APPENDIX 13

CITY OF NEW ROCHELLE ARMORY –
GOOD PROFIT PROPOSAL

JULY 20, 2012
What will the Armory Project provide for the residents of New Rochelle?

- sales tax revenues
- increased commercial activity
- well-maintained public waterfront property
- memorial and gathering space for veterans
- attraction for people of all ages and backgrounds
- job opportunities
- historic landmark renovation
- outlet for locally grown produce
- community space
- special events facility
- learning opportunities in cuisine, agriculture, culture, and entrepreneurial enterprise
Good Profit respectfully submits this proposal for adaptive re-use of the City of New Rochelle Armory located at 260-270 East Main Street.

Good Profit has spent much time in New Rochelle over recent weeks and months. We listened to people we met, explored the streets and buildings, and took note of the City’s history and goals for the future. We also listened to other residents of Westchester County. This proposal emerged from these observations and conversations.

Our project seeks to capitalize on the strengths of the building site and serve the community for years to come. While looking at today, we are taking a long view into the future.

Our team is comprised of many New Rochelle residents as well as local residents from around Westchester County. It is truly a locally-grown effort poised for national impact.
Experience and Capacity Development Team

Our development team grew out of interest in the project and its goals grounded in community. We brought together individuals and organizations that are leaders in their respective fields and have had both local and national influence. It is very important to us that many development team members are New Rochelle and Westchester County residents. We are looking to bring in a local understanding coupled with the very best experience possible to develop the Armory into a self-sustaining program designed for long-term success.

We view it as creating a model for other sites in New Rochelle and other cities across the country.

The following organizational chart, coupled with similar projects and resumés illustrates the breadth, depth and commitment our team brings to this project.
Experience and Capacity  Similar projects from select Development Team members

London Olympic Stadium

Location: London, UK
Scale: 80,000 person capacity
Purpose: House the Olympic and Paralympic games in 2012
Costs: £496M
Completion: 2011

Reference
London Olympic Stadium
Olympic Park Site
Jerome Frost, Head of Design
Olympic Delivery Authority One Churchill Place
Canary Wharf, London E14 5LN
Telephone: +44 (0)203 2012 000
Experience and Capacity  Similar projects from select Development Team members

The High Line

Location: New York, NY
Scale: 22 blocks of elevated railroad track
Purpose: Create a master plan for the reuse and re-integration of the High Line into a park
Costs: $52M
Completion: 2011

Reference
Field Operations
James Corner, Director
475 10th Ave, 10th floor
New York, NY 10018
Telephone: 212.433.1450
Experience and Capacity  Similar projects from select Development Team members

New Lab

Location: Brooklyn, NY
Scale: 140,000 sqf in buildings 28, 123 and 128 in Brooklyn Navy Yards
Purpose: Promote design and manufacturing innovation using the latest in environmentally-conscious processes and machinery
Costs: $18M
Completion: Ongoing

Reference
New Lab
Rogers Marvel Architects
Scott Demel, Project Manager or Jonathan Marvel, Principal
145 Hudson Street, Third Floor
New York, NY 10013
212.941.6718
National September 11 Memorial

**Location:** World Trade Center Site  
**Scale:** 8 acres  
**Purpose:** Memorialize the tragic events of September 11, 2001  
**Costs:** $672M  
**Completion:** 2011

**Reference**  
National September 11 Memorial  
Mr. Peter Lehrer, President  
Lehrer LLP  
888 7th Avenue  
New York, NY 10019  
212.459.1818  
LehrerP@aol.com
Experience and Capacity  Similar projects from select Development Team members

Columbia University Campus

Location: New York, NY  
Scale: 17 acres including laboratory and research buildings, a central energy plant  
Purpose: Master conceptual cost estimates encompassing the entire 17 acre site at the early schematic stage  
Costs: N/A  
Completion: Ongoing

References  
Mr. Peter Lehrer, President  
Lehrer LLP  
888 7th Avenue  
New York, NY 10019  
212.459.1818  
LehrerP@aol.com
Experience and Capacity
Similar projects from select Development Team members

The Park Avenue Armory

Location: New York, NY
Scale: Entire armory
Purpose: Renovate, restore and restructure the armory
Costs: $200M
Completion: Ongoing

References
Park Avenue Armory (7th Regiment)
Ms. Lissa Frenkel
Project Director
643 Park Avenue
New York, NY 10065
212.616.3938
LFrenkel@Armoryonpark.org
Experience and Capacity  Similar projects from select Development Team members

Pier 57 at Hudson River Park

Location: New York, NY
Scale: 375,000 sq. ft.
Purpose: Convert the historic shipping terminal into a cuisine, retail, arts/entertainment and public park complex
Costs: $210M
Completion: estimated 2015

Reference
Handel Architects
150 Varick St. 8th floor
New York, NY 10013

Frank Fusaro, Partner
212.595.4112
ffusaro@handelarchitects.com

Jonathan Kinsley, Director of Marketing
(212) 994-2836 (direct)
jkinsley@handelarchitects.com

ROBERT SILMAN ASSOCIATES STRUCTURAL ENGINEERING

City of New Rochelle Armory

CONFIDENTIAL MATERIAL. USE OR DISCLOSURE RESTRICTED.
Experience and Capacity  Similar projects from select Development Team members

Children’s Museum of Pittsburgh

Location:  Pittsburgh, Pennsylvania  
Scale:  80,000 sqf, three stories  
Purpose:  Expand and redesign the Children’s Museum  
Costs:  confidential  
Completion:  2006  

LEED Certified, Silver 2006  

Reference  
Children’s Museum of Pittsburgh  
Ms. Jane Werner  
Executive Director  
The Children’s Museum of Pittsburgh  
Werner@pittsburghkids.org  
412.322.5059
Experience and Capacity  Similar projects from select Development Team members

Battery Park City

<table>
<thead>
<tr>
<th>Location</th>
<th>New York, NY</th>
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<tbody>
<tr>
<td>Scale</td>
<td>92 acres</td>
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<tr>
<td>Purpose</td>
<td>Design a new mixed-use community environment</td>
</tr>
<tr>
<td>Costs</td>
<td>N/A</td>
</tr>
<tr>
<td>Completion</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

References
Battery Park City
Robert Serpico, CFO
Battery Park City Authority
212.417.2000
Experience and Capacity  Similar projects from select Development Team members

Location: Times Square, New York, NY
Scale: approx. 2500 sq. ft.
Purpose: Design discount ticket outlet for Broadway and Off-Broadway shows
Costs: confidential
Completion: 2008

Reference
Ms. Victoria Bailey
Executive Director
Theatre Development Fund TDF
toryb@tdf.org
212.912.9770 ext.100
212.221.0885
Experience and Capacity  Similar projects from select Development Team members

City Garden

Location: St. Louis, Missouri
Scale: 3 acres of urban park
Purpose: Design a public garden for the display of twenty four contemporary sculptures and for public space
Costs: $20M
Completion: July 2009

Reference
The Gateway Foundation
Christy Fox, Director
720 Olive Street, Suite 1977
St. Louis, MO 63101
314.241.3337
cbfox1977@aol.com
Experience and Capacity  Similar projects from select Development Team members

Flight 93 National Memorial  NELSON BYRD WOLTZ ARCHITECTS  LANDSCAPE ARCHITECTURE

Location: Shanksville, Pennsylvania
Scale: 2,200 acres
Purpose: Design a place of healing—both for environmental damage caused by local coal mining and as a place of catharsis for honoring the crew and passengers who sacrificed their lives
Costs: $16M
Completion: Ongoing

Reference
National Park Service
Jeff Reinbold, Site Manager
Flight 93 National Memorial
P.O. Box 911
Shanksville, PA 15560
814.893.6322
jeff_reinbold@nps.gov
Experience and Capacity  Similar projects from select Development Team members

Stars

**Jeremiah Tower**  Executive Culinary Director

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**Location:** San Francisco, CA  
**Scale:** 200 seats  
**Purpose:** California Cuisine with open kitchen  
**Costs:** $450,000  
**Revenue:** over $9M annually  
**Completion:** 1984

**Reference**  
Michael L. Landsman Esq.  
Holm & O’Hara LLP  
3 West 35th Street, 9th Floor, New York, NY 10001  
212.682.2575  
m.landsman@hohlaw.com
Location: Marine Corps Base Camp Lejeune, Jacksonville, NC  
Scale: Six various one story buildings totaling 4,000 SF and various multi-lane traffic canopies  
Purpose: Improve the physical security of MCB Camp Lejeune by enhancing vehicle entry control and rearranging traffic flow to comply with current anti-terrorism/force protection (AT/FP) standards at the gates  
Costs: $9.9M  
Completion: 2011  

Reference  
Lt. Michael Carr  
Office of the ROICC  
910.449.6409
Experience and Capacity  Similar projects from select Development Team members

Guilford Historic Mixed-Use

Location: Guilford, CT
Scale: 15,000 sq.ft. / 2 Stories
Purpose: Restore a pride of place that has been absent from that spot for quite some time, and thereby contribute to the strength and vitality of the community and surrounding area
Costs: $1.25 Million (estimated)
Completion: Under Construction

Reference
Mr. Doug Anderson,
Building Owner
203.488.2055 ext.13
**Yonkers Waterfront**

**Location:** Yonkers, NY  
**Scale:** 153 acre, 1 1/2 miles waterfront, with 100 derelict industrial buildings, and 18 acre greenway  
**Purpose:** Development of a new mixed-use residential community with neighborhood retail and commercial uses, as well as a new 18-acre greenway along the Hudson River waterfront  
**Costs:** $1B  
**Completion:** 2001

**Reference**  
Chuck Lesnick  
Yonkers City Council President  
Yonkers City Council - President’s Office  
40 South Broadway  
Yonkers, NY 10701  
914.377.8060
Wajdi Atallah, PE

Education
BS and MS in Mechanical Engineering, Columbia University

Profile
Principal and Owner of SBI Consultants, Inc. since 1997, Wajdi has over 22 years of construction and project management experience and has been working with clients on complex and challenging projects throughout the United States, US Virgin Islands, Canada and the Middle East. Wajdi’s experience in both the private and public sectors of the construction industry has encompassed working on a variety of projects involving clients and projects of up to $3.5 billion.

Wajdi is a leader with integrity; he has a tenacious commitment to quality and to the provision of seamless construction services. Earning the professional trust and respect of his clients is at the forefront of everything he does and has been the cornerstone of SBI’s success.

