



Executive Director's Report for the  
Fort Monroe FMA Board of Trustees Meeting  
Bay Breeze Conference Center  
August 18, 2016

## **Operations Report**

### VDOT FY16 Maintenance Funds

Earley Marine has completed the FY16 work that focused on the Main Gate bridge piers and decks. The wooden railings on the East Gate bridge were replaced. Pipe insulation was placed on the utility lines on the Postern Gate bridge. The scope of work for the remaining bridge work is being developed and will be submitted for compliance and consultation. Once that process is complete, Earley Marine will begin the completion of the work that was broken into two projects due to the limitation on available VDOT funds.

### Recreational Fishing Advisory Board (RFAB) Grant

The Fort Monroe Authority (FMA) is still waiting for the final grant documents. In the interim, the FMA will request proposals from marine engineering firms to design the repairs and improvements.

### Land and Water Conservation Fund (LWCF) Grant

The Finance and Operations department, with support from Kimley-Horn and WPL, developed and submitted a grant for Phase 2 improvements to the area around the Mill Creek launch. The grant includes shoreline restoration around the existing dock area, improvements to the parking area, as well as ADA ramp and stair access to the beaches on either side of the dock structure. The grant is managed by the Department of Conservation and Recreation on behalf of the National Park Service. The preliminary project budget is \$951,000. The maximum grant funding is \$400,000. The FMA learned that its grant request will not be funded. The FMA has been encouraged to re-apply for the grant when the next funding proposal is released.

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

The FMA staff is continuing to develop project descriptions to be submitted to the Department of Planning and Budget (DPB) for approval and fund allocation from either the \$2.5 million in remaining Maintenance Reserve funding or the \$22.5 million in VBPA bond allocation. Once DPB approves the project and the funds are allocated, the FMA will solicit proposals from the list of architectural and engineering firms under term contracts with the FMA to begin the design work on these projects. The priority projects remain roof repairs on buildings with chronic roof leaks, HVAC replacements on buildings with non-functional or end-of-useful-life boilers and/or chillers, and the implementation of the first phase of the UMP including the sanitary sewer evaluation study.

RFP for Design Services for the Visitor Center

The Operations Department is managing the RFP process for the architectural design proposals for converting the former Library building into the Fort Monroe Visitor Center. The FMA held a pre-bid meeting with architects on June 24<sup>th</sup>. Six proposals were received by the July 25<sup>th</sup> deadline. A review team of the FMA department Directors and the NPS Superintendent Terry Brown scored each of the proposals. Interviews have been scheduled with the two most qualified bidders. The FMA expects to have the architect under contract by September.

**Real Estate Activity Report**

Commercial Division

**Commercial Property Breakdown - By Category**

Category	Square Footage	# of Buildings	% of Total SF	SF Leased or Occupied	% Leased or Occupied
1	231,876	31	19%	167,780	72%
2	42,747	2	3%	0	0%
3	360,496	26	30%	0	0%
4	222,683	10	18%	0	0%
5	294,414	36	24%	53,425	18%
6	69,448	4	6%	45,359	65%
<b>Total</b>	<b>1,221,664</b>	<b>109</b>		<b>266,564</b>	<b>22%</b>

**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*

Building 218: The FMA and OPCRES have finalized the terms of a lease for the 2,689 SF former auto repair facility. The term will commence on October 1, 2016 for 3 years with one 3-year option. The lease has been sent to OAG for review. Once the lease form has been approved by the OAG, the lease will be forwarded to the tenant for execution.

Building 245: The FMA and OPCRES have finalized the terms of a lease for the 9,969 SF Child Development Center. The term will commence on September 1, 2016 for five years with one 5-year option. The lease has been reviewed by the OAG. The lease has been forwarded to the tenant for execution. The lease premises are located within the additional parcel of land to be donated to the NPS.

Buildings 96 and 265: Negotiations are ongoing with a state agency to occupy the entirety of these two buildings. The space planning test fit was completed in April and submitted to the agency for approval. If accepted, the terms of the lease must still be negotiated. The leased premises would be approximately 33,700 square feet full service. The lease term is expected to be 10 years with occupancy expected in October 2017. The lease premises are located within the additional parcel of land to be donated to the NPS.

