



Executive Director's Report for the  
Fort Monroe FMA Board of Trustees Meeting  
Bay Breeze Conference Center  
December 15, 2016

## **Operations Report**

### VDOT FY17 Maintenance Funds

The Fort Monroe Authority (FMA) is working to complete the compliance requirement with the Department of Historic Resources (DHR) and consultation process with the National Park Service and Army for the next phase of bridge repairs. This process has been delayed by the absence of the Fort Monroe Historic Preservation Officer (FMHPO). The repair work for FY17 will involve the stripping and painting of the steel deck as well as some concrete repairs on the North Gate bridge. The plans for FY17 also include some concrete repairs on the Postern Gate bridge. The balance of the VDOT funds will likely be used for some directional signage to be installed along the rights of way as part of the new signage standard project. A small amount will be saved for pothole and street repairs after the winter season has passed.

### Recreational Fishing Advisory Board (RFAB) Grant

Stroud Pence is continuing to gather survey information on the existing structure that will be necessary to submit the Joint Permit Application to the Marine Resource Commission. Stroud Pence is also working on the conceptual drawings, which, once complete, will be submitted to DHR and the Bureau of Capital Outlay Management (BCOM) for review. The goal remains to open the new fishing pier to the public by Memorial Day 2017.

### Exterior Emergency Exit Study (EEES)

The FMA, based on funding provided by the FY17 OEA grant, have engaged Guernsey Tingle (GT) to perform an assessment of the exterior emergency exit structures at Fort Monroe. The residential and commercial buildings at Fort Monroe have a variety of ladders, steps, and stairways, many of which have not been inspected since the property was transferred to the Commonwealth in June 2013. GT will be performing code review to determine if the emergency exits are required. GT will also be inspecting all the emergency exits to determine if any repairs are necessary for the exits to be safe to use. The scope of work for the repairs will become a future project for capital funding in the CIP.

### Utility Master Plan (UMP) / Capital Improvement Plan (CIP)

The FMA has started the coordination process with Newport News Waterworks (NNWW) for the CIP project to replace the 5,000+ linear feet of water line owned by the Commonwealth along Mercury Boulevard between the property boundary and Old Buckroe Road. Veolia has continued to repair leaks on the line including a leak repair at the end of September. The FMA will negotiate a MOA with NNWW to ensure that NNWW will accept ownership and future maintenance responsibility for the water line once the project is completed to the NNWW standards. The FMA expects to request proposals from engineering firms with prior experience with NNWW standards to start the design and consultation process with NNWW after the MOA is complete.

The FMA has also started work on the Sanitary Sewer Evaluation Study (SSES). This study will measure sewer flow in major lines to determine the source of groundwater inflow and infiltration (I&I). It has long been suspected that I&I contributes to the elevated sewer discharge at Fort Monroe. As a follow-up to the sewer rehabilitation project completed with Maintenance Reserve funds in 2015, this study will confirm whether the initial project had any impact on the level of I&I. The sewer pump stations and sewer manholes will be inspected as part of the data gathering for this project. The resulting information will help to inform the priority projects for the Utility Master Plan.

The CIP has been updated to reflect some new priorities for building repairs with activity for the UMP being delayed until the SSES project is completed. The CIP will be submitted under separate cover for review and approval.

### Design Services for the Visitors Center

As previously reported, the FMA has selected Glavé and Holmes Architecture (G&HA) to design the Visitors Center based on their extensive experience with visitor centers and museums. The G&HA design team includes PACE Collaborative (Mechanical, Electrical and Plumbing Engineering), Keast & Hood (Structural Engineering), WPL Site Design (Civil Engineering), HealyKohler Design (Exhibit Design), McGinnis Landscape Architects (Landscape Design) and Moss Construction Cost Management (Cost Estimating).

The Building Committee has been established to guide the project. The Building Committee consists of the Executive Director, the FMA department directors, and NPS Superintendent Terry Brown. The FMA also expects to solicit guidance from Trustees Colin Campbell and Destry Jarvis due to their extensive experience with tourism and visitor center design. The PA stakeholders and general public will also be invited to participate in several meetings during the design process.