Project Management Experience
Prior to becoming a principal of SBI Consultants, Wajdi worked for the George A. Fuller Company in the capacity of project engineer, project scheduler, cost engineer, project manager and superintendent. These early career experiences, from a world-renowned construction leader, help guide Wajdi in decision-making every day. As the principal of SBI Consultants, Wajdi understands the importance of providing project teams with overall direction and coordination. He has cooperated and worked closely with clients and their team members, ensuring that contractual requirements are strictly met.

Statement of Capabilities
- Takes an active role in project management through all phases of the project.
- Stays consistently in touch with the client/CO to be sure all needs are met.
- Possesses significant CM experience and technical know-how.
- Communicates and corresponds clearly, through written reports, charts and graphs, personal briefings and project team meetings.
- Proactively convenes project members to address critical and relevant issues.
- Familiar with applicable building (local and national) codes. Stays informed to best utilize cutting edge construction-related technologies.
- Maintains client-focus to meet project plan, specifications and objectives during: Preparation of project budgets; Performing constructability analysis; Value engineering; Evaluation of various systems (manufacturer’s products).
- Holds a foremost priority of safety practices, including OSHA safety requirements and their implementation on construction projects.
- Proficient in the preparation and implementation of critical path method (CPM) schedules with up to 50,000 activities.
- Particular strength and interest in helping clients draft effective contractual conditions to ensure effective project delivery.
- Has successfully supported clients in dispute resolution proceedings including the preparation, defense and testimony of claims where necessary.

Projects
- Trump International Hotel and Tower, Chicago, IL
- Interstate I-287, Westchester, NY
- National September 11 Memorial Museum, New York, NY
- Hudson Yards, New York, NY
- Eastside Subway Extension, New York, NY
- Stamford Waterfront Development, Stamford, CT
Joseph Bergin

Education
B Arch, Pratt Institute

Profile
Joe Bergin has been in charge of managing architectural projects since 1996. In his 16 years of leadership experience in architecture, Joe has worked on a diverse array of projects which range from commercial to religious, residential to institutional. For each of his projects, Joe conceives and produces a design, leads and mentors teams of up to 18 assistants, and performs contract administration until the conclusion of construction. Some of these assignments have been so complex as to involve working around delicate historical facades, and some have been so vast as to cost over $80 million. Joe currently runs his own firm, Joseph Bergin Architect P.C., and focuses mainly on commercial and residential design practice.

Joe has successfully teamed with builders and engineering disciplines in numerous proposals to RFP solicitations for design-build project deliveries of multi-million dollar institutional buildings for the US Government, ultimately performing role of Designer of Record in many projects. He has digested RFPs and created design submissions in short timeframes, participated in group design reviews with multiple government stakeholders, created innovative methodologies for ensuring quality control of design and document preparation in conformance with ICC building codes, Anti-Terrorism / Force Protection guidelines and other Unified Facilities Criteria of the U.S. Department of Defense. He has prepared Code Review and Life Safety Plans compliant with IBC and NFPA codes, coordinated architecture designs with those of other disciplines, assisted prime contractor with prequalification evaluations of subcontractor proposals, performed contract administration duties customary of full service architect.

Community Involvement
Economic Development Commission, Haddam, CT – Active Commissioner since 2005

Projects
- Army Reserve ECS – Vehicle Maintenance Facility & Warehouse, Lakehurst, NJ
- Yves Saint Laurent, New York, NY
- Security Upgrades – Entry Gates Marine Corps Base, Camp Lejeune, NC
- Yeshiva Darchei Torah School Building, Far Rockaway, Queens, NY
- Hotel Kitano, New York, NY
Michael Blakeney, PhD

Education
PhD in Educational Administration, New York University
MA in Art and Education, New York University
BA in Art Studio, Franklin and Marshall College

Profile
Michael collaborates with a diverse set of organizations and individuals to construct strategies and pathways to make socially responsible, sustainable, and profitable projects happen. The scope of Michael’s projects includes social action initiatives, design, architecture and real estate development. Working directly with clients, Michael employs new models of action such as venture philanthropy to translate their visions into actions with long-term success. At this time, Michael is focusing on architecture and public health, bringing in broad development, art and education experience to inform his practice.

Development Experience
A key asset for Michael’s work is his experience as a Development Director at The Aldrich Contemporary Art Museum in Ridgefield, CT. As head of the Museum’s first Development Department, he supervised membership, events, and the museum store. His work focused on moving and expanding the Aldrich vision forward to support exhibitions and education programming by increasing upper-level gifts as well as foundation and corporate support. He advises the internationally-recognized design-build organizations BaSiC Initiative and Project M (Future)

Teaching Experience
Michael has maintained his roots in education to this day, often giving lectures on Foundations in Education at City College, CUNY, and teaching an Impact: Design for Social Change workshop during summers. His experiences as a visual arts teacher at South Side High School in Rockville Centre, NY, as well as his time spent as a research associate to the Dean of the CUNY School of Education, have provided Michael with a familiarity in conveying messages and leading teams effectively.

Current Projects
- Green Modular Clinics with the Planned Parenthood Federation, International
- Basic Initiative, Druk White Lotus School, Ladakh, India
- Project M, Belfast, ME; Greensboro, AL; Falls Village, CT
- Northern Westchester Energy Action Consortium
- Future Project Expedition, Iceland
Nanette Bourne

Education
MA in Planning, University of Southern California
BA, University of California

Profile
Nanette is head of AKRF’s Hudson Valley office and is the principal-in-charge for many of the firm’s assignments, providing planning and environmental consulting to such municipalities as the Village of Mount Kisco, NY and the Village of Pelham Manor, NY. Nanette’s more than 25 years of experience include a broad background in managing and directing numerous planning studies as well as environmental studies and permit applications for large-scale development projects. Nanette has managed environmental review projects prepared under New York State’s Environmental Quality Review Act (SEQRA) under California’s Environmental Quality Act, and under federal and local guidelines. She has experience working on stadiums, cultural institutions, real estate development, tourism and hospitality, transportation, remediation and water infrastructure.

Through remediation, Nanette and AKRF help older properties once used for industrial or manufacturing purposes become more valuable for residential and community uses. In these “brownfield” properties, AKRF provides the full range of hazardous materials analysis, from initial due diligence, regulatory compliance assessment, soil, groundwater, soil vapor and indoor air investigations, to design and implementation of remedial measures. Nanette also helps AKRF offer strategic and creative thinking for a wide range of cultural sites, entertainment facilities, and hospitality services. Both new developments and adaptive reuse can require complete environmental impact assessment. AKRF’s economists routinely develop estimates of total visitation and economic activity while expert traffic engineers layout special event parking and traffic plans.

Projects
• Brownfield Redevelopment, Naugatuck, CT
• IKEA Red Hook Brownfield, Brooklyn, NY
• Flushing Town Center, Queens, NY
• Coney Island Amusement District Comprehensive Plan Brookly, NY
• New Amsterdam Theater, 42nd Street Redevelopment, New York, NY
• Destiny USA: Pyramid Mall, Onondaga County, NY
• Javits Convention Center, New York, NY
Key Team Members  Resumés

John R. Clifford

Education
BA in Civil Engineering, Georgia Institute of Technology

Profile
With more than 25 years of design and development experience, John offers unparalleled expertise on retail, mixed-use, residential and office projects. He relies on extensive engineering and planning experience as well as a strong design instinct to ensure that clients have the required information they need to make the correct development decision from concept development to site analysis to master planning. Equal to his understanding of architecture and engineering is his extensive background in real estate financials, tenant and landlord programs and operational issues: all essential elements in creating viable, large-scale urban, retail and mixed-use projects.

John has worked on three large-scale projects with parking garages numbering over 1,300 car spaces. In addition, he has often been called upon to work on large retail or commercial markets, and is no stranger to urban renewal projects.

Projects
- East River Plaza, Manhattan, New York
  Master Plan and Retail Planner for approximately 650,000 sf, four level retail development with an adjacent 1300 car garage, on a complex urban redevelopment site of approximately 7.0 acres.
- Bronx Terminal Market, Bronx, New York
  Master Plan and Retail Planner for approximately 1,000,000 sf, three level retail development with an adjacent 2600 car garage, on an approximately 17 acre urban redevelopment site.
- Ponce City Market, Atlanta, Georgia
  Master Plan and Retail Planner and Designer of 2.1 msf adaptive re-use for mixed use development including approximately 300,000 sf of retail, 300,000 sf of office, 600,000 sf of residential and 150,000 sf of hotel in a historic city center building.
- Stockyards, Toronto, ON
  Master Plan and Retail Planner for approximately 600,000 sf retail development comprised of thirteen one and two story buildings and two parking garages arranged in a city grid plan on an urban redevelopment site.
- Gateway Center, Brooklyn, New York
  Master Plan and Retail Planner for 1.2 msf “Town Center” retail development on urban renewal site in East New York.
Bo Kemp

Education
MBA, Harvard Business School
BS in Economics, Yale University

Profile
Bo Kemp has more than 20 years experience as an entrepreneur and business executive. Over the last 10 years, Bo has developed a passion for eco-entrepreneurship with a focus on sustainable practices and waste management involving aquaponics and worm farming.

The combination of Bo's eco-entrepreneurial passion and his municipal management experience overseeing the operations of the city of Newark, New Jersey, have led him to found Hudson Biofuels – a used cooking oil recycling company. Hudson Biofuels is the lower Hudson Valley's fastest growing grease collector and recycler. Bo is also the founder of Fenway Micro Farms, an urban farming start up dedicated to developing 10,000 urban, micro farms in 10 years.

Experience
Bo is the former Business Administrator for the City of Newark, New Jersey under Cory A. Booker. As the Business Administrator, Mr. Kemp reported directly to the Mayor and was responsible for overseeing all operations of the city including public safety (police and fire), economic development, child and family well-being, public works and administrative services. He was also responsible for all state and federal lobbying efforts, union negotiations and emergency management/homeland security preparedness.

Before joining Mayor Booker, Bo owned, founded and managed several entrepreneurial endeavors in the publishing and Internet space including Vanguarde Media, a leading media company specializing in content aimed at the urban audience. Its publications included: Impact! (a music industry trade), Heart & Soul (a women's healthy lifestyle book), Honey (a women's fashion and music title), Savoy (a general lifestyle publication) and several Internet sites. Prior to Vanguarde, Mr. Kemp helped to spearhead one of the first urban digital communities, New York Online, along with Omar Wasow, former executive director of BlackPlanet.com.