Navy Range Building: Negotiations are ongoing with the law enforcement entity for a lease on the upper two floors of this building. Leased premises would be approximately 1,250 SF triple-net. The FMA and OPCRES have submitted the Letter of Intent with the proposed terms. The lease premises are located within the additional parcel of land to be donated to the NPS.

Building 300: The FMA and OPCRES continue to negotiate with a prospect for the 1,130 SF duplex unit, the last remaining unit from the Wherry Apartment. FMA and OPCRES have presented the Letter of Intent to the tenant. The lease premises are located within the additional parcel of land to be donated to the NPS.

Building 81: A state agency was interested in leasing this 7,708 SF warehouse building and the adjacent fenced yard. The building is located on the North Gate parcel and must be leased from the Army prior to executing the lease. Due to the inability to get the building added to the existing Master Lease with the Army, the prospect elected to locate in another property in the region.

Building T-99: Youth Sailing Virginia remains interested in a license agreement for a portion of this 7,744 SF building and the adjacent fenced yard for their storage needs. The building is located in the North Gate parcel and must be leased from the Army prior to executing the license agreement. The FMA has requested that this building be added to the existing Master Lease.

Building 168: The FMA and OPCRES have been touring a prospective tenant who has chosen the warehouse portion of Building 168 as their preferred location at Fort Monroe. The FMA and OPCRES are trying to negotiate the terms of the Letter of Intent but the current offers are far apart in terms of monthly rent. This building is located in the North Gate parcel and is also a proposed environmental carve-out. If negotiations continue to the terms of a Letter of Intent, the FMA would need to request the property be added to the Master Lease or the lease would need to be delayed until the North Gate property transfers.

### *Significant Projects*

Oozlefinch Craft Brewery: The construction commenced on May 11<sup>th</sup>. Work on the interior of the building is nearing completion. Exterior painting and parking lot striping still need to be completed before the brewery will be open to the public.

Building 100: The construction drawings have been approved by BCOM. The surplus furniture has been removed from the building. The compliance and consultation process has not been completed. This process will move forward once the new FMHPO has been hired.

Building 77 Repairs: The FMA continues to work with 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 is on hold pending the hiring of the new FMHPO. Once the FMHPO is hired, the project drawings will need to be completed, possibly reviewed by BCOM, and submitted through the compliance and consultation process.

### 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 98.2% based on the 170 units in leasable condition. Despite the large number of leases that expire during the summer months, the leasing team has been able to replace the expiring leases while reducing the overall vacancy rates.

Residential Inventory	177
Units requiring significant repairs	7
Units in leasable condition	170
Occupied Units	167
Vacant Units (including "down" units)	10
Vacant Units Leased	3
Near Term Vacancies	11
Near Term Vacancies Pre-Leased	8
Controlled Availability	3
Occupancy % of Leasable Units	98.2%

### *Significant Projects*

Building 80 Phase 2: The exterior painting was removed from 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.

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.

Units 15, 62 and 63: These three duplex units are also inside the stone fortress. All six 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: This is an ongoing program that was previously referred to as the exterior painting project. Work has been completed on Building 124, a duplex on Ingalls Road. The FMA has reviewed the remaining units and determined that Buildings 55 and 125 will be the next project. The scope of work has been developed and the project has been bid. Work will commence once the compliance and consultation process is complete.

### **Special Events Report**

*Fourth at the Fort* was held on Monday, July 4 from 6:00 to 9:30 pm. In addition to the traditional patriotic celebration, Langley Air Force Base and the National Park Service celebrated their 100 year birthdays. The program featured free family-friendly activities by community organizations, food vendors, a flyover by two of Langley's T-38 jets, and a concert by the US Air Force Heritage of America Band. The spectacular fireworks were launched from atop the ramparts at 9:15 pm. There were over 10,000 in attendance.

The Music by the Bay Concert Series continues on Thursday evenings in Continental Park through the end of August. In addition to the musical entertainment by military and community orchestras, exhibits and children's activities are offered for pre-concert fun. The average attendance has been around 450 visitors.