The initial meeting of the Building Committee with the design team occurred on October 14, 2016. The agenda for the initial meeting was to establish the goals and anticipated uses for the Visitor Center. Since the initial meeting, G&HA has held meetings with DHR and BCOM to review the conceptual plans for the renovation to determine any design parameters that DHR or BCOM expect to see in the plans for the project. The architects also met with Trustees Campbell and Jarvis, as well as NPS Superintendent Brown, to review the preliminary conceptual plans. The Building Committee met with the design team in early December to review updated conceptual plans and to plan for the initial meeting with the public, which is being scheduled for a yet-to-be-determined date in January.

The project timeline reflects that the design of the renovations will take approximately 60 weeks, including the stakeholder and public meeting process and the review/compliance process with DHR and BCOM. The construction project is expected to last for 52 weeks. The project should be completed by 2019.

#### Public Works Activities

Veolia, the FMA's public works contractor, continues to operate and maintain the utility systems at Fort Monroe, including support for renovation projects, repairing broken water lines, water quality sampling required under the public drinking water operations permit, cleaning stormwater inlets as required by the municipal separate storm sewer system (MS4) permit, blocking stormwater inlets to minimize the impact of tidal surge during tropical storm events, clearing blocked sewer lines, and replacing a section of collapsed sewer line in the NPS area. Since the last report, Veolia has supported the above-mentioned SSES by placing the flow monitors in the sewer lines and by completing a portion of the annual hydrant flushing program. The balance of the hydrant flushing plan is expected to be completed by the end of December.

**Real Estate Activity Report**

Commercial Division

Category	SF	# of BLDGS	% of Total	SF Leased	% Leased
1	204,147	27	17%	162,820	80%
2	42,747	2	4%	-	0%
3	360,496	26	31%	-	0%
4	213,049	9	18%	-	0%
5	285,069	33	24%	63,851	22%
6	69,448	4	6%	11,646	17%
Total	1,174,956	101	100%	238,317	20%

Category Descriptions	
1	Immediately available, Standard Tenant Improvements and deferred maintenance
2	Priority to repair for leasing, additional capital improvements required
3	Significant capital investment required for leasing
4	Residential adaptive reuse candidate
5	Infrastructure, not a viable revenue producing asset
6	Reserved for Internal Use

*Active Prospects*

Buildings 96 – Negotiations are ongoing with a state agency to occupy the entirety of Building 96. The lease is being drafted between the OAG and Virginia Department of Real Estate Services (DRES). The lease premises are located within the additional parcel of land to be donated to the NPS.

Navy Range Building – Several versions of the lease have been reviewed and revised by both the City of Hampton Attorney's office and the Office of the Attorney General. The lease is expected to be completed before the end of the year. The lease premises are located within the additional parcel of land to be donated to the NPS.

Building 300 – The prospect for the 1,130 SF duplex unit, the last remaining unit from the Wherry Apartments, has become focused on other projects. As a result, the Letter of Intent has not been executed. The prospect is still interested in the building but any leasing activity will be delayed until the other projects are completed. The lease premises are located within the additional parcel of land to be donated to the NPS.

Building 12 – The FMA has held preliminary discussions with the Oozlefinch Craft Brewery about expanding into the remaining mercantile space in Building 12. The FMA is going to have the building measured to determine the actual square footage of the mercantile portion of the building. The Oozlefinch Craft Brewery is also interested in expanded their leased premises to include the grass area to the north of Building 12. Negotiations are ongoing.

Building 100 – The FMA is negotiating with an existing tenant for a possible relocation to Building 100. The relocation would have an impact on the bathroom renovation project currently planned for the building. The negotiations are in a preliminary stage.

### *Significant Projects*

Hurricane Matthew Repairs – Many of the repairs for damage to commercial buildings caused by Hurricane Matthew on October 8-9 involve repairs that would normally be reviewed by the FMHPO to determine if any historic fabric would be effected. In the absence of the FMHPO, these repairs must be submitted to DHR to make the determination of potential effect to historic fabric. If any historic fabric is determined to be present, packages must be prepared and submitted to DHR, NPS, and the Army for consultation. The FMHPO would normally be responsible for completing the packages that are submitted for consultation. The FMA's staff archeologist, Sam Henderson, has stepped in to prepare the packages for consultation but she is limited in her availability due to her other responsibilities. As a result the hurricane repairs have been delayed. Fortunately, the damage to commercial properties were minimal in comparison to the damage to residential units.

