



Executive Director's Report for the  
Fort Monroe Authority Board of Trustees Meeting  
Bay Breeze Conference Center  
December 18, 2015

## **Operations Report**

### VDOT FY16 Maintenance Funds

The majority of the FY16 VDOT maintenance funds will be directed towards bridge inspections and repairs on the four bridges spanning the moat. The Commonwealth requires that each bridge be inspected no less than bi-annually. The bridge inspections were completed earlier this year. The bridges are in generally good condition but there are maintenance projects that need to be completed to extend the useful life of the bridges. Kimley-Horn is preparing load calculations to determine the carrying capacity of the bridges in their current and repaired conditions. The plans will be drawn and submitted for bid as soon as the load calculations are complete. These repairs are expected to be completed by June 30, 2016.

### Embedded Project Manager Services

After issuing the RFQ for an embedded Project Manager, the Authority screened the seventeen qualified proposals, interviewed four firms and requested pricing proposals from three firms. The Authority has determined that it will issue term contracts for the three finalists as all are qualified firms. In lieu of the embedded Project Manager, as projects get approved for VBPA funding, the Authority will request proposals from the three firms to manage an individual project or a group of similar projects. This should provide the same level of supplemental staff support as the embedded Project Manager without the cost of paying for the administrative time of the contractor.

### Architectural/Engineering Services

One of the first priorities for the embedded Project Manager was to procure the services of qualified architectural and engineering firms to assist with the design of capital projects funded by the VPBA bond proceeds. Since the embedded Project Manager was determined to be cost ineffective, the Authority proceeded to issue the RFP. A total of 31 proposals were received. The Authority staff is in the process of reviewing the proposals. The Authority expects to issue term contracts to the finalists. Once these term contracts are in place, the Authority will have an expedited method to contract for architectural or engineering services for capital projects at Fort Monroe.

### Utility Master Plan (UMP)

After completing the meetings with the franchise (VNG) and municipal utility operators (HRSD, NNWW and Hampton Public Works), the Authority will begin working with its civil engineering consultant, Kimley-Horn, and its public works contractor, Veolia, to develop the next steps in implementing the utility master plan. Since the majority of the projects will be multi-discipline projects the group tried to determine which of the utility projects will dictate the schedule. The sewer system will likely dictate the priority projects since the main pump station was scheduled for replacement in the prior CIP and two other sewer pump stations have been targeted for significant upgrades or replacements. The previous sewer system condition study was completed for the Army by Hankins and Anderson in 2001-2002. The group felt strongly that an updated study was necessary in light of the recent Maintenance Reserve project to upgrade the sewer system. The Authority will be issuing a RFP for the Sewer System Evaluation Study (SSES) to gather updated condition information to determine the priority for sewer projects in the CIP.

### Capital Improvement Plan (CIP)

While waiting for the SSES to be procured/completed, the Authority has been working with its civil engineering consultant, Kimley-Horn, its public works contractor, Veolia, and its commercial leasing/management contractor, Old Point Comfort Real Estate Services (OPCRES), to determine priority projects that need to be completed and are not impacted by the sewer system. These projects will be largely informed by the Roof Condition Assessment completed in FY14 and the Building Condition Assessment completed in FY15. The CIP is being presented to the Board of Trustees for review and approval. Once approved, the Authority will solicit for proposals from the architectural and engineering firms selected in response to the above-mentioned RFP to assist with the design of the projects.

### Maintenance Reserve \$6.5 Million Allocation

As the DGS-managed projects at Fort Monroe are nearing completion, the Authority recently learned that approximately \$3 million of the Maintenance Reserve allocation remains available for future projects at Fort Monroe. The Authority has requested approval to manage the remaining funding internally, similar to the strategy to be utilized for the VPBA projects once commenced. The Authority is working with DGS, DPB, and Treasury to confirm the process to begin using the balance of the Maintenance Reserve funds.

### VBPA \$22.5 Million Bond Program

Once the Capital Improvement Plan is approved and the Architect and Engineers are selected, the Authority will begin submitted funding requests to DPB for the projects approved in the CIP. It is expected that additional projects will be identified once the SSES is completed.

