



Executive Director's Report for the
Fort Monroe Authority Board of Trustees Meeting
Bay Breeze Conference Center
October 24, 2013

Operations Report

VDOT Maintenance Projects

Since the last Board meeting, the FMA has been working to complete two projects that were planned to be completed by June 30th but were delayed due to problems with the supplier of the metal blanks for the street and road signs. These two projects are expected to be completed by the end of the calendar year:

- (1) Repair or replacement of regulatory signs to comply with the Federal Highway Authority's Manual on Uniform Traffic Control Devices (MUTCD) standards to allow the Hampton Police Division to enforce traffic laws at Fort Monroe; and
- (2) Installation of new 6" gold-on-black street signs to improve readability while maintaining the historic military color scheme.

Once these projects are completed, the FMA; Kimley-Horn, the Authority's civil engineering consultant; and the City of Hampton Traffic Engineering division will begin design work on new VDOT-eligible projects to utilize the balance of the FY14 VDOT Urban Maintenance Funds. The likely projects are:

- (1) Completion of additional street markings including crosswalk markings at locations where new or replacement handicap ramps were or will be installed;
- (2) Installation of new handicap ramps along Ingalls Road from Ruckman Road to Fenwick Road to complete all ramps along Ingalls Road;
- (3) Installation of additional traffic signage to include traffic control, regulatory, historic, and wayfinding markers;
- (4) Traffic calming measures on Stilwell Drive adjacent to the Mill Creek Kayak/Canoe Launch and Fenwick Road adjacent to the Engineer Fishing Pier, if approved by Hampton Traffic Engineering; and
- (5) Additional pothole and crack sealing to extend the life of the roadway surfaces with any remaining FY14 funds.

These projects are being completed with VDOT funds passed through by the City of Hampton under the terms of the Memorandum of Agreement between the parties.

Commonwealth/FMA Building Inspections

Since the June deed transfer of the 312.75-acre reversionary parcel, the Operations Department has been working with the Real Estate Department to evaluate the building conditions on the 81 new buildings and structures now owned by the Commonwealth and under Authority control. The observations from the initial assessments have identified a significant amount of repair or replacements required for roofing systems, boilers, chillers, elevators as well as the need to develop a routine inspection and maintenance program for exterior painting, gutter cleaning, soffit/fascia replacement and porch repairs. These findings and the cost associated with implementing the inspection and maintenance program have been incorporated into the supplemental budget request for FY14 and the biennial request for FY15/16.

Security Patrols

The City of Hampton Police Division (HPD) continues to provide extra-duty officers (EDO) to patrol Fort Monroe property on a 24-hour, 7-day a week basis. The EDOs report conditions such as unsecured buildings to the Authority staff and investigate unauthorized usage of the Fort Monroe property such as fishing in non-permitted areas, unauthorized vehicles in restricted areas and unpermitted commercial use of the property.

Additionally, HPD has provided additional EDOs for special events such as the Fourth at the Fort and VSO concert.

Mill Creek Dock and Accessible Boat Launch

In June, the Authority opening the Mill Creek kayak/canoe floating launch. The launch was used daily by the YMCA day-campers throughout the summer. The National Park Service has approved the Authority's application for a Chesapeake Bay Financial Assistance Award as part of the Captain John Smith Watertrails program. This NPS grant program provides a 50/50 reimbursement match for eligible projects. In addition to the installation of the floating launch and pier improvements, the first phase of this grant request includes funding for the design of improvements to provide access to the sandy beach adjacent to the pier and the parking lot across the street from the pier/launch. Funding for the beach access and parking lot improvements will be requested once the architectural and engineering design process is complete.

Utility Transfers

With the transfer of the 312.75-acre deed, the Commonwealth took ownership of the majority of the underground natural gas, water, sewer and storm water infrastructure. At the time of the deed transfer, the Authority had not established accounts with the municipal utility providers. During September, the Authority established accounts with Newport News Waterworks and Hampton Roads Sanitation District and took responsibility for the master-metered water and sewer accounts. The Authority will bill the Army for water and sewer usage for any Army-controlled (federally leased or federally-owned not leased to the Authority) buildings.

The Authority is working to negotiate an agreement for the purchase of natural gas from Virginia Natural Gas. The Authority expects to complete this agreement with the next 30 days and, subsequent to the execution of the agreement, take responsibility for the natural gas master meter and begin billing the Army for natural gas usage for any Army-controlled buildings.