Bo serves as a director on several boards including ArtsWestchester, a philanthropic organization supporting arts in Westchester County NY and serves as a trustee of the New Rochelle Public Library.

Projects
- Hudson Biofuels
- Fenway Micro Farms
Robert Silman

Education
MA in Civil Engineering, New York University
BA in Civil Engineering, Cum Laude, New York University
BA, Cornell University

Profile
As president of his structural engineering firm for the past forty-five years, Robert has directed all phases of its operations, including the supervision of design, production of contract documents, construction, contract negotiations, and cost review. Under his leadership, the firm divides its time evenly between projects of new construction, alteration, renovation, and preservation with Mr. Silman contributing his knowledge in all structural materials - steel, concrete, timber, fabric, aluminum, plastic, carbon fiber, and glass. Mr. Silman is an international leader in the promotion of sustainable design and “green” building practices. He has lectured at various conferences and written a number of articles on sustainability for Structural Engineering International. He was a member of the Consortium, writing the High Performance Guidelines for New York City Capital Construction Projects sponsored by the Mayor’s Office of Construction. In association with the National Trust for Historic Preservation and Friends of the National Center for Preservation Technology and Training, Mr. Silman assisted in writing the Pocantico Proclamation on Historic Preservation and Sustainability.

In 2010, Robert received the prestigious Lucy G. Moses Preservation Leadership Award from the New York Landmarks Conservancy. Mr. Silman has particular expertise in historic preservation, as evidenced by his work on Carnegie Hall, Fallingwater, and the Immigration Museum at Ellis Island. He is knowledgeable about construction systems in the United States dating back to the country’s earliest building types. On the basis of his outstanding professional qualifications, the Secretary of the Interior appointed Mr. Silman to the Advisory Board for the National Center for Preservation Technology and Training, for which he is past-Chairman, representing the fields of engineering and preservation education.

Teaching Experience
Cornell University, College of Architecture Art & Planning, Visiting Critic, Building Renovation Technology
City College of New York, Adjunct Professor, Philosophy of Technology
Columbia University, Adjunct Professor of Architecture, Graduate School of Architecture
Yale University, Adjunct Professor of Architecture, School of Architecture

Projects
- Carnegie Hall Restoration & Judy & Arthur Zankel Hall, New York, NY
- John F. Kennedy Center for the Performing Arts, Washington, DC
- Jefferson Memorial, Washington, DC
- The High Line, New York, NY
- Franklin D. Roosevelt Presidential Library & Museum, Hyde Park, NY
- Ralph Lauren Women’s Flagship Store, 888 Madison, New York, NY
Key Team Members  Resumés

Steven M. Silverberg & Katherine Zalantis  PARTNERS, SILVERBERG ZALANTIS, LLP

Education
MA, NYU School of Law
BA, Brooklyn College

Steven M. Silverberg Profile
Steven has extensive experience representing developers and municipalities in land use, zoning and environmental law matters including litigation and appeals in the New York State and Federal Courts. Steve serves as counsel to several corporations providing services ranging from corporate organization and shareholders agreements to employment litigation. He has counseled clients through all stages of construction projects including drafting of construction contracts, as well as litigation and arbitration of construction claims. In addition to the approval process for residential and commercial developments, he has negotiated complex development agreements and counseled clients in the financing of commercial projects. Steve serves as special counsel to the City of Mount Vernon City Council, City of White Plains City Council and the Villages of Pelham Manor, Mamaroneck and Tarrytown. In 2010 and 2011, Steve was named to Metro New York Super Lawyers and has received the highest possible attorney rating by the Martindale Hubbell and Avvo lawyer directories.

Education
MA cum laude, Pace University School of Law
BA, SUNY Stony Brook

Katherine Zalantis Profile
Katherine’s areas of expertise are zoning and land use, municipal, real estate and commercial law. She has handled numerous appeals relating to zoning, planning, environmental and general municipal law, including two cases of first impression before the Court of Appeals. She has trial experience ranging from a jury trial in the Supreme Court, Bronx County to a complex damages hearing in the Commercial Part of Supreme Court, Westchester County. Kathy has been a speaker at a number of CLE programs on land use and zoning topics, including RLUIPA, SEQRA and Climate Change, and regularly contributes articles to major publications on those topics. She currently serves as co-chair of the Environmental and Land Use Committee of the Westchester Women’s Bar Association.

Current Land Use Projects

City of White Plains: special counsel to the City Council on review of proposal to reuse the former Ridgeway Country Club for a school.

Village of Suffern: special counsel to the Planning Board on proposal for reuse of a 60 acre former quarry site for approximately 270 housing units, park and flood control project utilizing the existing lake created by the quarry operations.

Town of Haverstraw: counsel to the planning board for review of a site plan for a desalination plant to be used by United Water to convert Hudson River water to drinking water.

Previous Land Use Projects

Village of Pelham Manor: assisted Village in revising its business district zoning to permit revitalization of a district dominated by underutilized warehouse and manufacturing structures. This rezoning project was granted an award in 2012 by the Westchester Municipal Planning Federation.

Village of Tarrytown: assisted Village with drafting a development agreement which permitted reuse of the site of an old cement plant for housing, along the Hudson River, which included a river walk and aquatic center.

Town of Haverstraw: represented the town in drafting a development agreement for town owned land, along with a new zoning district and review of site plan and subdivision applications, to permit reuse of 160 acre former NYS Letchworth Village site for a mixed use of retail and 500 units of housing.
Brian Sisco
CREATIVE DIRECTOR, SISCO & STUDIO

Education
BA in Graphic Design, Rhode Island School of Design

Profile
From concept and development through production, Brian has led hundreds of two- and three-dimensional design projects as well as mentored designers, educated clients and managed budgets. Intrigued by the patterns and associations that are embedded in verbal and visual messages, he has specialized in thoughtful and useful communication and is media agnostic. Designing and producing whole projects—from narrative-driven books to identity-driven promotion packages to wayfinding and exhibits—has allowed him to build productive client and vendor relationships.

Project Experience
- Revitalizing a brand, the cultural icon, New York City Ballet, through the creation of a hybrid book featuring history, glamour and a robust workout, now in its 5th edition.
- Improving readability and functionality for customers of NJ Transit by simplifying the timetable information, streamlining the production process and realizing substantial savings on printing costs.
- Promoting New York City as the home of the 2012 Olympics, NYC2012, creation of USOC and IOC bid documents as well as environmental graphics.
- Re-establishing Downtown Manhattan as a world-class business and entertainment district after the September 11th attacks, LMDC identity creation, newspapers and exhibits designed to represent the plans and public opinion for rebuilding the World Trade Center site.

Awards
American Association of Museums, American Institute of Graphic Arts, Art Director’s Club of New York, International Business Communications Award, National Foundation Communications Award, National Pressmen’s Award, New York Publisher’s Award, Print Magazine, Society of Environmental Graphic Design

Past Client Partners:
- Metropolitan Transit Authority
- New Jersey Transit
- NYC2012—Olympic Bid
- Ford Foundation
- Frank Lloyd Wright Archives
- Lower Manhattan Development Corporation (LMDC)
- The Office of the Mayor (New York City)
- National Park Service
- Times Square Alliance
Stephanie Tomei

Education
MA in French, Middlebury College
BA in French Literature, Boston College

Profile
Stephanie is a great asset to New Rochelle, bringing her talents as an event organizer, coordinator and leader to multiple projects in the city. Her passion for the city’s well-being has most recently been channeled into the Ward Acres Community Garden, for which she is one of three members on the Steering Committee. As part of this committee, she was instrumental in devising an initial garden plan, coordinating with local government and neighborhood businesses, fundraising, leading a publicity campaign featuring outreach to the entire community, and the preparation of the physical site. The results have been incredible, featuring an 88-plot garden and gardening opportunities for over 100 New Rochelleans of all ages and backgrounds. More than 1,000 Ward students study in the garden, and the 2010 season provided more than 1,000 pounds of produce to HOPE’s soup kitchen.

Simultaneously to her work on the community garden, Stephanie was coordinator of New Rochelle’s Community for All Ages (CFAA), which organizes intergenerational leadership training programs, facilitates collaborations between existing organizations, and educates the community about examining community issues through an intergenerational lens. Prior to her good works in New Rochelle, Stephanie was a Senior Account executive at Ketty Maisonrouge & Company and helped organize special events for clients. Events included annual gala dinners, wine auctions, fashion shows, dance performances, and art exhibitions.

Positions
• PTA Council Co-President, 2012-2014
• Member, Sustainable Schools Committee 2009-2011
• PTA Council Representative, Albert Leonard Middle School, 2011-2012
• Green Committee Co-Chair, Davis Elementary School 2009-2011
• Member, Urban Design and Preservation Subcommittee, EnvisioNR Comprehensive Plan
Key Team Members

Jeremiah Tower

EXECUTIVE CULINARY DIRECTOR

Education
M Arch, Harvard School of Design
BA, Harvard College
King’s College School, London, England

Profile
Jeremiah Tower began his culinary career as co-owner and executive chef of Chez Panisse in Berkeley, California, from 1972 to 1978. In the 27 years he has spent in the food business since, Jeremiah has built up his name as an acclaimed authority on food and restaurant hospitality by starting and owning multiple restaurants, writing critically praised cookbooks, and appearing regularly on the television and newspaper circuit. Perhaps Jeremiah’s crowning achievement, his restaurant Stars, in the ’80s brought in an annual revenue of over $9 million with only 200 seats, making it the highest grossing restaurant of its size in the US. Not content to rest on his laurels, however, Jeremiah has raised $3 million for charities through donations and events. In addition, he has held teaching engagements at prestigious culinary schools like the Culinary Institute of America (CIA) and the California Culinary Academy (CCA).