*The 91<sup>st</sup> Hampton Cup Regatta* returned to Mill Creek on Saturday and Sunday, August 6 and 7. The Fort Monroe FMA provides space for the pit area, the race officials, and emergency services. This event brought 5,000 visitors over the two day event.

August 20, 2016 is *African Arrival Day* at Fort Monroe. This event will be commemorating the first Africans to arrive in English North America at Point Comfort (Fort Monroe) in 1619. The 2016 event will launch awareness building for the 2019 Commemoration. The commemorative portion of the event will feature a keynote speaker, performances, prayer, and a libation ceremony in recognition of the sacrifices and contributions of African Americans to the early formation of this nation. The public event will include live musical entertainment, performing arts, historical tours, guest speakers, art exhibits, youth activities, and a film festival.

The *Virginia Symphony Orchestra* will return to Fort Monroe on Wednesday, August 31. They will perform at the Paradise Ocean Club from 7:30 to 9:00 pm. This event is free and open to the public. In case of inclement weather, a rain date has been scheduled for Tuesday, September 6. The expected attendance is approximately 2,000 people.

The *Southern Fried Festival featuring the Virginia Car Show* will take place at Fort Monroe on Saturday and Sunday, September 24 and 25. This two day show will feature classic and vintage cars, trucks, and motorcycles, as well as entertainment and food vendors. This event will generate revenue for the FMA from venue rental fees and ticket sales.

The *Fort Monroe Ghost Walk* will have more stories to tell on Friday and Saturday, October 21 and 22. This event has generated \$14,000 in revenue through ticket sales over the past two years. More tour times will be offered in 2016 since the 2015 tour sold out.

In addition to the public special events at Fort Monroe, there are many private events taking place. There are currently 20 weddings booked at the Bandstand in Continental Park for 2016. Several different fee levels were added for ceremonies to accommodate a variety of styles and budgets. The Fort Monroe Theater has been rented for church services, concerts, training seminars and memorial services. Outlook Beach Picnic Area has been booked seven times this summer for picnics, birthday parties, and wedding receptions.

Since late April, the Commanding General's Residence and Garden and the Post Office and Customs House have been introduced as rental venues for special occasions. The Post Office has been used prior to wedding ceremonies for a bridal party dressing area. To date, the Commanding General's Residence and Garden has been booked for three receptions and one wedding reception. There are also two wedding receptions booked for the spring of 2017.

## **Casemate Museum Report**

### Exhibits

*Jefferson Davis Under Lock & Key* opened on Saturday, July 2, 2016. This new exhibit includes updates to existing interpretive panels and the exhibition of the original cell door.

*The "Contraband Decision" at Freedom's Fortress* opened Saturday July 30, 2016. Utilizing many primary source documents, this exhibit highlights how the right people, at the right time, at a uniquely situated fort, made brave decisions that shaped the path to emancipation and the abolition of slavery in the United States.

### Visitation

June 2016 visitation totaled 5,101, up 12.46% (an increase of 556 guests) from June 2015.

July 2016 visitation totaled 6,718, up 4.19% (an increase of 270 guests) from July 2015.

### Tours

In June, the Museum hosted 15 guided tour groups that included the heritage training of many local military groups from the Joint Forces Staff College and Fort Eustis. Several groups/clubs with an educational focus, such as Girl Scouts, Boy Scouts, and the Christopher Newport University Lifelong Learning Society, booked tours as well.

Throughout July, the Museum hosted 39 guided tour groups including 11 youth groups from summer camps across the region. The Museum also hosted seven family reunion groups, many with interest in the African-American history of Fort Monroe. Partnering with the Fort Monroe National Monument, OPCRES, and Veolia, the Museum collaborated with the Youth Volunteer Corps of Hampton Roads to provide a walking tour as part of a volunteer project for over 100 middle and high schoolers in July and early August.

Additional tours of note included 50 middle-school students from the Alternatives Inc. Leadership Summer Academy, 107 Isle of Wight County summer youth campers, 70 youth from the Community Builders Network, members of the Virginia Beach chapter of Alpha Delta Kappa - International Honorary Organization for Women Educators, students from Norfolk Collegiate School, several groups of YMCA summer campers, US History teachers affiliated with the Civil War Trust, and history students from William and Mary.

