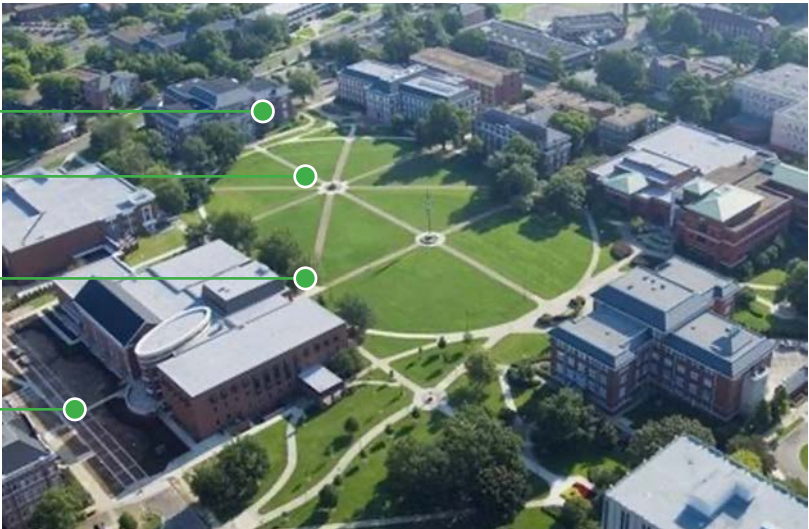


Visual Preference Survey - Open Space

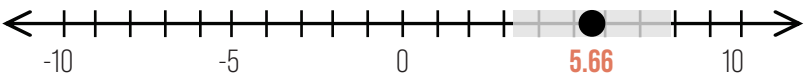
Positives

- Focal Points/Landmarks
- Space for Congregation
- Buildings Surrounding Quad
- Concealed Parking

IMAGE 3



Average / Standard Deviation: 5.66 / 2.39



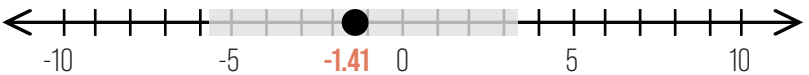
Negatives

IMAGE 13



- Minimal Tree Coverage
- Sea of Asphalt
- Lack of Character/
Buildings too Uniform