Restaurant Experience
Stars Manila (2000)
Stars Singapore (1999)
Stars Seattle (1998)
Stars Palo Alto (1996)
Stars Oakville Café (1995)
The Peak Café in Hong Kong (1990)
Stars (1984), Stars Café (1985)
Santa Fe Bar & Grill (1982)
Balboa Café (1980)
Chez Panisse (1972)

Books
The Good Cook (1980), co-author with Richard Olney;
Jeremiah Tower’s New American Classics (1986), author;
The Artist’s Table (1995), contributing writer;
Jeremiah Tower Cooks (2002), author;
California Dish (2003), author;
America’s Best Chefs with Jeremiah Tower (2003), author;
The Great Book of French Cuisine (2003), editor;
Defining a Nation (2003), contributing writer

Featured In

Awards and Honors
• James Beard Foundation’s Award for “Outstanding Chef in America” (1996)
• Nation’s Restaurant News Fine Dining Hall of Fame Induction (1991)
• James Beard Foundation’s Regional Best Chef of California (1993)
• USA “Chef of the Year” (1994) by Chefs in America
Thomas Woltz

**Education**
M Arch, University of Virginia  
MLA, University of Virginia  
BS Arch, University of Virginia

**Profile**
Thomas Woltz is the owner of Nelson Byrd Woltz Landscape Architects, where he began working in 1997 upon completion of Master degrees in Architecture and Landscape Architecture. Working between offices in Virginia and New York, he has led designs of a broad range of institutional projects in the United States and abroad, including The Peggy Guggenheim Sculpture Garden in Venice, Italy; the National Arboretum of New Zealand; and a Master Plan for the conservation of 42,000 acres of Catalina Island off the coast of Los Angeles. He is currently leading projects at Google Corporate Headquarters in northern California and Hudson Yards on Manhattan’s west side. Woltz has also led design work on private gardens and farmland in a dozen states and New Zealand in over 16 years of practice. Contemporary design applied to restoration ecology is at the heart of the Conservation Agriculture Studio and has yielded hundreds of acres of reconstructed wetlands, reforested land, native meadow, and flourishing wildlife habitat—all of which support soil and water conservation. Many of these projects focus on restoration of damaged ecological infrastructure within working farmland and create models of biodiversity and sustainable agriculture. He is also an avid gardener.

**Recent Lectures**
Fourth Annual Young Farmers Conference at the Stone Barns Center, Tarrytown, NY “Farming Biodiversity: Integration of Wildlife Conservation and Productive Landscapes” 1 December 2012  
University of Illinois, Urbana-Champaign, IL, “Abundant Systems: Working landscapes from the city to the farm” September 2011  
Dumbarton Oaks Wildlife Habitats Symposium, “Biodiversity and Farming: Defining a role for contemporary landscape architecture that encourages plant and wildlife biodiversity within the context of productive agricultural land” May 14-15, 2010

**Awards**
New York School of Interior Design, Thomas N. Armstrong III Award, April 17, 2012  
ASLA Council of Fellows Investiture, Class of 2011  
New York Horticultural Society Award for Excellence, October 15, 2011

**Projects**
• Ford Motor Company, Rouge River Plant Sustainable Master Plan, Dearborn, MI  
• Brooklyn Navy Yard Naval Hospital Cemetery Memorial Landscape, NY  
• Oronogo Station, Conservation Master Plan and Projects, Gisborne, New Zealand  
• Oakencroft Farm Conservation Master Plan, Albemarle County, VA  
• The Farm at Cape Kidnappers, Hawke’s Bay, New Zealand
Eric Woodlin
PRODUCER, INCOMING TIDE ENTERTAINMENT

Education
Category Management Certification, Delta Associates
Economics, Prairie View A&M University
Certificate Program, Sport and Event Marketing and Management, NYU School of Continuing Education
Producer’s Training Certificate Program, Commercial Theater Institute
Culinary Management Diploma, Institute of Culinary Education

Profile
Eric is an accomplished entertainment and special events producer and corporate sales leader, with a record of success producing events and devising profitable new business development techniques. He is a critical thinker and adept negotiator who applies business and sales cycle knowledge to build rapid revenue and profit growth opportunities for diverse industries. Eric is already a positive influence for New Rochelle, creating local Incoming Tides Entertainment LLC. In New Rochelle, he has produced over 20 indoor and open air musical concerts, managing all operations from stage production, sound production, and procurement of vendor contracts, talent negotiations, and venue contracts. By managing New Rochelle events, Eric has increased cultural arts visibility and awareness while improving quality of life for Westchester County residents.

Experience
Incoming Tide Entertainment LLC, Independent Producer for Special Events in Theater, Music, Comedy and Themed Festivals
Cadbury Adams, Senior Customer Marketing Analyst — Appointed to support western region team in maximizing sales goals for 2009: projected growth of 6% (current annual sales $60 million). Provided analytical support, and made presentations to clients such as Long’s Drugs, ABS LLC, Basha’s, Shopko, Roundy’s, Winco, and HyVee — Supported central region customers valued at $36 million Chung’s Gourmet Foods, Eastern Division Broker Manager — Oversaw $4.5 million Asian foods category, selling to retailers, distributors, food service companies and club stores — Managed partnerships with 20 brokerage firms in 23 states Kraft Foods, Customer Category Manager — Coordinated/executed sales programs for C&S Wholesale and its independent retailers, increasing sales 3% — Planned and managed $58.2 million portfolio with four categories

Projects
• Appetizers Short Play Festival
• Incoming Tide Music & Arts Festival
• Spare Change Comedy Tour
• House Theatre of Trinity St. Paul’s Cathedral (New Rochelle)
• Serendipity Magazine’s Greenwich Wine + Food festival
• Walk-a-thon Fundraiser for Union Baptist Church
• NYU Alumni & Parent day
Alan Zuckerman

Education
BBA in Accounting and Marketing,
Georgia State University

Profile
Alan Zuckerman has spent 25 years and counting accumulating experience in retail brokerage. Alan served for many years as Managing Director of Garraic-Aug, the premier retail brokerage firm in New York City, before becoming an integral partner at Godard Development for the leasing and development of several major retail shopping centers. Following these successes, he launched and operated his own real estate brokerage firm, Alan Zuckerman Real Estate. Since then, Alan has brought his expertise in tenant and landlord representation and the leasing of retail property to Marcus and Millichap as a Senior Leasing Associate.

Experience
• Coordinated activities of real estate leasing department of the company and negotiated leasing, acquisition and disposition of properties in most beneficial manner.
• Wrote, designed and produced promotional material.
• Performed routine research on comparable pricing, zoning ordinances, demographics and competition.
• Instrumental in the leasing and development of several major retail shopping centers.
• Evaluated and promoted retail-development potential of company properties.
• Supervised and managed environmental and construction projects.
• Negotiated contracts with sellers of land and renters of properties.
• Supervised staff engaged in preparing lease agreements, recording rental receipts and performing other activities necessary to efficient management of company properties.

Projects and Clients
CVS, Circuit City, Sears, McDonalds, Wendy’s, Price Chopper, Uniqlo Marshall’s, Payless, Radio Shack, Vitamin Shoppes, Burger King, Michaels, Pier 1, Barnes and Noble, Friday’s, Jamesway, Ames, Blockbuster
Letters of Support

Community

During our research and design for this project, we met many individuals and organizations that helped us frame this proposal. We are including the following letters of support from just a few of these connections.

Letters of support are from the following individuals and organizations:

Sherlita Amler, MD
Commissioner of Health
Westchester County Department of Health

Barbara Davis
New Rochelle Resident

Annie Farrell
Director
Millstone Farm

Catherine Marsh
Executive Director
Westchester Community Foundation
July 17, 2012

Charles B. Strome, III
City Manager
City Hall
515 North Avenue
New Rochelle, NY 10801

Re: Letter of Support - Good Profit

Dear Mr. Strome,

Westchester County Department of Health (WCDH) is pleased to support the community transformation and health in all policies concepts of Good Profit’s proposal.

Westchester County Department of Health (WCDH)’s mission is to promote health, prevent disease and prolong meaningful life for Westchester County residents. Through collaborating with diverse, multidisciplinary partners, WCDH has been successful in implementing unique initiatives that promote the health and wellness of County residents.

Despite advancements in medical technology, heart disease remains the leading cause of death for men and women, with most cases due to preventable causes such as unhealthy eating, lack of physical activity, tobacco use and delayed access to preventive health screenings. Overweight and obesity remain significant health concerns for County residents, impacting the health status of an estimated 3 out of 5 adults and 1 in 3 school children in the County. High rates of overweight and obesity, sedentary lifestyles and poor nutrition all contribute to increased risks for heart disease, type 2 diabetes and other preventable chronic diseases.

To address these significant public health issues, initiatives that will have the largest impact are those that include a sustainable health in all policies approach, through community transformation that results in increased access to healthy nutrition, physical activity and the ongoing focus of wellness and improved health for communities.

Good Profit’s proposal for the Armory is part of a broader vision for improving the public health of New Rochelle residents. It includes increased access to locally grown fresh produce through a depot for Hudson Valley farmers, increased access to services for veterans and expanded open space and recreational opportunities for local residents. The vision also includes ways to further
increase access to healthy food though various sites throughout New Rochelle along with a new bicycle program promoting increased physical activity for New Rochelle residents.

Good Profit’s proposal is in line with the Centers for Disease Control and Prevention’s Million Hearts™ campaign, which encourages creative collaborations of community, municipal, health, non-profit and private sector partners to address these significant public health issues.

WCDH looks forward to collaborating with Good Profit on initiatives aimed at promoting healthy lifestyles, reducing the impact of preventable chronic diseases and addressing health disparities to improve the health status of New Rochelle residents.

Sincerely,

Sherlita Amler, MD
Sherlita Amler, MD
Commissioner of Health
July 16, 2012
Chuck Strome, City Manager
City of New Rochelle
515 North Avenue
New Rochelle, NY 10801

Dear Chuck:

I am writing in support of the proposal by Good Profit for the project involving the New Rochelle Armory. As a long time “student” of New Rochelle’s past and present, I believe the opportunities afforded by the proposed plan can only strengthen New Rochelle’s future.

For the proposed project, Michael Blakeney has pooled the talents of some of America’s leading experts in areas relevant to the project and in innovative urban planning. The project’s economic approach ensures financial stability without tax dollars or precarious on-going grant funding. New Rochelle is perfectly positioned to attract a youthful population interested in the kind of healthy lifestyles this project will foster.

The most important aspect is the restoration of a historically significant structure owned by the City of New Rochelle in dire need of attention the City cannot afford to provide. The Good Profit project will restore the Armory according to the Secretary of Interior Standards for Treatment of Historic Properties, and will give the building a new life that is sustainable and for the public good. This endeavor is ideally suited to serve as a national model for private-government partnerships in the adaptive reuse of properties vital to a community’s heritage.

