



Executive Director's Report for the
Fort Monroe Authority Board of Trustees Meeting
Bay Breeze Conference Center
October 15, 2015

Operations Report

Building 83 Office Renovations

The Contractor is still working to complete the scope of work and punchlist items. After using the building for the last three months, the FMA has identified two additional projects that will make the building more functional. The FMA has requested pricing on the proposed changes. Based on the initial estimates, there is enough funding remaining in the budget to cover these two small projects.

Utility Master Plan

The FMA staff, together with Kimley-Horn and Veolia, have presented the conceptual Utility Master Plan to Newport News Waterworks (NNWW), the City of Hampton Public Works (HPW), and Virginia Natural Gas (VNG). The Authority is still trying to schedule a meeting with Hampton Roads Sanitation District to present the plan.

In general, the concept has been well received. The strategy with the public utilities (NNWW and HPW) will be similar. The FMA will install the main lines to the standards of the utility and donate the lines to the utility. The concept with the franchise utility (VNG) will require a different strategy. VNG requires that a VNG contractor install the distribution lines. VNG will not accept the donation of any lines owned by the Commonwealth.

The FMA has requested each of the parties to provide written comments once they have reviewed the concept with their organizations. Once all the input has been received and consolidated into the final draft plan, the Utility Master Plan will be presented to the Board of Trustees. Once approved, the FMA staff and consultants will revise the Capital Improvement Plan (CIP) to reflect the new direction for utility repairs and upgrades.

Maintenance Reserve (MR) Project Update

The FMA continues to work with the Department of General Services (DGS), Ballou Justice Upton Architects, and Clark Nexsen Engineers to wrap up the first group of maintenance-reserve capital projects. There is no significant change in status since the last meeting.

The FMA is striving to close out all the current projects. Once all the project accounting is complete, the Authority and DGS will identify the remaining balance of the \$6.5 million in Maintenance Reserve (MR) funding provided by the state budgets. The Authority will work with DGS and DPB to develop a process for the Authority to manage the projects to be completed with the balance of the MR funding.

VBPA \$22.5 Million Bond Program

The FMA issued a RFQ for Project Management services. Seventeen qualified proposals were received and, after the selection panel reviewed the proposals, four firms were invited for interviews on July 30th. After the interviews, three of the firms were asked to present pricing proposals for the project management services. Based on the pricing proposals for the embedded project manager, the FMA is re-evaluating the strategy of the embedded contract project manager. In the interim, the FMA will be issuing a RFQ for architecture and engineering firms for design services for capital projects reflected in the revised CIP plan.

Real Estate Activity Report

Commercial Division

New Tenants

Oozlefinch Craft Brewery: The Oozlefinch lease for a portion of Building 12 contained a clause to verify the leasable square footage. After the re-measurement, the 5-year lease was amended to reflect the premises of 4,662 square feet. The FMA held a preliminary planning meeting with the design team for the project to discuss the review process with DHR and BCOM. Additional meetings are expected as the tenant improvement plans are developed.

Significant Projects

Building 134: Building 134 is part of the TRADOC complex and houses the central heating and cooling plant for the entire complex. The project to repair the leaks, improper pipe support structures, rusted and inoperable isolation valves and functional obsolescence is substantially complete and no further leaks have been detected. We will monitor the system under operating conditions for a few months to ensure additional leaks do not appear before reinstalling the pipe insulation. The next project is to address the condition of the two boilers in the plant. Boiler 1 has a bad communication controller. Boiler 2 has a bad blower motor. The estimated cost to repair both boilers is \$20k.

Building 37: As previously reported, a heating coil in Building 37 ruptured earlier this year resulting in the catastrophic release of steam and hot water into the building. We implemented our standard operating procedures for lead paint and moisture exposure. Damaged insulation in the mechanical room was discovered to be secured with mastic containing asbestos. A hazardous material contractor has been engaged to remove the asbestos and remaining lead contaminants from the mechanical room. This process should be completed in November. The heating coil has been ordered and is expected to be installed in November. The estimated cost for the coil replacement is \$11k.

Building 100: This represents the first of the assets that is proposed for improvements to improve marketability. The current layout of the building, along with its limited bathroom count and configuration, is challenging for a multi-tenant building. Architectural drawings to improve the bathroom layout and increase leasable office space have been completed and approved by BCOM. The preliminary estimate for the work was \$150k. The bids received for the proposed improvements varied from \$259k to \$330k. The FMA is evaluating the feasibility of proceeding with the improvements.