Average / Standard Deviation: -1.41 / 4.44



Visual Preference Survey - Buildings

Positives

Negatives

IMAGE 4

Mix of Glass and Brick

Signage

Benches

Shaded Greenspace



Average / Standard Deviation: 3.53 / 2.77

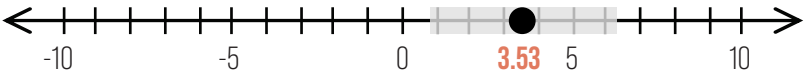


IMAGE 14

Open/Airy Facade



Lack of Greenspace

Narrow Setback to Street

Average / Standard Deviation: 0.91 / 3.78



Visual Preference Survey - Buildings

Positives

Negatives

Glass Facade and Skeleton Frame

Connection to Historic Buildings

Pedestrian Connections

IMAGE 5



Average / Standard Deviation: 2.84 / 4.15



IMAGE 15

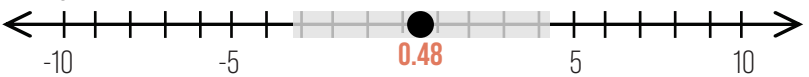


Boring, Lack of Character

Limited Greenery

Lack of Shading

Average / Standard Deviation: .48 / 3.70



Visual Preference Survey - Buildings

Positives

Negatives

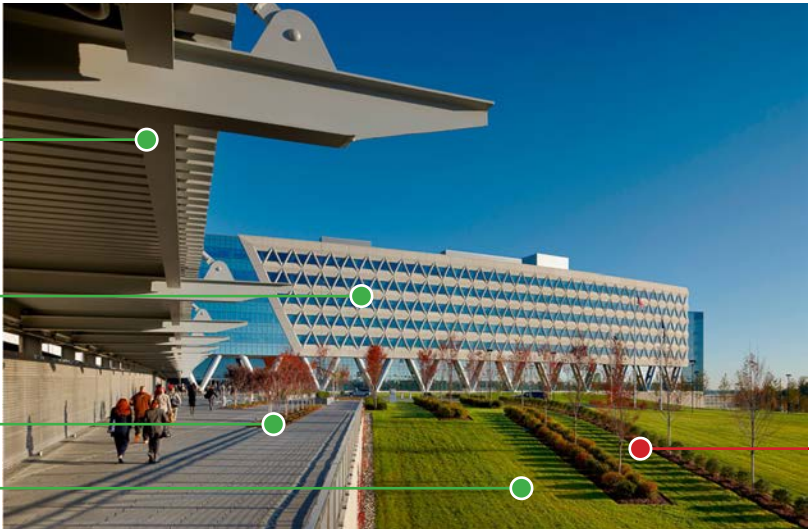
IMAGE 6

Shade Structure

Unique Architecture

Wide Sidewalks

Central Greenspace



Lack of Benches

Average / Standard Deviation: 1.88 / 4.38



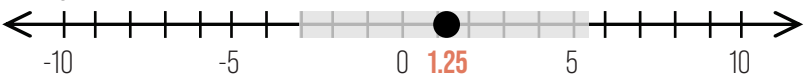
IMAGE 16



Exoskeleton Look

Clumped Landscape

Average / Standard Deviation: 1.25 / 4.26



Visual Preference Survey - Buildings

Positives

Negatives

IMAGE 7

Focal Point



Plain, Generic Facade

Lack of Shading/Benches in Hot Climate

Average / Standard Deviation: -0.72 / 4.31

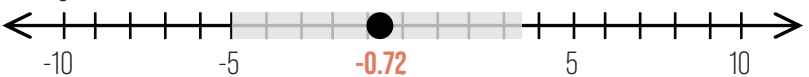


IMAGE 17

Shade Overhangs



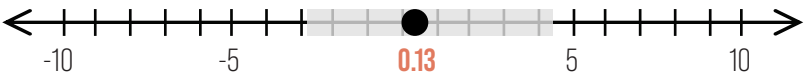
Lots of Exposed Glazing

Generic "Office Park" Look

Identifiable Entry

Lack of Greenspace

Average / Standard Deviation: 0.13 / 3.55



Visual Preference Survey - Buildings

Positives

Negatives

IMAGE 8

Sun Shading

Sense of Entry

Wide Sidewalks

Fairly Generic Facade



Average / Standard Deviation: 0.38 / 4.35

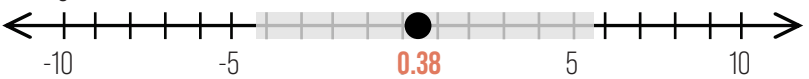