The business, employment and tourism potential of this project is extraordinarily positive. The plan maximizes the geographic location of New Rochelle while protecting the existing neighborhoods and retail areas. The local focus of the project ensures local employment and small business opportunities. The waterfront/downtown location of the Armory will enhance our intermodal transportation framework, inevitably adding the waterborne links that will promote tourism.

This exciting project, in total, certainly deserves thorough consideration and, I hope, the support of the City.

Sincerely,

Barbara Davis
July 14, 2012

Charles B. Strome, III
City Manager
City Hall
515 North Avenue
New Rochelle, NY 10801

Dear Mr Strome,

I am writing in support of the New Rochelle project, reNew Rochelle, being proposed by Good Profit.

I have worked to re-develop food and agriculture infrastructure for many years.

I wrote the Master Plan for Westchester County's Hilltop Hanover Farm, and the original concept paper for David Rockefeller, which became Stone Barn. I have also developed several private farms in this area, including Rainbeau Ridge and Cabbage Hill Farms. I am presently Director at Millstone Farm in Wilton Ct, and continue to assist and network with other projects, including Michel Nischan’s Wholesome Wave, whose mission is to bring Healthy food to underserved communities.

The idea of a depot point, in what was the Armory, a beautiful building, with great proximity, for food to feed the many, many people in lower Westchester, (not to mention NYC), is not only smart, but will be critical to the health and well-being of the people who do not have direct access to food sources themselves.

If the depot point also becomes a co-packing facility, and offers educational resources for the public about healthy and safe food, it will be a model for other communities.

Jeremiah Tower's involvement in the project will bring much attention and talent to the work, and to New Rochelle.
I was able to see Ward Acres, and hope that the land there can eventually be used for food production, and that members of the New Rochelle Community will become the “owners” of the precious land there.

Hoping that this project moves forward, I am,

Sincerely,

Annie Farrell
Millstone Farm
180 Millstone Rd
Wilton CT 06897
203 834 2605
mobile 914 329 2054
veglady@mac.com
millstonefarm.org
July 16, 2012

Mr. Charles B. Strome
City Manager
City Hall
515 North Avenue
New Rochelle, NY 10801

Re: Application of Good Profit for Adaptive Reuse of the New Rochelle Armory

Dear Mr. Strome,

I am pleased to provide this letter in support of the application of Good Profit for adaptive reuse of the City of New Rochelle’s Armory. We applaud the City’s vision to rehabilitate and preserve this structure to benefit the residents of New Rochelle, enhance and revitalize the City’s shoreline, and promote economic growth and job creation.

The Westchester Community Foundation supports smart growth planning and sustainability efforts in Westchester and the region. Our Livable and Sustainable Communities Initiative provides funding support for transit-oriented development, energy efficiency initiatives that provide cost-savings for local municipalities, development of bike and pedestrian lanes, promotion of local Complete Streets regulations, and development of a sustainable food shed. As a member of the One Region Fund, the Foundation is supporting New Rochelle’s outreach efforts as part of the NY-CT Sustainable Communities Initiative. In addition, the Foundation is funding programs that address the needs of Westchester’s growing veteran population.

We have been engaged with Good Profit in an advisory capacity for the past six months. In our opinion, Good Profit’s mission of advancing projects for the public good that are fiscally sustainable will help strengthen the nonprofit sector and the communities it serves. Its proposal for the Armory is aligned with the City’s interests in three ways: it promotes economic growth and job creation, it preserves a public asset, and it addresses the needs of a cross-section of New Rochelle’s residents, particularly veterans. The proposal is also innovative in that it capitalizes on a growing market demand for fresh, local food and high quality culinary experiences. Last, Good Profit’s proposal furthers the City’s vision for enhancement of its shoreline.
Good Profit’s proposal is innovative, fiscally responsible and a smart fit for New Rochelle at this point in its development. The Good Profit team has the capacity and the passion to plan and implement its plan. For these reasons, we support its application.

Very truly yours,

[Signature]
Catherine Marsh
Executive Director

CM/Ir
The scope of this project proposes an adaptive reuse of the Armory building and its Annex to support mixed use occupancy, including as its primary use an indoor open market that will function under the expansive existing barrel vaulted roof. An assortment of vendors and restaurants preparing, serving and selling locally raised and harvested foods will occupy the Main Hall of the Armory. Additional uses in the Annex may include the local chapter of the American Legion, commercial office space and a bicycle repair facility.

The basement will be primarily dedicated to the storage, handling and preparation of food for restaurants and vendors in this building. A service area at the level of the basement will be outfitted with two loading docks for the loading and unloading of foods and products. The Armory will serve as a distribution point for Hudson Valley and Fairfield County produce and farm products. Also occupying space inside the basement will be a program to salvage and repair broken bicycles to recommission into a fleet serving an intermodal transportation system that will interconnect various sites in the City of New Rochelle.

The project proposes to demolish existing buildings on the site other than the Armory, retaining its Annex and the munitions building at the water’s edge. We will then expand the Armory with single story additions designed to provide counterpoint and transparency to accentuate the Armory building’s strong character and strengthen its historical significance. The function of the additions will include exhibition space on the north lawn facing East Main Street, a market space along the east flank of the Armory, and a restaurant seating space to the south with views of an adjoining exterior terrace and Echo Bay at the southern edge of the site.

EXISTING CONSTRUCTION AND CONDITIONS

1.1 General

The existing Armory building is comprised of four volumes: a large single story assembly drill area under an expansive barrel vaulted roof and serving as the core of the building, a two story masonry annex comprised of administrative offices on both floors, and a stair hall tower adjoining the annex to the barrel vaulted core. In the basement of the annex there is a boiler room, arms vault and various support spaces, as well as a firing range. A large portion of the basement is only partially excavated, leaving roughly five feet of headroom beneath the floor structure above.

Members of our team toured the building. Not all areas of the building were viewed due to the condition of the interior and cautions for safety. The partially excavated portion of the basement and the boiler room, for instance, were not visited. Knowledge of the building’s existing condition is therefore limited.

The building has been vacant for some time and has generally fallen into a profound state of disrepair. The grounds have become overgrown, with mature vegetation that is now crowding portions of the building footprint, most severely to the south and west.

Water has infiltrated the building envelope to a severe degree, most notably through an enormous opening in the roof decking of the large barrel roof. In other areas, window panes are broken, allowing water to enter. The presence of water and the presumed humidity of many summers without a conditioned interior environment has caused interior wall and floor finishes to deform and degrade and has resulted in the presumed (based on odor and air quality) presence of mold. The presence of other environmental hazards, such as asbestos, is unknown but presumed, and requires investigation.

The state of the building interior in conjunction with the repurposing goals of the project requires a complete gut demolition of all interior non-loadbearing walls; all mechanical, electrical and plumbing systems; all finishes; etc. Some key elements, such as the fireplace mantels in the Annex, will be judged for their salvage and potential reuse at an appropriate time when a more thorough exploration can occur.
1.2 Existing Site
The project proposes to occupy the Armory site as well as the two sites west of the Armory (the site of the former concrete plant and the site of the former Mancuso Marina). The Armory site and the Marina site were the focus of an EPA Remedial Investigation / Feasibility Study in 2003 and became listed on the EPA National Priority List as brownfield sites requiring remediation. We have not included costs of brownfield remediation and have assumed that grants from federal and state funds will cover this work.

There is no geotechnical data available to precisely evaluate the subgrade conditions, physical qualities and load bearing properties of the site. A strong likelihood of a rock ledge has been established based on the advisement of a local official, notes suggesting rock in the 1931 drawings, the limited original excavation of the Armory basement and the observation of an outcrop to the south east of the building.

Research of a 1931 Grading Plan reveals that previously the surface of the ground was probably much lower to the east of the building, where a flat paved area presently exists over a good portion of the parcel. It is presumed that this part of the site was raised with fill at some point subsequent to the original construction of the Armory, and so there is some confidence that no ledge is present to the depths of contours indicated in the 1931 Grading Plan.

1.3 Existing Roof
The roof over the Main Level of the Armory is a barrel vault supported by deep, long span belts of structural steel, twenty feet on center, supporting steel bar joist purlins that in turn support what seem to be timber joists. A roof deck is installed over the joists, and appears to be wood. Roofing is presumed to be single ply membrane roofing material. There appears to be no insulation above the deck of the barrel roof, but that cannot be confirmed at this time.

The roof over the Annex and existing stair tower is unknown, but is speculated to be concrete slab construction supported by an encased steel structure. It is evident when comparing the existing building with early photographs that a parapet once existed at the roof of the Annex, and was removed in a subsequent alteration.

1.4 Existing Exterior Walls
The exterior walls throughout the Armory building (main space, annex, et al.) are 12” thick brick masonry load bearing construction on concrete foundations bearing primarily on ledge rock but elsewhere on spread footings (based on original 1931 drawings).

Masonry buttresses existing along the eave walls of the barrel roof correspond to interior structural steel bents but we believe they do not provide structural support. We speculate the buttresses are merely encasing the structural steel of the bents and are not structural in themselves.

A fair amount of spalling is present on the face of the exterior brick, more so on the east façade than others. Steel lintels at numerous window heads have corroded and the resulting expansion has fractured and popped adjacent brick from the wall. Mortar joints are in need of repointing.

1.5 Existing Supporting Structure
Floor and roof (other than barrel roof) loads appear to be supported by structural steel columns and beams that are encased in concrete. The observation of form marks on the underside of the roof slab over the stadium seating area that overlooks the main Armory floor, as well as the presence of expanded metal mesh observed where the concrete underside has spalled suggest a draped mesh slab or the like. Structure supporting the barrel vault is described above.

1.6 Existing Windows
Large areas of glazing exist in both gable walls of the main Armory space. These glazed walls are instrumental to the grandeur of the Armory. They appear to be a system of mechanically operated panes glazed to hot rolled steel sashes supported by steel Mullions and muntins. Some panes in the system are cracked and broken. Along the east walls of the main space there exist clerestory windows of the same composition.

The vast majority of windows in the Annex, as well as the windows in the front of the Armory flanking the center entry door are wood sash double hung windows. Many are deteriorated beyond repair. Many first story windows are protected by wrought iron security grates.
**Proposed Project Site Plan**

In the second story of the front portion of the Armory there exist narrow awning windows that are designed to appear as the firing slots one would customarily find in a military armament. The windows are glazed in metal sashes and frames.

