



February 12, 2018

The Honorable Ralph Northam
Governor of Virginia
P.O. Box 1475
Richmond, VA 23218

RE: Fort Monroe FMA Annual Report FY17

Dear Governor Northam:

The Fort Monroe Authority (FMA) continued to pursue the legislative mandate in FY17 to preserve the property, tell the history of this property, and to seek economic sustainability. We are excited to present our annual report for activities that occurred at Fort Monroe during FY17 considering the successes, highlights, and challenges we faced this year. As required by Section 10.01 in the FMA Bylaws, we are submitting the report within 60 days of acceptance of the audit by the FMA Board of Trustees Finance Committee that occurred on December 14, 2017.

Fort Monroe completed another successful year of operations and property management. The most exciting news of the year was the transfer of almost 80 acres of land from the Army to the Commonwealth of Virginia. This land transfer was the direct result of Governor Terry McAuliffe's effort to exchange road improvement projects near military bases in Virginia for the non-reversionary land located at Old Point Comfort. There are several environmental carve-out properties remain to be transferred, the expectation is that these properties will transfer in early 2018. The transfer of these final properties will eliminate the confusing property ownership and utility management issues at Fort Monroe. It will also allow the numerous vacant buildings on the property to be considered for adaptive reuse and marketed to the investment community.

Additional exciting news this year included the announcement that the Commonwealth of Virginia and the National Park Service (NPS) agreed to an additional transfer of approximately 35 acres of waterfront property in the Wherry Quarter. The transfer of this property creates a strong green area connector between the NPS property in the fortress with the large green area in the north end of the property. This transfer unifies all of the main beach area at Fort Monroe into NPS ownership and insures that it will always remain open and undeveloped.

Throughout FY17, the FMA continued to coordinate property management issues with the NPS, the Army, and the City of Hampton. As part of our agreement with the NPS, the FMA provided management services for the buildings on NPS property as well as operations of the property wide utility systems. Additionally, the FMA coordinated with the Army on the collaboration and joint management of the utility systems where both property owners were affected. Through our management agreements with the City, the FMA received traditional municipal services for the residents and businesses at Fort Monroe. As a result of this coordinated effort, the public continued to enjoy Fort Monroe as a borderless operation, despite the numerous property lines and easements located on the property.

We are pleased to report that all our departments recorded achievements for FY17. Residential real estate continued to see a robust occupancy rate that remained above 90% throughout the year. Commercial occupancy improved and the businesses on the property observed new growth with several notable expansions. The combination of high residential occupancy and successful businesses have laid the foundation for a prosperous mixed use community at Fort Monroe. Assets such as the City community center, the YMCA, three churches, a craft brewery, two restaurants, and miles of free beaches create a live, work, play, and learn environment.

Visitation to the Casemate Museum reached a high peak for the FMA in FY17 with over 45,000 visitors enjoying our exhibits and participating in both guided and self-guided tours. Our growing partnership with the NPS has allowed Fort Monroe to increase public programs and brought new awareness of Fort Monroe to the attention of a broader spectrum of the public. Through continuous development of building plans and exhibit designs for the Fort Monroe Visitor and Education Center, we are excited to announce the recognition of the project as a Legacy Project by the 2019 Commemoration Steering Committee. Upon completion in August 2019, the new Visitor Center will welcome people to Fort Monroe and provide an essential orientation for visitors to the site.

The Special Events Department continued to expand programs and opportunities for the public to visit the property by making significant efforts to increase venue rentals at Fort Monroe. This was in addition to the current Music by the Bay Concerts and ticketed events such as the Ghost Walk and the Mistletoe Homes Tours. By virtue of marketing and management efforts, we noticed a significant increase of weddings, retirement ceremonies, and various special occasions hosted in Continental Park and the Commanding General's Residence and Gardens. We believe we entertained over 100,000 visitors with the combined efforts of the Casemate Museum, Special Events, and our partnership with the NPS.

On top of our accomplishments in FY17, we remain committed to the business of operating and managing Fort Monroe. The continued development and implementation of the Capital Improvement Plan (CIP) will lead to the eventual transfer of utilities from FMA's responsibility to the local utility providers' remains one of our highest priorities. Additionally, the diligent maintenance of our residential and commercial properties are daily requirements that demand constant attention in order to maintain our highest standards of customer satisfaction.