## Real Estate Activity Report

### Commercial Division

#### *New Tenants*

Oozlefinch Craft Brewery: The Authority continues to work on meeting its obligations under the 5-year lease for 4,662 square feet in Building 12. The Authority has engaged the services of a structural engineer to assess the condition of the building. The Authority has also engaged an architect and MEP engineer to advise on code compliance and design concepts for the landlord renovations to the building and leased premises, as required under the terms of the lease.

#### *Significant Projects*

Building 100: The bathroom renovations were put on hold due to interest from a full-building tenant. The prospective tenant has indicated their preference for a different building so the bathroom renovation to facilitate using Building 100 as a multi-tenant building will move forward. The Authority is also planning to empty the building of surplus furniture to assist with the marketing of the space.

Building 80: Construction work for the conversion of Building 80 to multi-family housing is ongoing. The project remains behind schedule. The contractor is working on a revised delivery schedule but, based on the current status of the project, the ten new apartment units are not expected to be in leasable condition until early 2016.

### Residential Division

The leasable inventory is 168 units, after the donation to the National Park Service. Seven units remain in "down" status. Residential occupancy is currently 92% based on 161 units in leasable condition. Demand for residential units remains strong but leasing activity has slowed due to the time of year. The FMA continues to focus on completing repairs to the seven down units and bringing them to market as soon as funds become available for the repairs.

Residential Inventory	168
Units requiring significant repairs	7
Units in leasable condition	161
Occupied Units	154
Vacant Units	7
Vacant Units Leased	3
Near Term Vacancies	7
Near Term Vacancies Pre-Leased	4
Controlled Availability	7
Occupancy Percentage	95.6%

### *Significant Projects*

Unit 61B: Much of the necessary repair work to bring this home online has been completed however, there remains significant repairs to the ceiling that require consultation with the Department of Historic Resources (DHR). Additionally, a fan coil unit that caused the leak that damaged the ceiling must be replaced. The home should be available in the near future.

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 system is antiquated and poorly designed and it is not feasible or practical to repair the system. The work necessary to bring this unit online includes the design and installation of a modern HVAC system, as well as significant ceiling and floor repairs necessitated by the failure of the old HVAC. The A&E plans are under design. The plans must be approved by BCOM and DHR before work can commence. The work is expected to be completed by Summer 2016.

Units 15, 62 and 63: These three duplexes are also inside the stone fortress. All six units have gas-fired boilers that feed radiators. Conditioned air is provided by window units. Leaks from the radiator supply lines have resulted in floor and ceiling damage. As with Unit 19, the FMA expects to install a modern forced-air HVAC system. Additional repairs will be required to bring these units to leasable condition. These projects will be completed as funds become available.

Exterior Improvement Program (EIP): This is an ongoing program that was previously referred to as the exterior painting project. We quickly discovered that nearly all exterior painting is accompanied by significant wood repair and replacement, so much so that it is impossible to simply paint the exterior of a home without budgeting and planning for significant wood repair. All of the residential buildings in our portfolio are part of this program with those in the worst condition receiving top priority. Building 93 was the test project to develop the scope of work for future EIP projects. Work is progressing nicely on Building 123. The Authority is hoping to complete the EIP on Building 123 before the ambient daily temperatures drop below the threshold for paint application.

### **Special Events Report**

*Sail Fort Monroe* consisted of two sailing regattas held on Saturday and Sunday, October 17<sup>th</sup> and 18<sup>th</sup>. The Old Point Comfort Yacht Club presented the *Round the Lights Race* with 50 large sailboats racing around the Middle Ground Lighthouse and the Thimble Shoals Lighthouse on Saturday only. Youth Sailing Virginia held the Mid-Atlantic Sailing Association Fall Fleet District Championship for eighteen high school teams on Saturday and Sunday. Sailors from New York to North Carolina participated in these two regattas.

The *Fort Monroe Ghost Walk: Where History Meets Mystery* event was sold out, with over 520 visitors on Friday and Saturday, October 23<sup>rd</sup> & 24<sup>th</sup>. This guided walking tour included indoor and outdoor locations with storytellers sharing classic Fort Monroe ghost tales as well as more recent unexplained experiences shared by current Fort Monroe residents. Over \$7,300 in revenue was generated by this two-day event.