### Volunteers and Interns

From June 1, 2016 to July 31, 2016, 84 active volunteers accumulated 1231.5 hours, representing an increase of 19% over the same period in 2015. Hours were earned by museum tour guides, greeters, and interns.

Volunteer tour guides and interns provide vital support that enable the Museum to host tours throughout the entire year. Many museum volunteers have worked or lived at Fort Monroe, providing unique insight for visitors.

### Outreach

Throughout June and July, Casemate Museum staff members were invited to present numerous lectures throughout the region and as far away as Boston, Massachusetts.

During a busy summer, presentations of note included:

- Museum Director Robin Reed presented "The Anatomy of a National Memorial: The D-Day Memorial," at the June meeting of the Historical & Archeological Society of Fort Monroe (38 people in attendance).
- Historian Robert Kelly presented "Fort Monroe & Casemate Museum Update" at the Annual Meeting of the American Friends of Lafayette in Boston, Massachusetts (91 people in attendance).
- The entire museum staff presented an outline of the new Contraband and Jefferson Davis exhibits at the July meeting of the Historical & Archeological Society of Fort Monroe (42 people in attendance).
- Historian Robert Kelly presented "Point Comfort – An Isle Fit for a Castle," at the Annual Meeting of the Chesapeake Conservancy Board of Trustees. The lecture focused on the early history of Old Point Comfort, the fort's connectivity to the Captain John Smith Chesapeake National Historic Trail, and the many opportunities for education, interpretation, and conservation at Fort Monroe. (40 people in attendance).

In support of *Fourth at the Fort*, The Casemate Museum and National Park Service jointly hosted an exhibit table and educational activity. Throughout the day museum staff tabulated 924 total visitor contacts within the museum and during the pre-fireworks educational activity.

The Casemate Museum hosted a reception for the Virginia Association of Museum Governing Council Retreat that allowed staff to showcase the new exhibitions and the ongoing preservation efforts within the museum complex.

### Partnerships

Museum staff continue to collaborate with Dr. Natalie Robinson of Hampton University to discuss ongoing grant opportunities. The Casemate Museum and Hampton University are completing a National Endowment for the Humanities (NEH) Grant Application.

Museum staff is in 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 traveled to Dallas, North Carolina representing the American Alliance of Museum to complete a Museum Assessment Program (MAP) for the Gaston County Museum. The organizational MAP assessment places significant emphasis on strategic planning as well as ensuring operations and resources align with the museum's mission.

### Programs

*Garrison Life at Fort Monroe*, held on June 11<sup>th</sup> and 12<sup>th</sup>, was the first Civil War living history encampment held at Fort Monroe since the BRAC closure. Three units, representing artillery, infantry, and cavalry, encamped in open space along Fenwick Road to the north and south of Stilwell Road. Visitors were invited to get an up-close view of camp life. Live demonstrations of military maneuvers and black powder weapons were held hourly on the Parade Ground. A little time was saved for recreation with a game of baseball (Civil War Era rules and equipment). The event logged 620 visitor contacts both at scheduled programs and at the Museum-sponsored information tent. The efforts of demonstrators and event facilitators amounted to 605 volunteer hours throughout the weekend.





Beginning on July 1, the Museum introduced a new summer program known as *Campfire Talks*. Partnering with the Fort Monroe National Monument and scheduled for each Friday at 7:30pm through the summer, the talks are a family friendly, evening education program held at the Colonies RV & Travel Park. New topics are presented each week related to the natural, cultural, and historical wonders of Fort Monroe and coastal Virginia. In July over 120 visitors, including many school aged children, enjoyed the talks.



### Operations / Preservation

The Historic Structure Report (HSR) for the Casemate Museum has been completed. This project was in partnership with the Northeast Region: Historic Architecture, Conservation, and Engineering Center (HACE). This finished document addresses the treatment and use of the museum complex.

Museum staff is currently participating in the *Visitors Count!* Survey, in collaboration with American Association of State and Local History (AASLH). The results of this survey will allow us to gain insight into our visitor demographic and inform the Museum on how to better serve our visitors.