1.7 Existing Doors
The existing custom exterior doors at main entrances are in fairly good repair. Generally speaking, interior doors will be included in the gut demolition of the interior.

1.8 Existing Mechanical Systems
Existing mechanical systems were not investigated or explored during the limited site visits. The group was not permitted to enter the Boiler Room due to the presence of water there. All existing mechanical systems are included in the gut demolition of the building interior.

2. **SIMPLE ZONING ANALYSIS**
The Armory property is currently zoned Planned Waterfront Development – 5 (PWD-5) which allows for a FAR of 1.0 for water-related uses and .75 for all other uses, a height restriction of 3-5 stories and a shoreline setback of 75’ from the Mean High Tide elevation.

3. **SIMPLE PRELIMINARY BUILDING CODE ANALYSIS**
The proposed construction will comply with all City, State and Federal codes and regulations as may be required, including Federal standards such as the Americans with Disabilities Act.


- Review is based on the most restrictive occupancy / non-separated uses per Sec. 302.3.1.
- Building shall be equipped throughout with an automatic sprinkler system in accordance with section 903.1.1.

### Building Height & Area

<table>
<thead>
<tr>
<th>Use Group</th>
<th>Constr.</th>
<th>Tabulated Ht / Stories / Area</th>
<th>Ht / Stories / Area Increase</th>
<th>Max. Allowable Ht / Area</th>
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<tbody>
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<td>IIB</td>
<td>50’ / 2 Stories / 9,500 SF</td>
<td>20’ / 1 ST / 21,189 SF</td>
<td>70’ / 3 ST / 30,689 SF</td>
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### Building Area

<table>
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<tr>
<th>Floor</th>
<th>Permitted</th>
<th>Proposed</th>
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<td>First Floor</td>
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<td>25,718 SF</td>
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<tr>
<td>Second Floor</td>
<td>30,689 SF</td>
<td>7,115 SF</td>
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(From Sec. 505.1)

<table>
<thead>
<tr>
<th>Building Height</th>
<th>Permitted</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>70’-0”</td>
<td>52’-6”</td>
<td></td>
</tr>
</tbody>
</table>
4. DESCRIPTION OF PROPOSED CONSTRUCTION

4.1 General
The project proposes to adapt and reuse the Armory and Annex as described above in the section titled General Overview. A subsurface parking structure will be incorporated to serve the occupancies of the building and to share to some extent with the adjacent Echo Bay Development project to the east.

4.2 The Proposed Site
The site will provide three distinct access points to vehicular traffic. Traveling to the site along East Main Street, a new standing area will allow drop off of occupants to the building. Further east, the existing curb cut to the site will allow vehicular entry to a subterranean parking structure behind the Armory. The existing curb cut and new standing lane will be joined such that traffic in the standing lane is not required to re-enter East Main Street in order to reach the parking structure. Traffic coming off East Main Street will access the parking structure through a widening of the existing Armory driveway to a two way drive with one lane ingress and one lane egress. The site will be excavated so that this drive occurs at the elevation of the curb cut at Route 1, which is roughly at elevation twenty four feet. A paved pedestrian path providing direct access to the water at Echo Bay will at the same time open a new view corridor from East Main Street to Echo Bay and beyond.

The third access point to the site will be achieved by way of Huntington Place, a small private road that we propose be converted to a public road so that it may serve the site. The primary function of the Huntington Place access will be to provide a dedicated access for the service vehicles that will be instrumental to the functioning of the building, for delivery and receiving of goods and handling of refuse and recyclables. To serve this purpose, the road will have to be inclined to reach the basement level of the Armory building. A link to the parking structure will also be provided so that the service road may support vehicular access to the parking structure. A surface parking lot will be provided off Huntington Place for use by residents who are simply accessing the open green space along the water’s edge.

4.3 Proposed Demolition
All buildings on three subject sites, except for the Armory, its Annex and the munitions building at the water’s edge, will be completely demolished. The two parcels to the west (former concrete plant and former private marina) will be cleared and grubbed and returned to a quality of vacant land in anticipation of project development.

Partial demolition of the Armory building will include the removal of the existing main stair to create the new East Hall, the removal of concrete stadium seating at the observation area overlooking the Market Hall, the gut demolition of interior elements and systems as described above, and miscellaneous discrete elements such as exterior stoops, basement light wells and the like, the removal of which is necessary to implement the scheme of the project. All existing roofing will be removed so that substrates may be examined prior to the installation of new roofing materials.

4.4 Proposed Rehabilitation and Renovation of Existing Elements and New Construction

4.4.1 Proposed Roof Systems

4.4.1.1 Roof Over Additions to the North (Exhibition Hall), East (East Hall) and South (Terrace Hall)
The roof of the Exhibition Hall addition will be a low slope system. Perimeter gutters leading to downspouts transferring rain water to a subgrade water retention system will utilize the water for irrigation of site vegetation and possible grey water applications.

The roof over the Terrace Hall and East Hall additions will be a low slope system with granite pavers raised on a pedestal system. Perimeter gutters leading to downspouts transferring rain water to a subgrade water retention system will utilize the water for irrigation of site vegetation and possible grey water applications.

4.4.1.2 Roof Over Parking Structure
The roof over the Parking Structure is intended to support paved areas, an area outfitted with photovoltaic array and areas of vegetation. Where vegetation is planned, the structure is intended as an intensive green roof comprised of engineered soil and plants including grass and shrubs.
**Proposed Project  Site Plan**

4.4.1.3 **Roof Over Existing Buildings**
The roof over the Market Hall is presumed to provide a suitable wood deck substrate able to support the adherence of a new roofing system that satisfies present wind load codes and FM standards, however that presumption would be confirmed and a new steel form deck would be provided if necessary.

The roofs over the remaining portions of the Armory and Annex are presumed to provide a suitable concrete deck substrate able to support the adherence of a new roofing system that will satisfy present wind load codes and FM standards, however that presumption would be confirmed and remedial solutions would be provided if necessary.

The new roofing system installed over the Armory barrel vault will be a prefinished metal standing seam metal roofing.

4.4.2 **Exterior Walls**

4.4.2.1 **Exterior Wall at Existing Buildings**
Existing masonry walls will be cleaned of dirt, grime and graffiti and be repointed and repaired. Corroded steel lintels will be replaced.

Existing glazed gable walls of Market Hall (the core barrel area) will be repaired and refurbished. A second glass wall may be constructed inboard to mitigate energy loss.

Existing exterior foundation walls newly exposed by excavation will be faced with pebble dashed Portland cement stucco.

4.4.2.2 **Exterior Walls at New Construction**
Unless otherwise noted, new exterior walls throughout the new construction at the Exhibition Hall, East Hall and Terrace Hall are currently proposed to be commercial storefront system with insulated glass units.

4.4.3 **Windows and Doors**

4.4.3.1 **Windows and Doors in Existing Buildings**
All existing double hung and casement windows will be replaced with insulated aluminum windows.

All existing oversized custom exterior doors will be salvaged and reused in place as interior doors.

Existing glazed gable walls of the Market Hall will be repaired and refurbished. A retrofit system to double glaze the existing single glazed wall may be installed inboard of the existing glazing to mitigate energy loss.

Interior doors and frames in existing buildings will be the same as in new construction areas.

4.4.3.2 **Windows and Doors in New Construction**
Exterior doors will be storefront entry systems.

There will be no unit windows in new construction, only storefront systems.

4.4.4 **Interior Construction**
Interior construction will be segregated into base building improvements and vendor improvements.

Base building improvements will be provided by this project and vendor improvements will be provided as part of the vendor fit-outs.

4.4.4.1 **Elevators**
Elevators will be holeless type hydraulic elevators and will be ADA compliant. There will be a single cab in each of three locations: the Annex, the Market Hall mezzanine and the showcase kitchen. High grade finishes (stone floors / wood veneered wall panels) will be installed in the Annex and mezzanine elevators and a lower grade of finish (VCT floors with plastic laminate wall panels) will be installed at the showcase kitchen. The Annex elevator will travel three floors and the mezzanine and kitchen elevators will each travel two floors.

4.4.4.4 **Stairs**
Enclosed egress stairs will be concrete filled metal pan type with rubber tread and landing coverings with steel tube handrails.

Open stairs in public spaces will be finished with non-slip stone treads and risers with handrails.
5. RENEWABLE ENERGY USE AND LEED CERTIFICATION

5.1 Sustainable Energy Plant
Great care and consideration will be taken to ensure that the building envelope is insulated to commercially reasonable standards; shading over south, east and west facing windows will be obtained either by architectural overhangs or deciduous plantings. By implementing these and other similar details, heating and cooling demands of the facility will be significantly reduced by over 50%.

Energy recovery systems will also be incorporated to extract energies that in typical buildings are expelled either into the water or air stream. That energy will be recycled and utilized again for space heating or hot water. The heat extraction happens in a closed loop system so there is no co-mingling of water or air. These systems are up to 85% efficient.

A Thin Film Photovoltaic collector and a thermal collector will be integrated into the arched roof system to supplement upwards of 80% hot water needs and 100% lighting loads, with excess dedicated to peak refrigeration and AC loads. By reducing the peak operating loads, the facility will dramatically cut its electric operating costs and simultaneously reduce demand on the local grid during these peak times.

5.2 Aquaponic Greenhouse
The project site will also incorporate a self sustaining Aquaponic Greenhouse. An Aquaponic greenhouse is a greenhouse that raises edible fish (typically Tilapia, Bass and Trout) and plants (typically lettuce and other leafy greens). Water is circulated between the two, creating a closed loop, nutrient rich environment for both fish and plants. The Aquaponic Greenhouse will not only be used to supply fresh, organic ingredients to the market and restaurants, but will also stand as a beacon for urban agriculture.

5.3 Landscaping
To truly establish the project site as a whole systems facility, extensive re-planting of native species such as bull rush, eelgrass and blueberry will function as a natural erosion buffer, run-off filter, and species habitat. The landscaping will exemplify the beauty of the indigenous flora and fauna, eliminating the need for pesticides and fertilizers and filtering out the toxins that now exist on site.

5.4 LEED Certification
The LEED goal for this project is targeted confidently at Gold, however efforts will be made to achieve Platinum.