Holiday events at Fort Monroe will include the *Mistletoe Homes Tour* and the *Holly Days Concert* by the Hampton Roads Philharmonic Orchestra. These events are scheduled for Saturday, December 12<sup>th</sup> and Sunday, December 13<sup>th</sup>, respectively. The Mistletoe Homes Tour will feature five historic homes decorated for the holidays. Tickets are required to visit the private homes and are available for \$20 in advance and \$25 on the day of the event. There are six open house locations that are free and open to visitors. They include the Casemate Museum, the Chamberlin, Old Point Comfort Lighthouse, the Chapel of the Centurion, Saint Mary Star of the Sea Catholic Church, and the Fort Monroe YMCA. The *Holly Days Concert* by the Hampton Roads Philharmonic Orchestra is free and begins at 4:00 pm on Sunday, December 13<sup>th</sup> in the Fort Monroe Theater. It will be followed by a tree lighting ceremony in Canon Park and a visit by Santa Claus at the Fort Monroe Fire Station.

The *Tidewater Striders Distance Series Race* will be held on the morning of Saturday, January 30<sup>th</sup> at Fort Monroe. The five mile course has been designed so that runners can chose to run five, ten, or fifteen miles in preparation for upcoming half and full marathons. This race will serve as a test case to judge the viability of future foot races at Fort Monroe.

Planning continues for the *2016 Historic Garden Tour of Virginia*. Five Fort Monroe homes have been selected by the Hampton Roads and Huntington Garden Clubs for next year's tour. Fort Monroe will be featured on the cover of the 2016 catalogue that has a circulation of 80,000 copies around the Commonwealth. The expected attendance is 1,000 visitors.

There are currently six weddings booked at the Bandstand in Continental Park for 2016. Other wedding and reception sites are currently being considered such as the Commanding General's Home and Garden. An application for the Post Office to be used as a pre-wedding site for brides to change clothes is also being developed.

## **Casemate Museum Update**

### Administrative

Tiffany Raulerson will join the Casemate Museum team on Monday, January 11, 2016 as the new Collections Specialist. Ms. Raulerson comes to us by way of the National Museum of African American History and Culture at the Smithsonian in Washington, DC. We are excited to have such an experienced and passionate individual joining the team.

### Visitation

October 2015 visitation was 3,338, down 4% (a decrease of 148 guests) from October 2014. This slight decrease in visitation can be attributed to the severe nor'easter during the first three days of the month.

November 2015 visitation was 2,876, up by 31% (an increase of 678 guests) from November 2014.

While our audience continues to expand, we have maintained our relationship with US Army groups and are a growing component of heritage training for Fort Eustis soldiers.

## Tours

The Casemate Museum hosted members of the Virginia Press Association on a special, after-hours tour of the Museum and grounds.

Museum staff collaborated with the FMA Archeology and Environmental Coordinator and James River Institute for Archaeology (JRIA) to design a series of public tours. The tours interpreted the archaeological dig sites related to the ongoing Historic Structure Report (HSR) in the vicinity of the museum. Public tours were conducted during November and early December.

Casemate Museum staff coordinated with Hampton University and the Hampton Convention and Visitors Bureau to host 70 parents of prospective Hampton University students on a tour. As a special addition, Museum summer interns Kai Kitchen and Leah Smith volunteered to greet the group and explain their past and current involvements at Fort Monroe.

Museum staff guided students from Saint Mary Star of the Sea School on a specially designed, cross-curricular tour focused on the historic and literary connections of Edgar Allan Poe and his works to Fort Monroe.

Additional tours of note include a contingent of the Virginia Association of Assessing Officers; members of the USS *Gitmo Bay* reunion; members of six different Joint Forces Staff College Seminars; staff of the *Colonial Williamsburg Magazine*; and numerous Boy Scout, Girl Scout, and local school groups.

## Volunteers and Interns

During October and November 2015, volunteers and interns accumulated 365.5 hours, an increase of 80% over the same period from the previous year.

## Outreach

Casemate Museum staff are regularly invited to present historical lectures throughout the community. During the fall presentations of note included, "Piece of Public History: Exploring Fort Monroe" presented at the Christopher Newport University Public History Center and "An Introduction to the Casemate Museum" presented at the Oyster Point Rotary Club.