The facility agreement between the Authority and Dominion Virginia Power (DVP) for electric service at Fort Monroe has been delayed pending the termination of the privatized agreement between the Army and DVP. Once the privatized agreement is terminated to the satisfaction of both parties, the Authority will enter into a facility contract with DVP and take responsibility for the master-metered electric service. The Authority will bill the Army for electric usage for any Army-controlled buildings on a per square footage basis until meters can be installed on each residential or occupied commercial building.

Public Works Activities - Veolia

Since the deed was signed by the Governor on June 4th, as the public works contractor for the Authority, Veolia now has the primary responsibility for utility services and systems on natural gas, water, sewer and storm water systems in the 312.75 acres on Commonwealth-owned property. Veolia has responded to a number of public works issues included broken water lines and blockages in wastewater lines. Veolia regularly monitors the 14 sewage lift stations at Fort Monroe. Veolia reads the water and sewer master meters at the beginning of each business day to identify any spike in usage that might indicate the presence of a leak in a water or sewer line.

Veolia continues to support the public activities of the Authority by installing and removing perimeter fencing and extra trash cans for special events such as the Hampton Regatta and VSO concert, regular cleaning of portable restroom facilities, removal of storm debris, emptying common area trash receptacles, and trash removal support for beach and site-wide cleanup activities.

In the coming months, Veolia will begin a program to install water meters on individual residential homes and occupied commercial buildings to allow the Authority to bill for metered utility consumption as compared to the fixed rate billing used previously by the Army and continued by the Authority until the meters are installed and operational.

Maintenance Reserve Projects

The Fort Monroe Authority continues to work with the Department of General Services, Ballou Justice Upton Architects and Clark Nexsen Engineers on the design work for the maintenance-reserve funded capital projects to utilize the \$6.5 million in maintenance reserve money that has been allocated to the FMA through the state budgets for FY12, FY13 and FY14.

The first Maintenance Reserve project for the replacement of non-standard fire hydrants has been bid and awarded. Replacement of the fire hydrants is expected to commence in November and continue until all 80 hydrants are replaced. This project is important to conform fire hydrants at Fort Monroe to the hose fittings used by the Hampton Fire Division (HFD). Currently, the fire hydrants at Fort Monroe are sized to meet the federal standard which requires HFD to carry adaptors on each fire engine and install the adaptors before any water can be delivered to fight a fire.

The Preliminary Engineering Report for the replacement of Pump Station 180, the main sewer lift station at Fort Monroe, was delivered in September. The FMA staff, Veolia and Kimley-Horn evaluated the five alternative sites and selected the preferred location for the new pump station. Design work for the new station will continue for several months with construction not likely to start until FY15.

A large, multi-specialty project that includes elevated tank-less water heaters and electrical systems in basements on flood-prone areas, backflow preventers on sump pumps and structural repointing of mortar in buildings 100 and 83 will be bid in the near future. The work is not expected to begin until after the first of the calendar year.

Real Estate Activity Report

Commercial Division

With the property reversion of 312.75 acres to the Commonwealth now in the rear view mirror, the Real Estate Department now has 95 commercial structures under its management and control. We now have a few months of control and oversight under our belt and we have discovered that the commercial structures are in need of a significant amount of repairs and maintenance. This is a result of the historic nature of the structures and a substantial amount of deferred maintenance on the part of the Army. Old Point Comfort Real Estate Services, the commercial property manager for the FMA, has continued to do an excellent job and they show genuine pride and commitment to the restoration and maintenance of the Fort.

A Request for Proposals ("RFP") for potential re-use of several commercial buildings along Ingalls Road in the Historic Village is in the drafting phase. The impetus behind this shift in focus to a residential re-use is a direct result of the master planning process, where it became apparent that our building inventory consisted of entirely too much commercial product that could not realistically be absorbed in a reasonable amount of time. Moreover, a residential concentration in the Historic Village is a more appropriate use configuration as opposed to a patchwork of commercial buildings interspersed amongst what is already a predominantly residential district. The RFP will focus on the former TRADOC complex as the first cluster of

commercial buildings to be considered for residential conversion and the first draft should be completed in November but will not be issued until the Master Plan has been approved by the Governor.

We have approximately 135,000 square feet of commercial space occupied either under a third party lease agreement or for use by the Fort Monroe Authority. There have been no new leases signed since the last Board of Trustees meeting; however, we are currently negotiating several lease transactions that would completely change the landscape of Fort Monroe. That activity includes:

- (1) A signed letter of intent with the Virginia STEAM Academy;
- (2) A signed letter of intent with Old Point Comfort Shellfish;
- (3) A draft letter of intent with an internationally renowned university (confidentiality concerns precludes disclosure of this tenant's identity); and
- (4) We continue to negotiate a lease with the YMCA and although this process has been somewhat protracted, we are confident our efforts will result in the return of the YMCA to Fort Monroe.