IMAGE 18

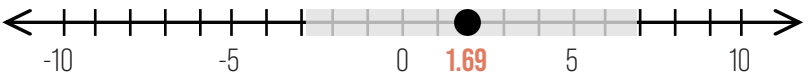
Seating Options

Bland, Repetitive Facade

Lack of Shading on Sidewalk



Average / Standard Deviation: 1.69/4.34

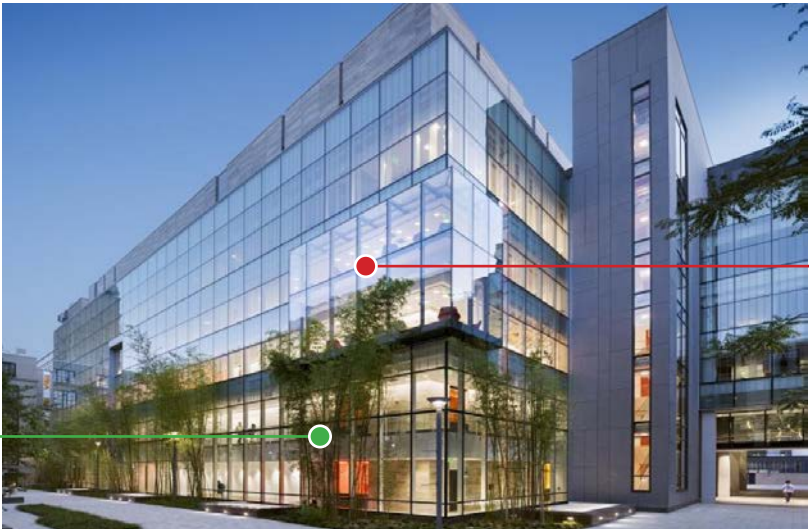


Visual Preference Survey - Buildings

Positives

Negatives

IMAGE 9



Trees/Landscaping

Too Much Glazing

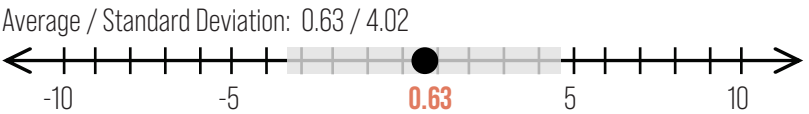
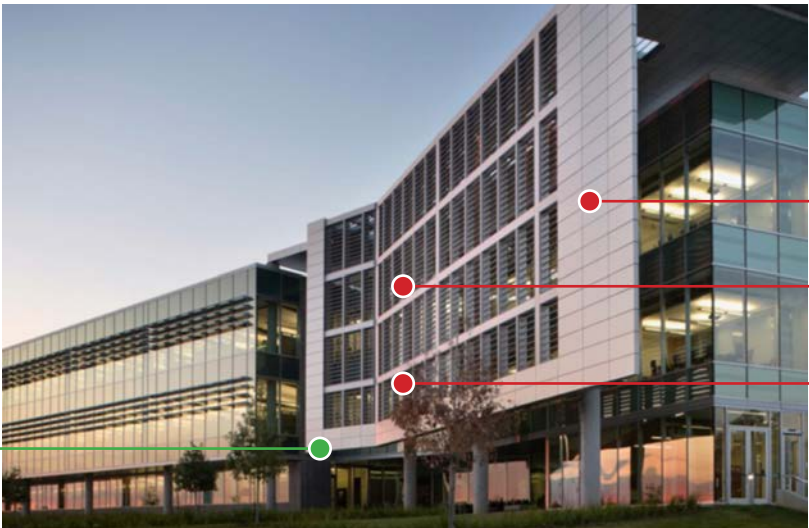


IMAGE 19

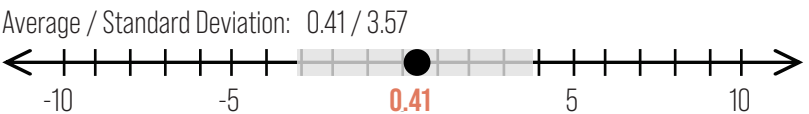


Pedestrian Overhang

Building Too Long/Linear

Blocked Views Out

Industrial/“Prison Like”



Visual Preference Survey - Buildings

Positives

Negatives

IMAGE 10

Mix of Brick/Glazing

Lighting for Safety

Clear Entry

Varied Landscape

Wide, Paved Sidewalks



Average / Standard Deviation: 2.91 / 3.31



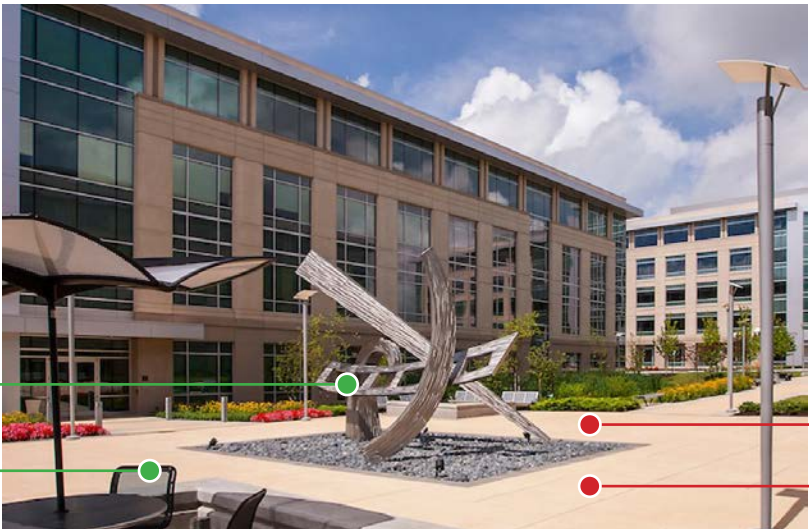
IMAGE 20

Sculptures

Space for Outdoor Gatherings

Lack of Shading

Too Much Hardscape



Average / Standard Deviation: 2.06 / 3.88



COA DEVELOPMENT

COA 1 Status Quo



This COA represents the status quo. No development or additional investment occurs. The museums remain as they are, WWII buildings remain, and DPW facilities remain in place. Based on stakeholder feedback, this COA very minimally meets the planning goals. This COA was not selected as the recommended COA.

Goal	Average	Weighted Score
Goal 1: Walkable District	.94	2.60
Goal 2: Accessible Museums	1.24	3.20
Goal 3: Modern Community Facilities	.12	.30
Goal 4: Connected Parks and Plazas	.06	.13

Total Score: 6.23
(17%)



 Project Boundary

COA 2



COA2 implements the new development identified for the DCE. The multi-purpose facility (MPF) is on the southwest corner and sits on a central circle with the existing museums. The aquatic center (pool) is located across the central museum green space.