## Partnerships

Casemate Museum Director Robin Reed and Casemate Museum Historian Robert Kelly led 40 members of the American Friends of Lafayette (AFL) on a tour of the Casemate Museum and Fort Monroe grounds. Following the tour, Mr. Kelly hosted the group for a jointly sponsored (Fort Monroe Foundation/American Friends of Lafayette) brunch at his Fort Monroe residence.

Museum and Fort Monroe National Monument staff met with John R. Weaver, noted author and historian of third-system forts, to share research and tour the grounds. The group compared knowledge of Fort Monroe with other third-system forts in the nation to support institutional knowledge.

Casemate Museum Director Robin Reed currently serves as the Treasurer of the Southeast Museum Conference (SEMC) and attended their annual meeting in Jacksonville, Florida.

Fort Monroe and the Casemate Museum was featured in the *Monster Mashup* the National Park Service Northeast Region Regional Director's weekly newsletter. Casemate Museum Historian Robert Kelly composed an article, *Fort Monroe: A Continuing Legacy of Preservation*, to showcase the ongoing preservation and partnership between the Fort Monroe Authority and National Park Service.

Museum staff hosted the regional Civil War Trails meeting at the Fort Monroe Post Theater. Casemate Museum Director Reed is the Vice-President of this multi-state organization.

Museum staff met with Dr. Natalie Robinson of Hampton University to discuss upcoming grant opportunities. The Casemate Museum and Hampton University are collaborating on a National Endowment for the Humanities (NEH) Grant Application.

Casemate Museum staff hosted members from the National Association of Interpreters Annual Meeting on a tour of the Museum and grounds. The group was organized by the National Park Service Interpretive Development Program to utilize Fort Monroe and the Casemate Museum as a case study to explore applications of facilitated dialogue and other interpretive techniques.

### Programs

Museum staff continues to collaborate with staff from the Fort Monroe National Monument to plan and implement new interpretive programming for 2016 and beyond.

### Operations

The Casemate Museum hosted the promotion ceremony for Chief Warrant Officer Andy Foreman of the 93<sup>rd</sup> Signal Brigade, Fort Eustis, to the rank of CW5. Major General John Baker, Commanding General of the 7<sup>th</sup> Signal Command presided for an audience of 50 invited guests. Chief Foreman chose to hold the ceremony at Fort Monroe because it was the birth place of the US Army Warrant Officer Corps.

### Collection / Exhibit / Archive Management

Museum staff met with Dr. Cassandra Newby-Alexander of Norfolk State University to discuss thematic approaches in retro-fitting two of the Casemate's galleries. These galleries will interpret the original Jefferson Davis cell door and the Contraband Decision that took place at Fort Monroe during the American Civil War.

## Preservation

The FMA Heritage Assets department and the National Park Service continue to work closely with the Casemate Museum to complete the Historic Structure Report (HSR). Museum staff continues to provide research assistance, and currently monitors environmental and engineering readings, while documenting and mapping fall-out. All of this information will be incorporated in the completed HSR document. Additional information regarding the current status, and next steps of the HSR, is included in the Heritage Assists section of this board report.

## **Communications Report**

Media clips since the last Board meeting are attached.

## **Historic Preservation Report**

Fort Monroe Design Standards update. The Virginia Department of Historic Resources approved a proof copy. FMA secured a technical editor to respond to National Park Service comments on the proof. The revised version is planned for January.

HOPE Crew update. FMA met with the HOPE crew coordinator, the association organizing the work crew, FMA Trustee Destry Jarvis, and NPS personnel to discuss organizing principles, potential projects and funding. The first meeting onsite at Fort Monroe was followed by a conference call to talk about FMA and NPS project priorities. The most recent meeting between FMA and the HOPE Crew coordinator was at the National Preservation Conference to discuss most likely projects. The Fort Monroe projects are expected to start with college students in summer 2016.

The 'Fort Monroe Arsenal' historical marker was reconditioned in October as part of a program to refinish all 18 historical highway-style markers at Fort Monroe. Veolia public works personnel are following a modified VDOT protocol that involves stripping the paint to bare metal before repainting in the traditional silver and black. The program will continue through the winter and spring, completing in summer 2016.