Finally, we have signed a license agreement with the Hampton Roads Philharmonic Orchestra to utilize Building 9 as a practice venue in exchange for several concert events to be performed at Fort Monroe over the next year. The first of which is set to occur on December 8, 2013 at Fort Monroe's Holly Days.

Residential Division

Residential leasing activity remains strong and is improving. We currently have 152 homes leased, which translates to an occupancy rate of 92%, excluding the 11 units that are not in leasable condition.

The Real Estate Department has recently completed a market rate study that was reviewed by the Finance Committee. The market rent as identified by the rate study will be implemented for all new leases beginning November 1, 2013.

As noted above, we have at least 11 units that are un-leasable due to significant deferred maintenance. While many of these units can be revived and put back into the stream of commerce, it will require an expenditure of funds over and above our standard turn cost allocation. In order to ascertain a sum certain for those repairs, we began a thorough unit condition assessment. We have completed Phase 1 of the assessment (identification of deficiencies) and are currently in Phase 2, which requires us to obtain third party contractor bids for the proposed repairs. Phase 2 is expected to be completed by November of this year allowing us to identify which units we should focus our limited resources on first in order to get the best return on our investment.

Residential maintenance has proven to be the chink in our armor. We set about shoring up this important function by hiring a residential maintenance supervisor and improvement to our

service delivery was immediate. What is missing is a permanent maintenance staff for our maintenance supervisor to lead. We recently awarded a contract for a maintenance services contractor and they are in the process of staffing in order to provide our permanent maintenance staff. The contractor has filled one of the three open positions and we will continue to augment our maintenance staff with temporary help. The expectation is to have all three positions filled by the end of this calendar year.

As previously reported, the FMA received a copy of the nearly 5,000 page Lead Based Paint Assessment report conducted by the Army. This report indicated that many of the residential units were exposed to lead dust hazard, most likely created from the friction caused by the normal operation of windows and doors treated with lead based paint. We selected a contractor to rid the residential units of lead dust and that work is currently in progress. We are approximately 75% complete with the clean-up operation and the estimated completion date for the project is set for the end of October.

Public Programs Status Report

Summer Concert Series

The Public Programs Department completed another successful year of our Music by the Bay Summer Concert Series. With an average attendance of approximately 400 people per concert, it is estimated that over 4,000 people attended the weekly concert series. The final concert of the year was once again the Virginia Symphony Orchestra on Friday night of Labor Day weekend. The weather was beautiful and the crowd was estimated at over 3,000 attendees. The sponsorship for the symphony concert this year was APM Terminals and the Fort Monroe Foundation hosted a reception for APM Terminals as well as the other corporate sponsors on the night of the symphony. The Public Programs Department is already making contact with the various military bands and the Virginia Symphony Orchestra to host the series again next year in Continental Park.

Ghost Tours at Fort Monroe

The Public Programs Department is assisting the Casemate Museum in the creation and implementation of walking "Ghost" tours at Fort Monroe near the end of October. The event this year will be a trial run for only residents and their guests. Similar sites to Fort Monroe find significant opportunities to use historic venues to generate revenue through Ghost tours and other walking historic interpretive tours. The FMA staff as well as the FM Foundation are investigating these concepts and expect to expound upon these opportunities in 2014.

Holly Days at Fort Monroe

Plans are underway for the Third Annual Holly Days Tree Lighting at Fort Monroe. This year's event is planned for Sunday, December 8 and includes a musical performance in the Post Theatre, a tree lighting ceremony in Cannon Park, illumination of Ingalls Road, and a special appearance by Santa Claus! Evening activities for the residents include the musical sing-a-long

and refreshments at the tree lighting ceremony.

Employee Changes in Public Programs

As reported previously, the former director of the Public Programs Department left in June to return to his former job in South Carolina. Most recently, Nia Lissimore who operated as the Fort Monroe Special Events Coordinator graduated with her Master Degree and subsequently accepted a position with a regional law firm in their marketing department. The FMA staff divided up the remaining programs for 2013 as well as the planning for 2014 to allow for the programs to continue until the positions can be filled.

Job Posting for Special Events Director

As a result of the vacancy in these two positions, the FMA is moving in a new direction focusing on Special Events as opposed to interpretive public programs. Special Events at venues similar to Fort Monroe create opportunities for revenue through ticket sales, temporary leasing of sites for events, and potential FMA sponsored events such as wine festivals, brew fests, art exhibits, and farmers markets to name a few. The Fort Monroe Special Events Director will be someone who has experience in evaluating current programs, making recommendations for improvement to existing activities, and has a demonstrated ability to create site appropriate new programs. The goal for this department is to provide appropriate special events that bring people to Fort Monroe, generate revenue for the FMA and the FM Foundation, as well as provide support as needed for the interpretive public programs hosted by the Casemate Museum and the NPS. The FMA expects to fill this position no later than January 1, 2014.