Residential and mixed-use development occurs on the east side of the site. Dark black lines for mixed-use represent “build-to” lines where building fronts should be aligned.

Parking garages are in the center of the residential buildings with some separation between the parking garage and the building. Additional surface parking is proposed for areas surrounding the museums.

The primary entrance to the DCE is shifted east and connects to rt36 via a roundabout. Boulevards with a central green connect through the center of the site in both the north-south and east-west directions, with smaller streets in between.

The far eastern part of the site is reserved for open space in a park-like setting.

Goal	Average	Weighted Score
Goal 1: Walkable District	2.59	7.16
Goal 2: Accessible Museums	2.25	5.82
Goal 3: Modern Community Facilities	2.81	7.03
Goal 4: Connected Parks and Plazas	2.27	4.82

Total Score: 24.83
(69%)



- New Building
- Existing Building
- Proposed Greenspace
- P Proposed Parking Structure

COA 3



COA3 also implements the new development identified for the DCE. The multi-purpose facility (multi-p) is on the northeast corner across the street from the aquatic center (pool). Museums remain in place on the west-side of the site, with space for additions to the Quartermaster and Women's Museums.

Residential and mixed-use development occurs in the central area of the site. Dark black lines for mixed-use represent “build-to” lines where building fronts should be aligned.

Parking garages are between the multi-purpose facility, pool, and mixed-use area. Additional surface parking is proposed for areas surrounding the museums.

The primary entrance to the DCE remains in its current location and connects to rt36. Boulevards with a central green connect through the center of the site in both the north-south and east-west directions, with smaller streets in between.

The far southeastern part of the site is reserved for open space in a park-like setting.

Goal	Average	Weighted Score
Goal 1: Walkable District	2.35	6.51
Goal 2: Accessible Museums	2.45	6.35
Goal 3: Modern Community Facilities	2.67	6.67
Goal 4: Connected Parks and Plazas	2.29	4.88

Total Score: 24.4
(68%)



- New Building
- Existing Building
- Proposed Green Space
- P Proposed Parking Structure

[illegible]

Goal	Average	Weighted Score
Goal 1: Walkable District	2.92	8.06
Goal 2: Accessible Museums	3.00	7.76
Goal 3: Modern Community Facilities	2.92	7.29
Goal 4: Connected Parks and Plazas	2.75	5.84