Building 80: Construction work for the conversion of Building 80 to multi-family housing is ongoing. Unexpected discoveries, including the discovery of two sets of original pocket doors, has resulted in the project being behind schedule. The contractor is working on a revised delivery schedule but based on past experience with Building 83, the project is not expected to be delivered until the end of 2015.

Residential Division

The total residential inventory was reduced by the 7 units donated to the National Park Service (NPS) in August. Residential occupancy is currently 95% based on 161 units in leasable condition. Demand for residential units remains strong but leasing activity has slowed, which is not unusual for this time of year. Seven units remain in "down" status. The FMA continues to focus on completing repairs to the down units and bringing them to market as soon as funds become available for the repairs.

Significant Projects

Units 167A, 167B & 61A: These homes were the first of the "down" units in which major repairs were undertaken. All of the repairs necessary to market these homes have been completed and all three homes have been leased.

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 is 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. 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 FMA has contracted for A&E services to design the new system. The plans must be approved by BCOM and DHR before work can commence. Until the plans are approved, no delivery date can be estimated.

Units 15, 62 and 63: These 3 duplex units are also inside the stone fortress. All 6 units have gas-fired boilers feeding 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. We are working on the contract to begin work on Building 123. Work on Building 123 will commence in October and it is estimated that it will take 60 days to complete. Due to budget constraints, only one to two buildings per year will be repainted and repaired under this program

Special Events Report

The Music by the Bay Concert Series concluded with the US Air Force Heritage of America Concert Band on Thursday, August 27th at 7:00 pm in Continental Park. Attendance increased over this season from last year's average weekly attendance of 350 to a large show of 700 people at the final 2015 concert. Contributing to the increase in attendance was the addition of children's activities and programming a variety of musical entertainment. Only two out of twelve Thursday night concerts were cancelled due to inclement weather this season, as opposed to five cancellations in 2014.

The Special Events Department has coordinated with the organizers of two Fort Monroe sailing regattas to create *Sail Fort Monroe*. On October 17th, the Old Point Comfort Yacht Club will present the *Round the Lights Race* for approximately 50 large sailboats. Youth Sailing Virginia will hold the Mid-Atlantic Sailing Association Fall Fleet District Championship for eighteen high school teams. Sailors from New York to North Carolina will participate in these two regattas. Spectators are encouraged to bring their own chairs and enjoy the sailboat spectacle in the Chesapeake and Mill Creek.

The *Fort Monroe Ghost Walk: Where History Meets Mystery*, is scheduled for Friday and Saturday, October 23rd & 24th. This guided walking tour will include indoor and outdoor locations with storytellers sharing classic Fort Monroe ghost tales as well as more recent unexplained experiences shared by Fort Monroe residents. Advanced tickets are \$15.00 and tickets sold at the gate are \$20.00. Tickets went on sale on Monday, September 28th. In the first week of sales, over 100 tickets have been sold.

Holiday events at Fort Monroe will include the *Mistletoe Homes Tour* and a free concert by the *Hampton Roads Philharmonic Orchestra* in the Fort Monroe Theater. These events are scheduled for Saturday, December 12th and Sunday, December 13th, respectively. The *Mistletoe Homes Tour* will feature historic homes decorated for the holidays and open house locations at other special points of interest.

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.

In addition to the public special events at Fort Monroe, there are many private events. The 2015 season included 14 weddings booked at Continental Park, 58 paid rentals at Shelter 5 and 11 rentals at the newly developed Outlook Beach Picnic Area.

Casemate Museum Update

Administrative

Collections Specialist Kris Barrow accepted a Collections Assistant position at the Tudor Place Historical House and Garden in Washington, D.C. Her final day was September 11, 2015. The Collections Specialist job opening was posted throughout September and is now closed. We hope to have this position filled before January 2015.

On September 28, 2015, a temporary, part-time employee was hired to assist museum staff while the Collections Specialist position is vacant. Ms. Michael Nelson is a sophomore at St. Bonaventure University and completed a summer internship at the museum earlier this year.

On September 30, 2015, Phillip Darcus, a senior studying History at Norfolk State University, began a fall internship. Mr. Darcus will be researching the Contraband Decision in-depth and assist Museum staff in generating an annotated bibliography of the historical resources related to the Contrabands at Fort Monroe.

Visitation

Total summer visitation (June-September) totaled 19,567, up by over 12% (an increase of 2,083 guests) from Summer 2014.