We have proven that viable commercial property at Fort Monroe can be leased, however many of the commercial buildings on the Post require substantial improvements in order to meet market criteria. As these buildings are being evaluated, we must recognize that many of the historic structures are not ADA compliant and require substantial HVAC, roofing, and access improvements in order to be candidates for commercial occupancy. In consideration of these challenges, the FMA will be seeking additional funding in future budget cycles. The funding is required in order to fulfill the Commonwealth's obligation to maintain these buildings, and to provide improvements to prepare them for marketability.

The FMA is grateful for our personal interaction with Governor McAuliffe's administration as well as his direct involvement in resolving our most significant challenges. Simply stated, the transfer of the property from the Army to the Commonwealth, and the additional property transfer to the NPS, would not have happened without his intervention. These significant accomplishments have accelerated our ability to find even more success at Fort Monroe. As the FMA continues to pursue our legislative mandate to preserve the property, tell the history of this historic site, and work towards economic sustainability, we look forward to continuing this positive relationship with you and your Administration.

Trustee Membership

In FY17, no new appointments were made to the Board of Trustees. Actions by the FMA Board of Trustees re-elected former Congressman Jim Moran to serve as Chair and Lt Governor Ralph Northam to serve as Vice-Chair of the Board. The FMA Board of Trustees held a two-day retreat at Fort Monroe where they visited numerous facilities at Fort Monroe and evaluated the significant need for additional funding. At the conclusion of the retreat, the Board directed the FMA staff to develop strategic plans to move portions of the property into the marketplace for adaptive reuse considerations by private investors.

Finances

A financial audit of the FMA for fiscal year ending June 30, 2017 was procured by the Auditor of Public Accounts of the Commonwealth of Virginia under a three-year contract with Dixon Hughes Goodman LLP. The Independent Auditor's report dated December 11, 2017, stated:

"We have audited the accompanying financial statements of the governmental activities, the business-type activities and each major fund of the Fort Monroe Authority (the "Authority"), a component unit of the Commonwealth of Virginia, as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise Fort Monroe Authority's basic financial statements."

"In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, and each major fund of the Authority as of June 30, 2017, and the respective changes in financial position, and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America."

FMA Responsibilities

The responsibilities of the FMA increased during FY17 as a result of the agreement with the Army to exchange road improvements projects near Army Bases in Virginia in return for the non-reversionary property at Old Point Comfort. This additional property expanded the existing requirements of the FMA, as mandated by the General Assembly in 2010, to plan for and manage the reuse of Fort Monroe at Old Point Comfort. The Army deactivated Fort Monroe as a military installation on September 15, 2011, in accordance with the Base Realignment and Closure (BRAC) Commission. On June 14, 2013, the Army officially transferred approximately 312 acres of property to Commonwealth of Virginia ownership. The FMA is now responsible for the care and maintenance of this property, as well as the roadways and utility systems at Fort Monroe.

The FMA is the official Local Redevelopment Authority for both planning for and implementation of the adaptive reuse of the property by the Department of Defense. The FMA's actions are guided by the FMA Act, specifically §2.2-2336.B.4, which states:

"It is the policy of the Commonwealth to protect the historic resources at Fort Monroe, provide public access to the Fort's historic resources and recreational opportunities, exercise exemplary stewardship of the Fort's natural resources, maintain Fort Monroe in perpetuity as a place that is a desirable one in which to reside, do business, and visit, all in a way that is economically sustainable."

The FMA's interpretation of this language is stated in our guiding principles of preserving the property, telling the stories of Fort Monroe, and becoming economically sustainable. The FMA accepts this responsibility and works closely with contractors, consultants, the Army Caretaker, NPS, City of Hampton, and numerous stakeholders to ensure the public and our community partners are engaged in the decisions that affect Fort Monroe.

In order to direct the planning and execution of its overall responsibilities, the FMA Board met five times during the reporting period. All meetings were open to the public, appropriately noticed, and a public comment period provided. Detailed minutes of all meetings were kept and posted on the FMA website, www.fmauthority.com. A summary of the FMA's accomplishments during the reporting period, as well as goals for FY18, are summarized below.

Army Transfer Negotiations

In FY17, the FMA accepted approximately 83 acres of non-reversionary Army property through an arrangement negotiated by Governor McAuliffe to set aside \$23.1 million dollars in VDOT funds to provide money for road improvement projects at or near Army bases in Virginia. This obligation was negotiated in a non-binding agreement with the Army outlining the deal points for the Economic Development Conveyance of the remaining non-reversionary Army property at Fort Monroe. These deal points established the agreed upon value at \$23.1 million dollars for two non-contiguous properties at Fort Monroe, known as "Northgate Area" Parcel A-2 (39 acres) and "Marina Area" Parcel A-3 (44 acres). The value of the Commonwealth's participation in the road projects is agreed to equal the value of the non-reversionary properties at Fort Monroe.