### Collection/Exhibit/Archive Management

Casemate Museum staff worked to nominate an artifact from the collection for the Virginia Top 10 Endangered Artifact list. Our nomination of a bugle was accepted and is currently in the public voting phase to narrow down the field to the top ten. Our goal for this nomination is to secure funding for the conservation of the bugle. For more information and to vote please visit <http://www.vamuseums.org/?Top10>.

Fifty new records were entered into the Re:discovery database. This brings our collection management database to over 130 complete records. This database software is used to create and maintain complete and accurate collections records, including information on donors, artifact histories, and status of the physical location of each artifact in the collection.

### Training and Professional Development

Museum collections staff attended the webinar, "Lock, Stock, and Barrel: Firearms Collection in Museums," hosted by *Connection to Collections Care*. The session covered the logistics and legal implications of collecting weapons in museums. Staff also attended the professional development series, entitled "Care of Military Artifacts", hosted by American Association for State and Local History. The workshop addressed the special care needed to conserve, store, and exhibit items of a military nature in museums and historic sites.

Collections Specialist Chelsea Morris attended the "Open Palace Program," a prestigious museum and heritage program in the United Kingdom. This 3-week program allowed participants to work alongside key heritage professionals at seven of the most unique heritage sites in the UK, identifying and advising practical solutions to crucial issues these institutions are currently facing.

## **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

As discussed at the previous Board meeting, the FMA posted a job description for an Architectural Historian. The FMA received 30 applications and candidates were interviewed on July 26<sup>th</sup>. Although a job offer was extended, the candidate decided to stay at their present job. The FMA will repost the position after the HPO position is filled.

In mid-July, Josh Gillespie left the FMA to pursue other endeavors. The FMA posted the Director of Heritage Assets and Historic Preservation Officer (FMHPO) job description on July 25<sup>th</sup>. The posting will close on August 31<sup>st</sup>. Until a new FMHPO is hired, Rebecca Calonico Peeling from the Army Caretaker's staff is assisting the FMA with project compliance and consultation.

### Environmental Management

FMA completed its second year as a Municipal Separate Storm System (MS4) operator permit holder. FMA staff and contractors developed an Action Plan for reducing "Total Maximum Daily Loads (TMDL)" for certain contaminants for the Chesapeake Bay to meet EPA and Virginia Department of Environmental Quality (DEQ) regulations. The FMA TMDL Action Plan is currently posted on the FMA website and we are seeking public comment on the plan until August 31, 2016.

The Environmental Management page of the FMA website has also undergone an upgrade to provide more information about our environmental programs at Fort Monroe and give visitors some ideas for how to they can help protect our natural resources.

This year's Clean the Bay Day at Fort Monroe, organized by Joan Baker, had over 126 volunteers (the second largest group in Hampton Roads). The volunteers cleaned up over 3,400 pounds of trash from the shoreline of Fort Monroe.

### Cultural Resource Management

The Heritage Assets Department is responsible for the Commonwealth's management of Fort Monroe's cultural resources including architectural, archaeological, and landscape features. The Department activities included consulting on most of the ongoing and planned projects at Fort Monroe. The Department guides Fort Monroe projects through consultation with DHR, NPS, and the US Army.

The Fort Monroe Design Standards were finalized and signed by DHR Director Julie Langan and NPS Northeast Regional Director Mike Caldwell in June. FMA has begun printing copies of the Design Standards for reference on ongoing and planned projects and looks forward to using them as a guide for our continuing work around Fort Monroe.

The Casemate Museum Historic Structure Report was completed in June. This project was a collaboration with our partners at the NPS, as well as within the FMA between the Heritage Assets Department and the Casemate Museum staff. The HSR will be an excellent reference for recommendations when repairing and maintaining the Museum and its systems. It will also serve as a long term planning tool for the Museum.

The Heritage Assets Department provided a display of archaeological artifacts recovered from Fort Monroe for the *Fourth at the Fort* event. Two cases with artifacts ranging from prehistoric ceramics to a 20<sup>th</sup> century oarlock recovered from the Flagstaff bastion showed visitors the wide breadth of history buried underground at Fort Monroe and helped emphasize the importance of protecting our archaeological resources.