August 2015 visitation was 5,120, up over 10% (an increase of 467 guests) from August 2014.

September 2015 visitation was 3,553, up over 17% (an increase of 517 guests) from September 2014.

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

Tours

The Museum hosted a total of 87 tours, special events, and outreach programs during the summer. Groups of note include the Colonial Williamsburg Teacher Institute, Jamestown/Yorktown Foundation Outreach Educators, Joint Forces Staff College in Norfolk, a group of College of William and Mary history students, and numerous youth groups and summer camps.

Volunteers and Interns

From June-September, volunteers accumulated 1,093 hours. Museum tour guides, greeters, interns, and a new partner organization, the Youth Volunteer Corps of Hampton Roads, earned these hours. :

The annual Fort Monroe Volunteer Appreciation Picnic was held in September and underwritten by the Fort Monroe Foundation and the Fort Monroe National Monument. The picnic highlighted the efforts of volunteers who support every aspect of Fort Monroe's operations to include Museum tours, educational programs, special events, beach clean-ups, and much more. Several groups and individual volunteers were recognized for their outstanding service and dedication.

Outreach

Casemate Museum staff regularly presents historical lectures throughout the community. During the summer, presentations of note included "The Marquis de Lafayette at Fort Monroe" presented at the Chamberlin and "Why was Richmond chosen as the capitol of the Confederacy?" presented at both the Historical & Archeological Society of Fort Monroe and the Outer Banks Civil War Roundtable in Southern Shores, North Carolina.

Museum staff participated in the Community Resource Day at Hampton University and provided information on the many educational and recreational opportunities available at Fort Monroe.

Partnerships

In partnership with the National Park Service, the Casemate Museum designed and executed twelve walking tours; performed the education, testing, and confirmation of 108 new National Park Service Junior Rangers; managed over 500 student internship hours; and managed the National Park Service Passport station.

Museum staff met with T.J. Spann, the President of the Tidewater Chapter of the Tuskegee Airmen, to discuss continued partnership opportunities.

Museum Operations and Collections Manager Veronica Gallardo was chosen to be a member of the American Association of State and Local History (AASLH) Aspiration Task Force. The Task Force is charged with reviewing new and existing strategies to identify necessary changes and new initiatives to improve operations and interpretation of historical and cultural organizations.

Programs

The Casemate Museum continued the *Discover Fort Monroe Walking Tour Series* each Thursday prior to the *Music by the Bay* concerts. New to this year's lineup was *Training Today's Army and Building Tomorrow's: TRADOC at Fort Monroe*. This tour highlighted the innovations and contributions of the U.S. Army Training and Doctrine Command, the final command to call Fort Monroe home. The tour began with a briefing inside Building 83. Three TRADOC veterans led the group to significant sites on the TRADOC campus, sharing a wealth of history and personal experiences.

On September 23, 2015, the Casemate Museum hosted the Youth Political Leadership Academy for an afterhours meeting and private tour led by the Museum Director and Historian.

Operations

Throughout September 2015, Casemate Museum staff reviewed and tested fire, life, safety, and security measures. This included quarterly maintenance of security cameras, motion detectors, overhead door contacts, panic buttons, fire alarms, and the inspection of all fire extinguishers. Additionally, the Museum disaster plan was reviewed and updated.

A portion of the Casemate Museum will be rented to host an afterhours wedding reception in late-October 2015.

Collection/Archive Management

Together, Casemate Museum and Fort Monroe National Monument staff completed a multi-week training course about *Cannon Care and the Conservation of Historic Cannons*. The course focused on the history, technology, and the best practices for preserving cannons. Information gathered from the course will help staff draft a preservation and conservation plan for the large artillery pieces located at Fort Monroe.

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

The FMA Heritage Assets Department activities were affected by the Commonwealth of Virginia's dedication of 125 acres for Fort Monroe National Monument management. It is clear that cooperative supervision of areas with complementary responsibilities will deepen as the partnership develops and operates. The Heritage Assets Department has the status of having worked with NPS personnel in the Department's areas of responsibility before National Monument proclamation due to consulting party status in prior agreements and work on the Fort Monroe Design Standards. The land transfer expands opportunities for collaboration.