Casemate Museum Update

Casemate Museum Visitation (including tours and events)

- In July, the museum had a total of 4,645 visitors.
- In August, the museum had a total of 4,406 visitors.
- In September, the museum had a total of 2,843 visitors.

Personnel

FMA hired a new Collections Specialist, Kristin Barrow. This is a requirement of the Army artifact loan application to augment the professional collection management staff.

Administration

The Casemate Museum was honored to host the Assistant Secretary of the Army, Katherine Hammack.

The Director of the Casemate Museum served on the Hampton History Museum Contraband

exhibit, *Story of Hampton and Contraband*, advisory panel. He also attended the Southeast Museum Conference representing Virginia on the Conference Program Committee.

The Fort Monroe Authority staff met with Center Military History (CMH) and the U.S. Army Training and Doctrine Command (TRADOC) to discuss next steps in moving forward with the Museum from the Army to the FMA. Included in this discussion was the completion of the Army loan application and how it would be applied.

Education & Volunteers

The Education and Volunteer Coordinator (EVC) produced six hands-on and interactive school programs for grades 4 through 6. These school programs correlate to the Standards of Learning so public schools can now bring their students to the Casemate Museum to enjoy school programs. Several schools will be visiting the Casemate Museum for these programs in the month of October, including Norfolk Christian School, An Achievable Dream Academy, and Baylake Pines School. The EVC also taught two training programs for volunteers and staff, including a day-long session about the new school programs and a 2-hour training session about how to work with students. The 2-hour training session was planned in conjunction with the Education Department at the Hampton History Museum, so this training was provided to both Casemate Museum volunteers and to Hampton History Museum volunteers.

The 99th New York Volunteer Infantry living history group participated in four programs at the Casemate Museum this summer. These programs provided visitors with the opportunity to learn about Union soldiers at Fort Monroe, and two of these events included firing demonstrations at Continental Park. Casemate Museum staff and National Park Service are in discussions with the 99th New York about next year's living history program.

From January 2013 through September 2013, volunteers at the Casemate Museum worked 1,106 hours. These hours have accumulated from the volunteer greeter program; tours of the museum and historic fort area; helping to write new school programs; and attending training sessions. At the beginning of the year, the museum had 15 active volunteers. By the end of September 2013, the museum had 54 active volunteers, which is an increase of over 200%. In August, the Fort Monroe Foundation hosted a thank-you picnic for all Fort Monroe volunteers. The National Park Service provided volunteer key chains to all of the museum volunteers at the picnic, and the Fort Monroe Authority provided volunteer t-shirts to the two volunteers with the most hours.

Operations, Cultural Resource and Collections

The collection currently owned by the United States Army to be disposed to the FMA will fall into three categories. Category 1 will consist of the majority of the collection, which will be deaccessioned by the Army and gifted to the Casemate Museum. Category 2 consists of artifacts that are unique and will be retained by the Army for its collection. Category 3 consists of artifacts that have historical ties to Fort Monroe and will be loaned by the Army to the Casemate Museum.

Staff continues to complete a survey of the archival and library collections. TRADOC's Memorandum of Agreement with FMA ended on September 15, so the disposition of the library books and archival collections needs to be determined. The Museum Director and Operations and Cultural Resources Manager are working with the Heritage Assets and Historic Preservation Department to outline the breadth and type of material to be inventoried. Materials that do not remain at the Casemate Museum will need to be delivered to the U.S. Army.

A contractor is working to replace an additional existing water divergent panel in the archways of the Casemate Museum where water intrusion poses the greatest threat. Water intrusion at the museum remains a constant challenge. Future studies such as the Historic Structure Report of the facility will aid in identifying the cause and recommending the most appropriate remedies for the condition. Pre-heating season maintenance was performed on all HVAC systems (completed before fall/winter season).

The Museum Director and Operations and Cultural Resources Manager are working with the Cultural Heritage Assets and Historic Preservation Director to finalize the Historic Structures Report Request for Proposal (RFP), which includes the Casemate Museum.

Quarterly maintenance routines on cameras, motion detectors, overhead door contacts, and panic buttons were performed in September 2013.

The Disaster Recovery Plan is complete. Disaster planning is an essential component of preserving the institution's collections and helps reduce the risk of disaster and minimizes loss. The plan was created using the online disaster-planning tool for cultural institutions called DPlan. We have a few sections of the disaster plan that need minor modifications due to Army personnel leaving in September 2013.