Building 100 – The construction drawings for the bathroom renovations have been approved by BCOM. The surplus furniture has been removed from the building. The compliance and consultation process has not been completed. The project has been placed on hold until a decision is made on its future use and the Ingalls Road development parcel.

Building 77 Repairs – The FMA has selected Guernsey Tingle to assess the current conditions and to design the repair work necessary to address the deteriorated external elements and rain water management issues at the building. The project remains on hold until the FMA hires an individual with the Historic Architecture or Architectural History background to consult with Guernsey Tingle on the appropriate methods for designing the repair project. Once that individual is hired, the project drawings will need to be completed, reviewed by BCOM and submitted through the compliance and consultation process.

Structural Repairs – The FMA, working with OPCRES, has identified several buildings in need of structural repairs due to persistent and prolonged water infiltration. The FMA is working with Stroud Pence and McPherson Design to identify the appropriate repairs to address the deficient conditions. These projects are expected to be funded by Maintenance Reserve funds but will likely be placed on hold until the FMHPO position is filled.

### Residential Division

With the addition of Building 80 to the residential inventory and the transfer of Building 119 to Special Events, the leasable residential inventory now stands at 177 units. Seven units remain in "down" status. Residential occupancy is currently 95.2% based on the 170 units in leasable condition. The residential leasing team has been very successful in filling vacant units. However, controlled availability (units either vacant or with near-term vacancies that aren't leased) continues to increase. The expectation is that occupancy may slip to around 90% over the next few months until leasing activity picks up in the spring.

Residential Inventory (as of 12/2/16)	177
Units requiring significant repairs	7
Units in leasable condition	170
Occupied units	162
Vacant leasable units	8
Vacant units leased	4
Near-term vacancies	11
Near-term vacancies pre-leased	4
Controlled availability	11
Occupancy % of Leasable Units	95.2%

### *Significant Projects*

Hurricane Matthew Repair – As discussed above, the repairs to residential units have been delayed due to the absence of the FMHPO. The extent of damages to the residential units was far more extensive due to the number of homes with basements. The ground water that accumulated during the power outage resulted in a large number of homes with flooded basements and submerged hot water heaters and boilers. Sam Henderson stepped in to get the packages submitted to DHR that demonstrated that the damaged hot water heaters and boilers were not historic and could be repaired or replaced as necessary. The packages for roof damage and associated ceiling/water damage have been submitted to DHR, NPS, and Army. All required approvals were recently received so work will commence in the near future on the 30+ homes that experienced roof damage or wall and ceiling damage due to roof leaks.

Building 80 Phase 2 – The exterior painting was removed by the project scope due to the research that needed to be done on the ornamental railing and posts repairs as well as the condition assessment of the rear fire escape. These alterations will likely require additional consultations before the scope of work for phase 2 is complete. The project is on hold pending the hiring of the new FMHPO.

Unit 19 – This a single family home inside the moated fortress. The home suffered significant water damage as a result of a leaking two-pipe HVAC system. The construction drawings for the repairs have been completed and approved by BCOM for code review. The plans must be approved by DHR and consultation with NPS and the Army must occur before work can commence. The project is on hold pending the hiring of the new FMHPO.

Units 15, 62 and 63 – These three duplex units are inside the stone fortress. Building 15 has a boiler/chiller system that provided hot or cold water to the fan coil units in the residence. Buildings 62 and 63 have gas-fired boilers feeding radiators with conditioned air provided by window units. Leaks from the radiator supply lines have resulted in floor and ceiling damage. The Real Estate Department was intending to install a modern forced-air HVAC system in all six of the units. However, the limitation on funds and the deterioration of the units has lead the Real Estate Department to make these units a priority. The existing systems will be inspected and repaired. All interior damage to the floors and ceilings will be repaired and the interior of the units will be made ready for leasing. This project will be delayed by the absence of the FMHPO so it is currently being planned for the spring.