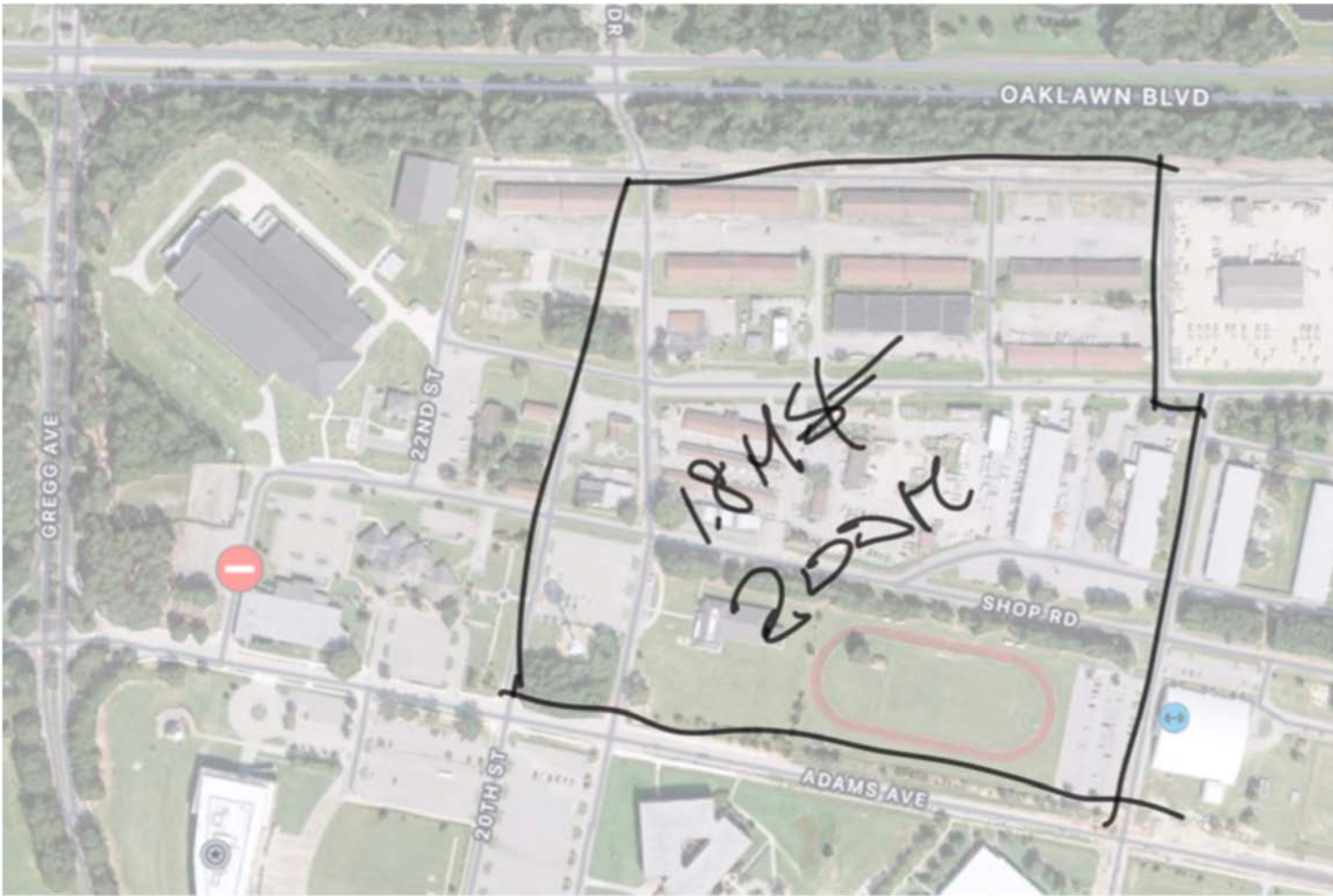
GRAPHIC LEGEND

- New Building
- Existing Building
- Proposed Green Space
- Proposed Parking Structure

0 200 400 600 Feet

Additional details can be found in the recommended COA section.