Fort Monroe was documented from the air by an aerial photographer commissioned by FMA. The NPS paid for the 72 photographs of Fort Monroe and Fort Wool, and placed the images in the public domain. The photographs show conditions changed since the last flight in 2010 including the absence of the former apartments in the Wherry area. The photos are being used for studies and reports that are underway.

FMA is seeking outside funds to restore the 1898 Seth Thomas tower clock machinery, four dial faces and clock tower. The Historic Preservation Officer pitched a funding proposal to the assembly at the Virginia Preservation Conference. Draper Aden Associates later donated a laser scan of the clock tower and attic.

Fort Monroe Authority and National Monument personnel met with representatives of the Garden Club of Virginia's (GCV) Huntington Garden Club (Newport News/Hampton) regarding Garden Club grants and restoration projects at Fort Monroe. The participants agreed to a short list of three priority projects to propose for GCV grants, the restoration of the historic garden behind the Commanding General's Quarters, onsite plant identification plates, and a brochure for a self-guided tour on heritage trees.

The Army has sent DHR, FMA, and the NPS an information packet describing the proposed construction of a new building at the Chamberlin. Though this is reversionary Commonwealth property, the Army retains title and is responsible under federal laws and regulations for consultation with stakeholders.

Recent and upcoming events to report as part of the Casemate Museum Historic Structures Report include the following:

- Part 1 is substantially complete and in review.
- Part 2 investigations are underway for archaeology, architecture, and structural and geotechnical engineering. FMA and NPS investigators collaborated to effectively resolve scoping and procurement issues needing joint agreement. The specialized investigations are directed at questions identified during Part 1 regarding below ground supports for the flagstaff bastion and breast-height wall, the gun ring assemblies, and the 1960s waterproofing over part of the museum.

Archaeologists from James River Institute for Archaeology excavated four areas on the terreplein and within the Flagstaff bastion exposing architectural elements of the fortifications.

The Historic Preservation Officer twice assembled a combined group of report investigators and other experts from outside the area to discuss the findings. This method facilitated inter-discipline communication and enhanced understanding of the exposed features.

During the excavations, the FMA Archaeology and Environmental Coordinator led twice weekly tours of the excavations for museum visitors, volunteers, and FMA staff. Tours have been well attended (over 40 people on tours so far) and received positive feedback from several visitors. Additional distribution went to Facebook. Local media has been informed of the work and are expected onsite.

The FMA Archaeology and Environmental Coordinator was also able to provide an archaeology station in the Casemate Museum tour for 103 8th graders from Lynnhaven Middle School.

FMA's architectural rehabilitation and repair work continues on historic buildings 80, 83, and 123. Planning architectural work for buildings 12, 19, 77, 100, and 146 continues at conceptual and schematic stages.

FMA completed a limited archaeological survey of Continental Park in advance of installing a regional Fiber Optic Cable. The findings allow for determination that installing the cable will have no adverse effect on historic resources.

FMA completed archaeological testing and survey for the installation of fax and polycom lines to the FMA Main Office building at the historic Post Office. The FMA staff were able to install the cable in a way that did not have an adverse effect on the numerous archaeological resources surrounding the property and learned more about the archaeological history of the area immediately surrounding the building. Among other artifacts, two (2) live .45 rounds dating 1931 were encountered.

Archaeological monitoring during a sump pump line installation off Patch Road recorded a likely clay tennis court c1900. Monitoring during a gas line installation

Submitted the FMA's first Municipal Separate Storm Sewer System (MS4) Annual Report to DEQ.

Led shoreline clean up along Mill Creek with the American Water Works Association Young Professionals. Collected over 20 bags of trash from the areas around the Mellen Street and Mercury Blvd. bridges.

Worked with Volunteers to mark over 40 storm drains at Fort Monroe with "No Dumping Drains to Bay" emblems to help reduce litter and dumping into the Fort Monroe storm drains and raise awareness that the trash that goes down the storm drain ends up in the surrounding waters.

FMA is in talks with a historical lime mortar supplier about a demonstration on historic masonry and mortar at Fort Monroe April 2016. The event planning is for 100+ participants.