6. NON-ARCHITECTURAL ELEMENTS

6.1 Fire Protection System
The building will be equipped throughout with an automatic sprinkler system in accordance with section 903.1.1 of the New York State Building Code.
New Models

As outlined in the Financial Approach section of our Proposal, we will develop and operate the Armory with both For-Profit and Not-For-Profit entities. Good Profit will continue its involvement focusing on public and community outreach through the operation of the food distribution, art and exhibit hall program, veteran’s services, aquaponics and education programs.

Our assumption is that the City of New Rochelle will provide Good Profit with a financeable interest in the properties needed to execute our proposal at a de minimus cost. We have also assumed that real estate and other taxes would be abated and phased in over time in a manner that acknowledges the significant capital improvement to the Armory we intend.
## Preliminary Parking Demand Calculation Worksheet

<table>
<thead>
<tr>
<th>Area</th>
<th>No. Seats</th>
<th>1 per 250 gsf</th>
<th>1 per 200 gsf</th>
<th>1 per employee</th>
<th>1 per 3 seats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basement</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bicycle Workshop</td>
<td>2,991 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boiler Room</td>
<td>1,322 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shipping &amp; Receiving</td>
<td>2,287 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Depot, Kitchen Prep &amp; Storage</td>
<td>10,893 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partially Excavated Area</td>
<td>12,527 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main Level</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exhibition Hall</td>
<td>4,300 gsf</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support Space / Restrooms</td>
<td>1,008 gsf</td>
<td>N/A</td>
<td></td>
<td></td>
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<tr>
<td>East Hall</td>
<td>3,280 gsf</td>
<td>48</td>
<td>16</td>
<td>6</td>
<td>16</td>
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<tr>
<td>Market Hall Circulation</td>
<td>2,439 gsf</td>
<td>14</td>
<td>10</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>Vendor Booths</td>
<td>2,499 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurant 1 Kitchen</td>
<td>1,188 gsf</td>
<td>46</td>
<td>6</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Terrace Hall</td>
<td>2,022 gsf</td>
<td>84</td>
<td>10</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Restaurant 2 Kitchen</td>
<td>1,820 gsf</td>
<td></td>
<td>6</td>
<td></td>
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<tr>
<td>Restaurant 2 Seating</td>
<td>1,536 gsf</td>
<td>80</td>
<td>8</td>
<td>27</td>
<td></td>
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<tr>
<td>North Stair</td>
<td>263 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Stair</td>
<td>234 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Stair</td>
<td>217 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Stair</td>
<td>213 gsf</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mezzanine Level / Second Floor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mezzanine</td>
<td>2,244 gsf</td>
<td>46</td>
<td></td>
<td>11</td>
<td>16</td>
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<tr>
<td>Mezzanine Terrace</td>
<td>2,000 gsf</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Legion Hall</td>
<td>5,067 gsf</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offices</td>
<td>1,501 gsf</td>
<td></td>
<td></td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Other Areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aquaponics Pavillion</td>
<td>800 gsf</td>
<td></td>
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<td>4</td>
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<tr>
<td>Covered Parking</td>
<td>31,919 gsf</td>
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<tr>
<td>Open (Uncovered) Parking</td>
<td>27,299 gsf</td>
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</tr>
</tbody>
</table>

**Evaluation of Restaurant Parking:** Greater of calculations: per SF vs per 3 seats

<table>
<thead>
<tr>
<th>SUBTOTAL SPACES</th>
<th>53</th>
<th>42</th>
<th>115</th>
</tr>
</thead>
</table>

**TOTAL SPACES REQUIRED** 210

<table>
<thead>
<tr>
<th>No. Spaces on Armory Site</th>
<th>184 spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. Spaces partially on Armory Site / Partially on Echo Bay Center Site</td>
<td>7 spaces</td>
</tr>
</tbody>
</table>

**TOTAL SPACES ACHIEVED** 191 spaces

(DEFICIENT) / SURPLUS SPACES (19)

**STRATEGY OF SHARED PARKING AMONG DISSIMILAR USE HOURS WILL BE EMPLOYED TO ADDRESS DEFICIT**
Proposed Project Conceptual Site Plans

CONCEPTUAL SITE PLAN - ELEVATION 25.5

CONCEPTUAL SITE PLAN - ELEVATION 35.6

 CONFIDENTIAL MATERIAL. USE OR DISCLOSURE RESTRICTED.

CONCEPTUAL SITE PLANS

CONFIDENTIAL MATERIAL. USE OR DISCLOSURE RESTRICTED.

THE DESIGN REPRESENTED IN THIS PROPOSAL IS INTENDED TO SHOW AS PROOF OF CONCEPT ONLY. BOARDS, ELEMENTS AND/OR WHOLE PARTS OF THE DESIGN ARE SUBJECT TO FURTHER DEVELOPMENT AND ENGINEERING. EVALUATION OF THE DESIGN'S WORKS AND QUALITY SHOULD BE BASED ON THE UNDERLYING PROGRAMMATIC ELEMENTS ALONE.
Proposed Project Conceptual Site Plans
Transparent exhibit hall accentuates the Armory’s strong character and history.
Jeremiah Tower’s showcase kitchen engages guests in a complete culinary experience.
The following are our committed durations for the three major phases of the Armory Project:

Due Diligence
Negotiations with the City of New Rochelle
Programming
6 months

Design Development and Construction Documentation
6 months

Construction
12 months

Total
24 months

Upon commencement of negotiations and further understanding of approval requirements from the City of New Rochelle, we will incorporate the above durations into a master CPM schedule for the Armory Project.
Service, Sustenance and Celebration

PROGRAMMING OF USES WITHIN THE ARMORY

Our intended programming for the Armory is grounded in service, sustenance and celebration. The Armory will provide space to serve programs that assist local residents, Veterans and consumers of various needs and constituencies. It will promote healthy living to individuals and the community, from the creation of employment opportunities to the availability of locally-harvested food. Our program includes a distribution facility which will convey locally sourced produce, eggs, meat, cheese, fish, as available, to be either sold through vendors on premises or prepared by any of a variety of restaurants inside the Armory and in the region. Spaces and venues providing dining and entertainment to New Rochelle residents of all ages and backgrounds will create a mood of celebration, whether inside the Armory building, outside upon its terraces or anywhere along the public’s newly opened access to the water’s edge of Echo Bay.

Restaurants

The anchor of the Armory will be new restaurant experiences orchestrated by award-winning chef Jeremiah Tower, our executive culinary director. Situated primarily inside the former drill hall (our proposed Market Hall), with views into the kitchens, these dynamic spaces serve as meeting places for the enjoyment of regional food prepared to the highest quality. Above, on the Mezzanine and its Terrace, there will be a wine and oyster bar with seating, both indoors and out overlooking Echo Bay and the Long Island Sound. To the outer edge of the Market Hall, the East Hall will house additional vendors and casual seating. Prepared food will be available throughout the Armory at different price points. All spaces will be available for special events.

Market Hall

Imagine a place where the best regional food was available for sale every day of the week, morning to evening. This year-round market will highlight Hudson Valley and Fairfield County produce, meats, fish and food products. Inspired by the great market halls of the US and Europe along with the grand space of the Drill Hall, this market compliments the featured restaurants. Patrons can shop, enjoy a meal or both. It is a destination for locals and a magnet for new visitors to New Rochelle.

Employment

Our proposed programming of uses for the Armory, specifically the restaurants, food stalls and incubator kitchen, will create many jobs for the city of New Rochelle. Our calculations indicate that over 300 jobs will be created after construction is finished. We anticipate 171 full-time, 30 part-time and 22 job-training positions in the restaurants alone. Our projected figure of 300-plus jobs does not include the numerous jobs created outside of the Armory within food-related businesses, the regional farm and food distribution (depot), building and site maintenance as well as construction-related jobs. Job placement for qualified veterans will be a priority.

Farm and Food Distribution (Depot)

We learned from conversations with farmers that there is a need for a new model of food distribution for locally grown food. In response to this need and in an effort to help regional farmers become successful, we will house a food depot in the lower level of the Armory. With the Armory’s proximity to highways and other modes of transportation, this is a viable concept. It is appealing to farmers because it eliminates the need for them to deliver produce to restaurants and farmers’ markets throughout the area. The Depot’s operations save money and time, leading the food to be fresher when distributed.

Bike Program

The lower level of the Armory Annex is programmed as a workshop for “New Rochelle Bikes.” Collaborating with KiBiSi—leaders in industrial design who have several of their bicycles in the permanent collection of the Museum of Modern Art—we will repurpose abandoned bicycles into “New Rochelle Bikes” with parts especially designed for New Rochelle and manufactured in New Rochelle. “New Rochelle Bikes” will promote an intermodal system, with bicycles available for all to use. The bike program will also help create additional job and training opportunities.
**Proposed Project**  Programming continued

**Veteran Services**
Veteran services are a key component to our proposed use of the Armory. Through ongoing conversations with local veterans in New Rochelle and team members’ personal experiences, we have included in our proposal for the Armory direct supportive services aimed at addressing the gaps in service access and meeting the needs of local veterans and their families, thus also reconnecting the Armory to its historical place in the New Rochelle community as a gathering space for veteran service men and women.

Adjacent to the former drill hall, we intend for the second floor of the Annex building to house the American Legion—a fresh space with views to Echo Bay and the Long Island Sound—while the first floor is set aside for veterans services. There will be space for health care guidance with experts experienced in helping veterans and their families identifying medical and support needs of veterans and linking them to the available services in and around New Rochelle. In collaboration with the New Rochelle Public Library, job-readiness training and assistance with benefits will be provided at the Armory.

Along with services mentioned above, we are considering the concept of time-banking as a future project for the Armory and the New Rochelle community. Time-banking is a system which rewards participants with credits based on hours worked, uses the exchange of services to address unmet needs, and also uses marketable skills to better position people—notably recently returned veterans—for employment or development of small businesses. Meeting space for veterans will be provided along with a space for community use.

**Parking Areas and Open Space Leading to Echo Bay**
Collaborating with an award-winning landscape architecture firm, we intend to create public gardens across the space to Echo Bay and to the south. These will be demonstration gardens and rain gardens, both designed to promote environmentally sustainable principles related to water run-off, rain collection and the bay ecology. Parking areas will be permeable, treated as landscape architecture sites to serve the environment as well.