Exterior Improvement Program – This is an ongoing program that was previously referred to as the exterior painting project. Work has completed on Buildings 93, 123 and 124. Work is nearing completion on Buildings 55 and 125. Based on the funds available in the budget the Real Estate Department is intending to use the balance of funding in FY17 to complete the exterior improvement on Buildings 15, 62 and 63 as part of the make ready projects to restore these units to leasable condition. The EIP project for these 3 buildings will require consultation with DHR, NPS and the Army. The project will be delayed by the absence of the FMHPO so it is currently being planned for the spring.

### **Special Events Report**

*The Fort Monroe Ghost Walk* sold out for the third year in a row. Over the weekend of Friday and Saturday, October 21 and 22, 700 visitors took the guided tour through the historic village, into the clinic, library, Commanding General's Residence, across the Postern Gate Bridge, and ending at the Casemate Museum. They were entertained with a combination of Fort Monroe historical facts, ghost stories, and special effects. Since the public demand for this program is still increasing, plans are being considered to once again expand the number of tours in order to accommodate more visitors. This event generated just under \$10,000 in revenue through ticket sales.

Holiday events at Fort Monroe will include two free concerts at the Fort Monroe Theatre. *Holly Days Concert and Tree Lighting* will be on Sunday, December 11 beginning at 4:00 pm with the Hampton Roads Philharmonic Orchestra. It will be followed by a tree lighting ceremony in Cannon Park with a visit by Santa Claus and refreshments at the Fort Monroe YMCA. On Friday, December 16, the TRADOC Band will perform two free Christmas Concerts at the theatre. The first concert is for City of Hampton public and private school children at 11:00 am. At 7:00 pm, the second concert is open to the public.

In addition to the public special events at Fort Monroe, there are many private events taking place. The 2016 season brought 23 ceremonies to the *Bandstand in Continental Park* and other rental locations. The *Commanding General's Residence* had two successful bookings in November and will host a corporate Christmas party and Hampton Convention and Visitor's Bureau Hotel Sales Managers Meeting in December. A two day corporate training session is booked for the end of January. There are currently four weddings booked in 2017 with many inquiries coming in each week. The *Fort Monroe Theater* continues to be a year round source of revenue, as it is a popular rental venue for church services, concerts, training seminars, and memorial services.

## Casemate Museum Report

### Visitation & Exhibits

October 2016 visitation totaled 3,576, up 7.10% (an increase of 238 guests) from October 2015. November 2016 visitation totaled 3,376, up 17.40% (an increase of 500 guests) from November 2015.

The Museum has finished collecting visitor surveys for the *Visitors Count! Survey*. In collaboration with the American Association of State and Local History (AASLH), this project seeks to help museums better understand the demographics and needs of their visitors. The results of the survey will be made available to Casemate Museum staff in spring 2017.

### Tours

The Casemate Museum and Fort Monroe National Monument are in the process of guiding 1,600 fourth graders from all 21 City of Hampton elementary schools on special tours of the museum and grounds through December 20<sup>th</sup>. This newly developed program, *Old Point Comfort from Beginnings through Revolution*, aligns with the fourth grade Standards of Learning (SOLs) in Virginia Studies. These visits were made possible through the US National Park Service's *Every Kid in a Park* grant and in collaboration with Hampton City Schools.



*Photo: Casemate Museum Director Robin Reed guides 4th graders from Tucker Capps Elementary.*

Throughout October, the Museum hosted 21 guided tour groups and 1,798 visitor contacts. These tours included heritage training for many local military groups from the Joint Forces Staff College, and Fort Eustis, and students and alumni from Old Dominion University. Tours of note included four school groups, two motor coach tours, and two groups from the Hampton Visitors' Bureau. Additionally, the Museum participated in this year's Fort Monroe Ghost Walk on October 22<sup>nd</sup> and 23<sup>rd</sup>. The Museum remained open until 11 p.m. to provide interpretation and collect feedback from nearly 500 tour takers.