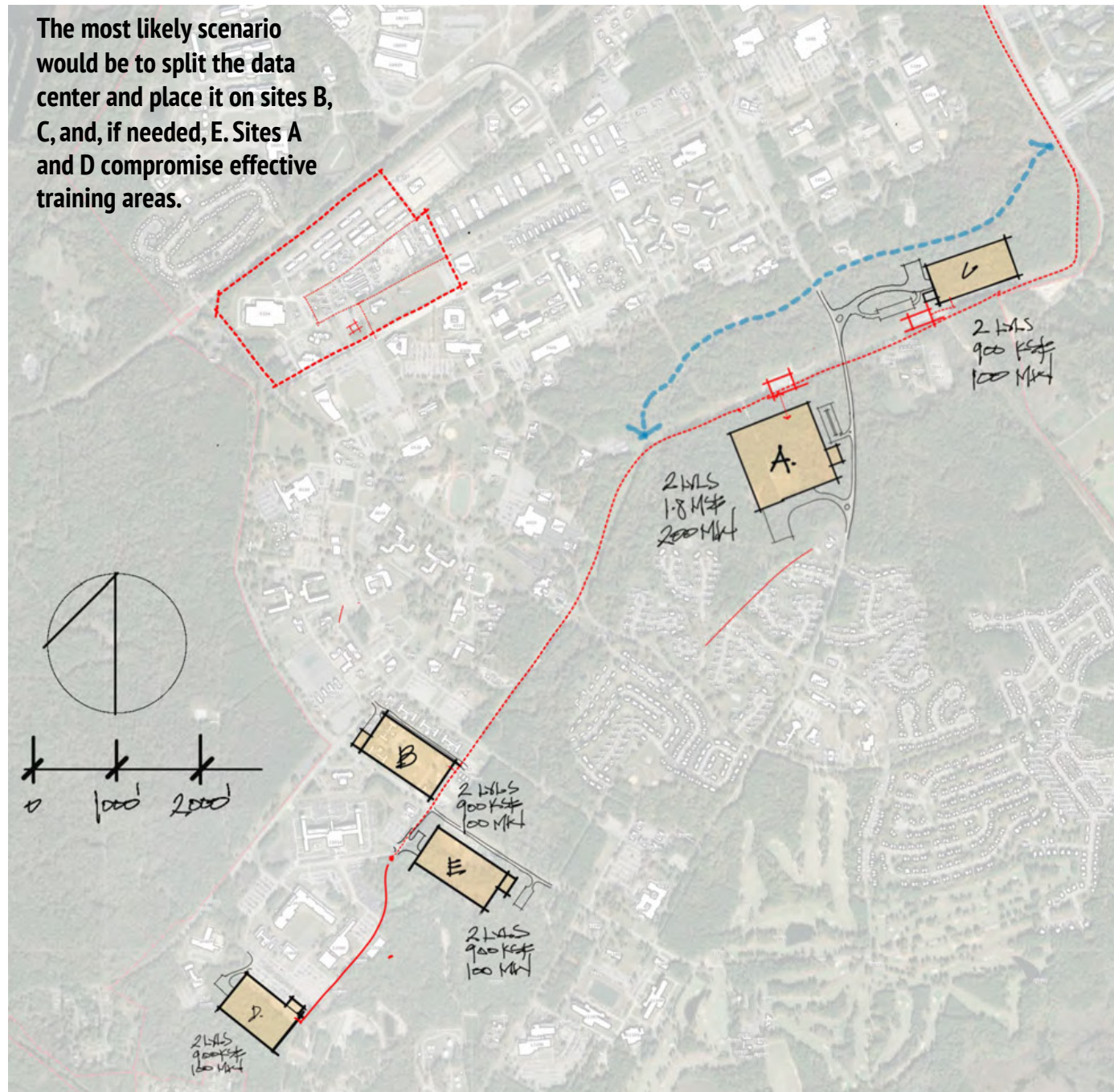
COA 5. Not Rated



COA5 shows the general area required for a 200MW data center. It takes about half the site. While possible, other sites on Fort Lee may be a better fit for this asset.

Data Center COAs

The most likely scenario would be to split the data center and place it on sites B, C, and, if needed, E. Sites A and D compromise effective training areas.



A. The site is in the middle of the installation's largest training area, which is not ideal and would be a loss to mission.

B. The site is an a DPW area so there is no training land loss, but a ballfield would be removed (#1 choice).

C. This site is better than A but would result in some very limited and acceptable training land loss (#2 choice).

D. The site is in the 94th Division training area, and it would require a power line extension. This is not an ideal site.

E. This site would require the removal and possible replacement elsewhere of ballfields and the credit union (#3 choice).

Note: A 200MW data center could possibly generate up to \$76M of annual revenue to the installation.



Acronyms

Acronym	Meaning
ADP	Area Development Plan
ARACT	Army Active
AT	Antiterrorism
AT/FP	Antiterrorism and Force Protection
AWM	Army Womens Museum
BASEOPS	Base Operations
BMP	Best Management Practices
CASCOM	Combined Arms Support Command
CATCODE	Category Code
COA	Course of Action
DCE	Defense Community Enclave
DFAC CTR	Dining Facility Center
DMV	Department of Motor Vehicles
DoD	Department of Defense
DPW	Directorate of Public Works
DU	Dwelling Unit
ECD	Engineering and Construction
EUL	Enhanced Use Lease
FAC	Facility
FGA	Fort-Gregg Adams (renamed Fort Lee)
FGAV	Fort-Gregg Adams Virginia (renamed Fort Lee)
FOSD	Facility Operations and Services Division
FSD	Facilities Services Directorate
GSF	Gross Square Footage
HAZWASTE	Hazardous Waste
IMCOM	Installation Management Command
KSF	Thousand Square Feet
LRC	Logistics Readiness Center
MPF	Multi-purpose Facility
MW	Megawatt
MWR	Morale Welfare Recreation
OD TSF	Ordinance Training Support Facility
PAT/GRTC	Petersburg Area Transit/ Greater Richmond Transit Company
RPA	Real Property Asset
SD	Standard Deviation

Acronym	Meaning
SPD	Space Portfolio Division
STEM	Science, Technology, Engineering, and Mathematics
SWOT	Strenght, Weaknesses, Opportunities and Threats
TSF	Training Support Facility
UAV	Unmanned Aerial Vehicles
UC	Urban Collaborative
UFC	Unified Facilities Criteria
USACE	U.S.Army Corps of Engineers
VPS	Visual Preference Survey
VR	Virtual Reality

Acknowledgments

We would like to sincerely thank all participants for their enthusiastic engagement and valuable contributions throughout the workshop. Your insights and collaboration played a crucial role in its success. We are especially grateful for the support of our leadership who made this event possible.

Fort Lee

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Tom Green
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“Make no little plans; they have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone be a living thing, asserting itself with ever-growing insistency.”

Daniel Burnham, 1846-1912