Fire, Life, and Safety Inspection Certification was completed and signed by the State Fire Marshal in September 2013. Work continues on implementing the emergency evacuation plan and how to best react to emergencies involving visitors. The State Fire Marshal will work with the Operations and Cultural Resources Manager and Collections Specialist in finalizing how best to react on emergencies. Training will be provided for staff in the future.

Upcoming Museum Events

On Saturday, October 26, the FMA will be offering four ghost tours to Fort Monroe residents. At this point in time, approximately 115 people are signed up to enjoy these tours. All of the tours are completely booked.

A small exhibit on the closing ceremony of Fort Monroe and the last post commander, Colonel Reyes, will open to the public on Veterans' Day, November 11, 2013.

Communications Report

Media clips since the last Board meeting are attached. Topics covered include:

- (1) Master Plan—editorials and 2 year progress
- (2) Park Service Building Assessment of Quarters #1
- (3) Open Government, Public body committees subject to VA FOIA laws
- (4) Carson Helicopter
- (5) African Landing Day
- (6) New Director for the Casemate Museum
- (7) Copper theft

Historic Preservation Report

Governing Documents

Historic Preservation Manual and Design Standards - The FMA awaits the Virginia Department of Historic Resources review of the final draft materials endorsed by the FMA Board.

Historic Property Security, Maintenance and Stabilization

The FMA has worked closely with the Army Caretaker security patrols and City of Hampton Police Department (HPD) officers to secure the premises from break-ins and vandalism. While the criminal theft of copper gutters and downspouts from historic and non-historic buildings in the inner fort in late August is under investigation, the FMA has taken many measure to deter and prevent future crimes against Commonwealth property at Fort Monroe.

Conditions requiring intervention to prevent avoidable ongoing deterioration are said to be stabilized. The FMA has stabilized many localized conditions during the recent summer months in preparation for the coming winter and future repairs and maintenance. The Army is currently responding to the September 2013 lightning strike to the Building 57 chimney stack in a disputed tract of land in the North Gate area. Building 57 is the historic 1938 motor pool where FMA's public works contractor Veolia Water maintains an office. The strike caused significant damage and may require at least partial reconstruction of the feature. The Army's response requires consultation with the Virginia Department of Historic Resources, with FMA to be notified of pending actions. FMA is monitoring the stabilization and pending repair proposed to ensure architectural and historical integrity is respected.

Environmental Regulations and Enhancements

The FMA continues working with state regulators, environmental consultants and the National Park Service's Fort Monroe National Monument team to achieve the desired results from the US Army's cleanup and restoration of various contaminated properties at Fort Monroe. As administrative matters concerning managing lands and waters, the FMA's programs of regulated waterworks operations, sanitary sewer collection and storm water sedimental and erosion control are in place or are pending approval from state regulators.

Since assuming ownership June 2013, the FMA has begun a proactive programs of environmental management through grant applications for restoration and enhancement of waters through projects like a constructed living shoreline, accessibility like the recently-completed Mill Creek Boat Launch and stewardship through routine volunteer beach cleanups on the Chesapeake Bay.

Historical Materials in former Army Archives

The department worked closely with the Casemate Museum in the interim period of transition from Army operation to FMA ownership and operation to ensure historic properties were protected, the premises were secure and that public safety measures improved. The department continues to work with the Museum director, cultural resources manager and education coordinator in addition to the NPS to ensure valuable archival materials are inventoried and treated appropriately for their conservation and eventual use by the FMA, scholars and the general public. The department is working increasingly with the technical content experts from the NPS regional offices in Pennsylvania and Massachusetts to locate additional federal records pertaining to the construction and development of historic properties at Fort Monroe and to the social histories of interest in the interpretation of the site and the entire National Historic Landmark district.

Archaeological and Buried Munitions

The FMA awaits the expected September 2013 final report on the 1896 gun emplacements uncovered near the Water Battery at the edge of the Wherry Quarter and Inner Fort management zones. The February 2013 preliminary report identified the properties as eligible resources to be listed on the National Register of Historic Places. Since February 2013, the Army transferred the property to the Commonwealth and the FMA now owns the property underlying the former gun emplacements.

The FMA worked with the Army Environmental Coordinator and the NPS to finalize the print brochure to accompany the Munitions Safety video FMA posted earlier this summer at <http://www.fmauthority.com/about/whats-going-on-at-fort-monroe/environmental-remediation/>.

The department routinely reviews and comments on the proposed disturbance of lands throughout Fort Monroe for utilities, posts/poles and other purposes.