In November, the Museum hosted 20 guided tour groups, logging 980 visitor contacts. Groups touring the Museum included representatives from the Apprentice School, Joint Forces Staff College, NASA, and Old Dominion University, as well as nine groups from local elementary and middle schools. In addition, the Museum assisted Fort Monroe's commercial property manager, OPCRES, by providing a tour for the James River Grounds team, who will assume the landscaping contract in January.

The Museum also hosted a couple of noted individuals on visits to the site. Historian Robert Kelly provided a tour of the Museum and grounds for Kathie DeRussy of Denver, Colorado. Ms. DeRussy is the last direct descendent of General Rene DeRussy who is noted as the only officer to hold both the position of Fort Monroe Superintending Engineer (1838-1854) and Post Commander (1857-1860). Also, Director Robin Reed and Robert Kelly provided a tour of the Museum, grounds, and theatre for Joseph Discher, Director of the off-Broadway play *Butler*. Set at Fort Monroe, *Butler* tells the story of the 1861 Contraband Decision and recently completed a successful run in New York City.

### Volunteers and Interns

During October and November, over 50 active volunteers accumulated 461 hours, representing a substantial increase over the same period in 2015. Museum tour guides, greeters, and interns earned these hours.

In October, the Museum hosted a training for staff and volunteers featuring Third-System Fortifications expert and historian John Weaver from Indiana. An introductory presentation, followed by a walking tour of the Fort provided detailed information about the Fort's design, construction, and architecture.

The Casemate Museum hosted the annual Volunteer Holiday Party at the Museum on December 5. Fort Monroe National Monument provided a US National Park Service Volunteer holiday ornament for each volunteer. The Casemate Museum Foundation provided beverages and paper-ware for the event.

### Outreach

Beginning in October, Museum staff presented a 5-week course as part of the Christopher Newport University Lifelong Learning Society. Each 75-minute lecture incorporated a PowerPoint presentation followed by a question and answer segment. The individual classes, instructor(s), and brief course descriptions are outlined below:

October 20 – *Isle Fit for a Castle: Poynt Comfort, 1607-1819*, Robert Kelly

Trace the development and significance of Old Point Comfort as a fortified site through historic maps and geographic images.

October 27 – *Richmond: Confederate Capitol*, Robin Reed

Consider reasons Richmond was selected as the Confederate Capitol and assess the implications for Fort Monroe.

November 3 – *Contraband: Fort Monroe becomes Freedom's Fortress*, Robert Kelly & Darcy Sink

Identify the key events of the “Contraband Decision” and evaluate its role in the path to Emancipation and examine the new contraband exhibit on display at the Casemate Museum

November 11 – *The Seaside Calls: Visit Fort Monroe, 1901*, Darcy Sink

This “isle fit for a castle” has also long been prime real estate for tourists. Travel back to the Old Point Comfort of 1901 for a grand holiday.

November 17 – *Fort Monroe Today and Beyond*, Glenn Oder, Darcy Sink, Robert Kelly

Learn what's happening at Fort Monroe today and hear the vision for the future.

Casemate Historian Robert Kelly presented *Cape Comfort: An Isle fit for a Castle* at the Hampton History Museum's *Lunch in Time* series on October 19, 2016. The lecture outlined the history of Old Point Comfort, focusing on the experiences of the Virginia Indians, Captain John Smith, and other early settlers who utilized the resources of the site.

Additionally, Robert was interviewed and featured as a historical contributor in two newspaper stories, “Preserving a Fort Monroe Landmark,” written by Mark St. John Erickson of the *Daily Press*, on Saturday, November 26, 2016 and “Hampton Roads in 1941: Ready for War,” also written by Mark St. John Erickson on Sunday, December 4, 2016. Both were featured prominently as front page stories.

Education and Volunteer Coordinator Darcy Sink was the guest lecturer at the Historical and Archaeological Society of Fort Monroe's November meeting. Ms. Sink presented the topic, *The Seaside Calls: Visit Fort Monroe 1901* about the resort history of Old Point Comfort.