**Exhibition Hall and Special Events**
The glass enclosure added to the Armory’s exterior street facade will create an Exhibition Hall; a space for memorials and exhibitions of New Rochelle history and events. This space can seat over 100 visitors and provide a venue for chamber music, choral and jazz concerts, temporary art exhibits (such as Norman Rockwell, a New Rochelle native) and other civic functions that will take place. We intend to include an active performing arts program in this space and others at the site.

**Sustainability**
Principles of sustainability are woven into our programming of uses in various ways.

As demonstrated in other sections of our proposal, the uses we propose are self-sustaining from an economic perspective. The project will be sustainable in part due to its running as a hybrid Not-For-Profit and For-Profit enterprise. Core Not-For-Profit functions such as food distribution, arts programs and others will be administered through Good Profit. The development, leasing and management of the building will be done by a For-Profit entity that is controlled by or in common control with Good Profit. If successful, Good Profit will transfer certain rights to property to this For-Profit entity.

In addition to offering financial sustainability, the development of the building and its site is planned in a way that will promote environmental sustainability. Wherever feasible, renewable energy systems will be introduced and utilized for the production of thermal and electric energies. Additionally, the project will seek to achieve LEED Certification through adherence to sustainable building practices. Furthermore, a sustainable aquaponics operation will produce fish and vegetables in a symbiotic way, supplying restaurants in the Armory and offering an educational experience for visitors to learn about this innovative practice of cultivating food.

Sustainable economics, a sustainable building and site and ongoing sustainable practices characterize this program of uses.
Proposed Project  Programming continued

Considerations:
We looked at other uses for the Armory, such as a theater. However, our research confirmed that this was not a viable self-sustaining direction. In the current economic climate, performing arts organizations near New Rochelle are struggling to make ends meet, according to data from IRS 990 forms from 2003 to 2010. For instance, the Westchester Chamber Symphony—located within New Rochelle itself—has seen grants and revenue drop from $61,000 to $52,000 and $36,000 to $27,000, respectively (2009 to 2010). They also have seen their overall fund balance drop from -$66,000 to -$99,000 from 2008 to 2010. Another example is the White Plains Performing Arts Center. Between 2009 and 2010, The White Plains PAC has seen grants drop from $600,000 to $60,000, revenue drop from $615,000 to $275,000, and fund balance drop from -$414,000 to -$441,000. These are just two examples out of the nine that we looked at ranging from the Bronx through Westchester. Even in steady economic times, PAC’s have trouble keeping an even keel, as evidenced by SUNY Purchase PAC’s fund balances drop from $666,000 (2003) to $275,000 (2006).
Proposed Project  Compatibility with Echo Bay Center Concept Plan

Linkages

The proposed site plan complements the mixed use project plan that has been developed by Forest City for the City Yard site. The overall layout of the Armory site, in context with its neighboring sites is consistent with the Echo Bay Center Concept Plan.

Our site plan proposes modest revisions to the Echo Bay Center Concept Plan while maintaining key relationships to elements of the adjacent site. For instance, the traffic pattern proposed by the Echo Bay Center Concept Plan requires the demolition of the Armory Annex. Our plan achieves the same two lane traffic into the site in a way that preserves the Annex. Moreover, our plan keeps the relationship of the traffic pattern to the Echo Bay Center residential building intact while maintaining the potential to share in the parking spaces that will be generated on the Armory site through our proposal.

Additionally, our proposal allows all other material elements of the Echo Bay Center Concept Plan to remain intact, and supports them as well. The manipulation of grade intended by our scheme will improve the view corridor from East Main Street to the water of Echo Bay and beyond. Our planned use of the sites to the west (a former concrete plant and a former private marina), is dedicated to achieve greater parking opportunity than the Echo Bay Center scheme. It will also achieve the same continuity of public water access throughout the larger eleven acre site, with an unbroken pedestrian path meandering between continuous open green space and the water’s edge.
Hybrid Model

This response is submitted by Good Profit, a Not-For-Profit fiscally sponsored by the Open Space Institute as part of their Citizen Action Program. Good Profit provides socially conscious solutions focused on design, architecture and public health. Good Profit prepares and establishes next generation businesses and Not-For-Profit/business hybrids for effective work and future philanthropy. What sets Good Profit apart is its substantive relationships with experienced innovators, access to resources and considered business structures designed to yield profitable results.

Operating capital for preparation of this response has been provided by grants from the Community Catalyst Fund of the Clean Air-Cool Planet Foundation, the Gage Fund as well as many individual donors.

The primary goal of our proposal is to create a self-sustainable and financially secure project. Toward this end, the intention is to develop and operate the Armory as a For-Profit/Not-for-Profit joint venture. Good Profit reserves the right to transfer a portion of its rights to entities that are controlled by, or under common control with, Good Profit.

Upon award of the RFP, Good Profit will incorporate as a Not-For-Profit corporation and apply to qualify for a 501(c)3 exemption status. In addition, a parent entity that wholly owns Good Profit and a sister, For-Profit entity will be formed. Good Profit will carry out the core Not-For-Profit mission of the Armory proposal; namely funding the restoration of the Armory, food distribution, aquaponics, and local events administration. The For-Profit entity will carry out the overall development of the Armory site, lease restaurant and vendor spaces and be responsible for the ongoing operation of the Armory.

Corporate Structure post award of RFP

- Parent Entity (Project Owner)
  - Core Not-For-Profit functions:
    - Funding the restoration of the Armory
    - Food distribution
    - Aquaponics
    - Local events administration
    - Veterans Services
  - Developer
  - Core For-Profit functions:
    - Overall development
    - Restaurant management and vendor leasing
    - Ongoing operations

Good Profit 501(c)3
Financial Approach: Sources and Uses of Funds, Operating Pro Forma

Capital Costs
Total development costs including soft costs, permits, insurance and contingency are estimated to be approximately $26,000,000. This estimate does not include any brown field remediation costs which we presume will be covered by available State and Federal grants. For the core Not-For-Profit functions, Good Profit will raise $11,000,000 in donations. Equity for the developer entity will be provided from Program Related Investments and individual contributions. Equity contributions are estimated to be $8,000,000 based on conversations with potential investors. Remaining funds will be provided by commercially available market rate loans. We have not included in our assumptions any contribution from the developer of the City Yard site. If such contribution is required as part of the development agreement for that site, it would be used to reduce the amount borrowed funds to the greatest extent possible.

Estimated Capital Costs

<table>
<thead>
<tr>
<th>Sources</th>
<th>Uses</th>
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</thead>
<tbody>
<tr>
<td>Construction Costs</td>
<td>$ 26,000,000</td>
</tr>
<tr>
<td>Donations, sponsorships</td>
<td></td>
</tr>
<tr>
<td>and grants</td>
<td>$ 11,000,000</td>
</tr>
<tr>
<td>Program-Related Investments</td>
<td>$ 8,000,000</td>
</tr>
<tr>
<td>Mortgage</td>
<td>$ 7,000,000</td>
</tr>
</tbody>
</table>

Total: $26,000,000

Annual Operating Pro Forma
The primary income sources are restaurant rents, vendor stall rents, special event income and sponsorship and other miscellaneous income. We estimate an annual operating profit of $136,000 which will serve to attract investors and guard against unforeseen economic circumstances. The primary annual expenses are debt service, operating expenses for the building and return on investment for the foundations contributing equity through Program Related Investments. Operating expenses are kept low because a substantial amount of the power required by the Armory will be provided by photo voltaic panels.

Estimated Annual Operating Pro Forma

<table>
<thead>
<tr>
<th></th>
<th>Income</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt service</td>
<td>$ 888,000</td>
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</tr>
<tr>
<td>Operating Expenses</td>
<td>$ 300,000</td>
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<tr>
<td>PRI return on investment</td>
<td>$ 160,000</td>
<td></td>
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<tr>
<td>Sinking fund</td>
<td>$ 100,000</td>
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<tr>
<td>Restaurant Rent</td>
<td>$ 1,317,000</td>
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</tr>
<tr>
<td>Food vendor rent</td>
<td>$ 192,000</td>
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</tr>
<tr>
<td>Other income</td>
<td>$ 75,000</td>
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Total: $1,584,000

Projected Profit: $136,000

*Program-Related Investments (PRI) are those made by foundations for projects that align with the foundation’s core mission.

Though not an outright grant, a PRI counts towards the disbursement goals of the foundation.

Typical examples of a PRIs are low-interest or interest-free loans and equity investments.
Good Profit Leadership

Our Board and Advisors

Board Members
Michael Blakeney, PhD (Founder)
Joseph Lucchese (Chairman)  Founder, Foundation Ventures
John Belbusti, Esq.  Director of Business Analytics, Global Purchasing and Real Estate, McKinsey & Co.
Jayni Chase  Founding Chair, Green Community Schools and Author, Blueprint for a Green School
Michael L. Landsman, Esq.  Entrepreneurship and Real Estate Attorney, Holm & O’Hara LLP
Scott Thomas  Senior Real Estate Portfolio Manager, McKinsey & Co.

Advisors
Olivia H. Farr  Social Entrepreneur, Co-Founder and Treasurer of the Bedford 2020 Coalition,
  President of Best Movies by Farr and a Director at Abtech Industries, Inc.
Richard Grefé  Executive Director, AIGA
Graham Hill  CEO and all-around mastermind at LifeEdited, and Founder, Treehugger.com
Caroline Niemczyk  Independent Philanthropy Professional, and Board Member of Open Space Institute,
  The Trust for Public Land and Theatre for a New Audience
Mónica Ramírez Montagut  Architect and Curator
Conclusion

Thank You

Good Profit’s vision for the Armory has the potential to be a model for other cities across the US for addressing community needs, preservation and land use. It is sustainable from an economic as well as environmental perspective.

Themes put forward in this proposal have the potential to unfold further across other city-owned and underutilized sites. We have a comprehensive vision that could integrate several city-owned and underutilized sites with the Armory as the anchor. The Good Profit team would welcome the opportunity to discuss this further.

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m.landsman@hohlaw.com  
Holm & O’Hara LLP  
3 West 35th Street, 9th Floor, New York, NY 10001

www.goodprofitworks.org

The design represented in this proposal is intended to serve as proof of concept only. Individual elements and/or whole parts of the design are subject to reasonable changes based upon further development and engineering. Evaluation of the design’s merits and qualities should be based on the underlying programmatic elements alone.