Significant activities in the FMA's Heritage Assets Department's natural and cultural resources areas of responsibility occurred during the report period in both areas. Important natural resource management activities in August and September include:

- Submitting FMA's first annual report for the Municipal Separate Stormwater System (MS4) at Fort Monroe to the Virginia Department of Environmental Quality (VDEQ) – online at <http://www.fmauthority.com/about/the-fort-monroe-authority/environmental-remediation/>
- Holding two beach cleanups on the Chesapeake Bay and Mill Creek shorelines (volunteer activity)
- Placing over fifty storm drain markings stamped "Only Rain down the Drain" (including volunteer contributions)
- Hosting a community service project from the American Water Works Association's Young Professionals with twelve participants from Hampton Roads and Northern Virginia (volunteer activity)
- Hosting weekly exhibitions at FMA's Music by the Bay concert series for a fifty hour community service project by a local Girl Scout for a Silver Award (volunteer activity)
- Receiving the Army's revised draft Land Use Control Implementation Plan (LUCIP) for the responsible management by the Army, FMA, National Park Service, City of Hampton and Explosive Ordnance Disposal (EOD) responders
- Drafting a Memorandum of Understanding (MOU) between FMA and DEQ for continuing implementation of Fort Monroe land management activities by FMA for the Commonwealth's Fort Monroe lands
- Securing additional training and certifications for personnel responsible for fuel storage tanks

The Heritage Assets Department is responsible for the Commonwealth's management of Fort Monroe's cultural resources including architectural, archaeological, and landscape features. Important cultural resource management activities in August and September include:

- Receiving final comments of the Fort Monroe Historic Preservation Manual and Design Standards from the Virginia Department of Historic Resources (DHR) and the National Park Service
- Revising the Design Standards in response to comments and after clarifying phone call consultations
- Receiving DHR and NPS approval to prepare a proof version of the Design Standards for printing
- Issued proof version of the Design Standards

- Responded to spray paint vandalism of Battery Parrott with cleaning and removal, after consultation with DHR, NPS and the Army that helped with project design
- Met with Saint Mary Star of the Sea to discuss a site lease and management of the properties consistent with FMA's cultural resource responsibilities, including for four proposed projects
- Solicitation and award of subcontracted archaeological investigation work for the Casemate Museum Historic Structure Report (HSR)
- Solicitation of subcontracted geotechnical and structural investigation work for the HSR
- Among archaeological investigations during August and September, two (2) live .45 caliber rounds were encountered and recovered in the back yard of a residence on Generals Row. The bullets are 1931 vintage from the former federal arsenal in Frankfort, Pennsylvania.
- Creation of the Fort Monroe Timekeepers to study and care for the historic 1898 Seth Thomas Model #5 Tower Clock in the Old U.S. Post Office (volunteer activity). Volunteer contributors include a member of the Virginia chapter of the National Association of Watch and Clock Collectors, a retired mechanical engineer who lives at Fort Monroe, and a retired Hampton educator who is also a Casemate Museum docent. Since the clock was professionally serviced and restarted August 12, 2015, the group has contributed research on historic Seth Thomas tower clock upkeep and repair and helped develop an application package for Preservation Virginia's Preservation Pitch competitive grant program. Survey and engineering firm Draper Aden has pledged to donate a laser scanning demonstration project for planning future work. Needed work includes gear and pinion replacement, structural assessment, restoration of the four (4) dials and eight (8) hands, and repairs to walls and windows. Other potential projects include UV-filtering window films and installing a webcam.
- The Archaeology and Environmental Coordinator presented to the Historical and Archaeological Society of Fort Monroe October 5, 2015 during National Archaeology month
- The Department is working on the Metro Fiber cable infrastructure project with FMA and other consulting parties and by archaeological investigations at three locations on Fort Monroe

In upcoming activities, the Department Director and FMA Executive Director will meet October 9 with National Trust for Historic Preservation personnel on a Hands On Preservation Experience (HOPE) Crew project at Fort Monroe. The Director will attend the Virginia Preservation conference in Richmond and hopefully pitch the Seth Thomas Clock Restoration project for the \$2,000 grant competition. The Department Director will attend the National Preservation conference in Washington, DC and participate in field sessions on historic campus redevelopment at St. Elizabeth's. The NPS HSR investigators will deliver the 90% draft of the HSR Part I by October 30, 2015. This will be of great interest to the FMA, NPS Fort Monroe National Monument, and Virginia DHR. Various HSR Part II investigations have been completed, are underway, or pending contract award. The Part II 50% materials are scheduled for delivery in March 2016, with project completion by June 2016. The NPS has agreed to contribute \$27,000 to an expanded scope of work for the HSR archaeology.