Casemate Museum guides represented Fort Monroe at Hampton History Museum's “Second Saturday” family event related to the history of Hampton's forts. Guides presented an interactive guessing game using reproduction artifacts from the Civil War period.



*Photo: Casemate Museum Volunteer Ray Holleran greets visitors to the Casemate Museum*

### Partnerships

Museum staff continues discussions with the Warrant Officers Historical Foundation (WOHF). The WOHF is planning the centennial of the Army Warrant Officer Corps which originated at Fort Monroe with the Coast Artillery in 1918.

Casemate Museum Director Robin Reed currently serves as the Treasurer of the Southeast Museum Conference (SEMC) and attended their annual meeting in Charlotte, North Carolina. Director Reed also serves as Vice-President of Virginia Civil War Trails, Inc. and attended a two-day planning and Board meeting in November.

Operations and Cultural Resource Manager Veronica Gallardo has been asked to join the Diversity and Inclusion Task Force of the American Association of State and Local History (AASLH). This task force will advise the AASLH on ways to build diversity and inclusion (racial/ethnic, cultural, dis/ability, and sexual identity) within the organization and in history museums across the nation.

### Programs

The Casemate Museum continues to host and manage the National Park Service (NPS) Passport Stamp station, and during October and November, administered 96 NPS Junior Ranger badges. These nationally recognized and popular programs continue to draw visitors to the Museum.

### Operations/Preservation

Staff continues to examine the Historic Structure Report (HSR) for the Casemate Museum which was completed this past summer. The results of the HSR are currently being used as the Museum plans for the replacement of HVAC systems, as well as for the archives relocation and rehousing project. Additionally, an electrical study and inventory is currently underway. The results from this study will help identify the immediate needs of the Museum's electrical system and help facilitate the replacement of the HVAC systems.

### Collection/Exhibit/Archive Management

Led by the Collection's team of Veronica Gallardo and Chelsea Morris, approximately 35 new records were entered into the Re:discovery database. This brings our database to over 190 complete records. This database is used to create and maintain complete and accurate collections records, including information on donors, artifact histories, and the physical location of each object.

During the past two months the museum accepted six new accessions and three new loans into the collection. The Collections Department is currently working on generating the appropriate paperwork and cataloging these new accessions.

The collections department collaborated with the Center of Military History and the TRADOC Museum System to facilitate the relocation of the *Swasey Depression Position Finder*, which had been on exhibition in Casemate 6. Owned by the Army, the *Position Finder* was relocated to another TRADOC museum for exhibition purposes.

The collections department has been working with a representative from the Coast Defense Study Group (CDSG) to establish the Casemate Museum as a repository for their archives and artifact collection. The CDSG is a non-profit corporation formed to promote the study of coast defenses and fortifications, primarily those of the United States of America; their history, architecture, technology, and strategic and tactical employment.

## **Heritage Assets Report**

The Department works continuously with NPS personnel at Fort Monroe, other NPS units, US Army personnel responsible for federal lands in their management, and the Virginia Department of Historic Resources (DHR).

### Personnel

The FMA made and offer the Director of Heritage Assets and Historic Preservation Officer (FMHPO) in November to a highly qualified candidate and was verbally accepted. Unfortunately, this candidate could not take the job due to a death in the family. The FMA is still searching for a candidate and will repost the position after the first of the year as "open until filled." In the meantime, the FMA has hired former Cultural Resource Specialist for the Army at Fort Monroe. This position will assist in processing application and documenting work at Fort Monroe until the FMHPO position is filled by a candidate who meets the guidelines established in the Programmatic Agreement. Additionally, the FMA is seeking an engagement letter with a professional firm experienced in historic architecture. This arrangement will allow the FMA to also process and submit architectural projects to DHR until the FMHPO is hired.

### Cultural Resource Management

During the course of project review and consultation, 71 artifacts were unearthed at Fort Monroe. The artifacts were recorded and submitted to the Fort Monroe Casemate Museum for accession into the Museum collection.

The Heritage Assets Department responded to areas of damage identified in the aftermath of Hurricane Matthew. All areas of impact have been recorded and all project requests for repairs are being submitted to DHR, the Army, and NPS for consultation.