During this transfer process, both parties agreed that the properties needing additional environmental remediation would not be included in this transfer but would be listed as environmental carve outs and remain in Army ownership until the conditions can be corrected or mitigated. In order to insure the timely transfer of the environmental carve outs, the Army, FMA, and Virginia Department of Environmental Quality (DEQ) committed to an aggressive schedule of bi-weekly meetings and close coordination to insure the remediation remained on schedule to transfer in late 2017 or early 2018.

In addition to the carve outs in the non-reversionary properties, several environmental carve outs exist in the previously transferred reversionary property and remain the responsibility of the Army for cleanup. These properties were also added to the aggressive schedule of bi-weekly meetings to insure they would transfer as timely as possible. The FMA is pleased to report that the efforts to successfully mitigate the properties remained on schedule in FY17 and fully expects these properties to transfer in early 2018.

Real Estate

Commercial Update

During FY17, the FMA continued to lease and manage a commercial portfolio of approximately 1.2 million square feet of buildings and ancillary structures. The FMA's efforts remain focused on the buildings at Fort Monroe that are immediately available for lease with minimal upgrades necessary. This inventory consists of 27 buildings, totaling 204,147 rentable square feet. As of June 30, 2017, the FMA has lease or license agreements in place for 162,820 square feet, representing 80% of the immediately available inventory. Overall, the FMA has lease or license agreements for 262,406 square feet, 22% of the total inventory. This figure includes buildings that the FMA occupies, including the FMA's main office in Building 83 and the Casemate Museum.

The FMA will require additional funding to upgrade and/or renovate some of the historic buildings to make them leasable for commercial tenants. The FMA staff believe that some of these buildings are more suitable for adaptive reuse conversion to residential, which would allow private developers to utilize historic tax credits to assist in the funding of the adaptive alterations.

Leasing Activity

On May 31, 2016, the FMA executed a Second Lease Amendment with Senex Law P.C. to expand their leased premises in Building 77 to include the 403 square feet previously occupied by Red Sky Solutions. Rent commencement began on July 1, 2016.

On August 30, 2016, the FMA executed a 3-year lease agreement with Total Outdoor Maintenance Services LLC for the entire 3,116 square feet in Building 218. The lease contains an option for the tenant to renew for 3 additional years provided the tenant is in good standing.

On September 23, 2016, the FMA executed a 5-year lease agreement with Mom’s Tot Spot Child Development Center LLC for the entire 9,969 square feet in Building 245 to be operated as a child care center. The lease contains an option for the tenant to renew for five additional years provided the tenant is in good standing.

On November 15, 2016, the FMA executed a 3-year lease agreement with Just Floored, Inc. for the entire 6,989 square feet in Building 261. The lease contains an option for the tenant to renew for three additional years provided the tenant is in good standing.

On February 21, 2017, the FMA executed a Second Lease Amendment with Liberty Source PBC to expand into a third building by leasing the entire 6,727 square feet in Building 162.

A breakdown of the commercial inventory is provided below.

Category	SF	# of BLDGS	% of Total	SF Occupied	% Occupied
1	206,215	28	17%	176,516	86%
2	42,747	2	4%	-	0%
3	201,804	18	17%	74,628	37%
4	495,507	28	42%	-	0%
5	102,150	32	9%	877	1%
6	140,160	9	12%	88,873	63%
Total	1,188,583	117	100%	340,894	29%

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 considered a viable revenue producing asset
6	Reserved for FMA Use

Note: Updated in September 2017 to reflect EDC property transfer

Financial Summary

For the fiscal year ended June 30, 2017, the commercial enterprise fund reported total revenue of \$900,026 (before a \$233,962 capital asset transfer to the Commonwealth), compared to \$774,195 (before a \$628,660 capital asset transfer to the Commonwealth) in the prior fiscal year. The increase in revenue results from new leasing activity during the year combined with expiring rent incentives for leases signed in previous years.

Expenses for the fiscal year were \$3,486,199 compared to \$3,186,476 for the prior year. The increase in expenses was related to unreimbursed costs for repairs made after Hurricane Matthew. As of June 30, 2017, the FMA was negotiating a settlement of claims with the Department of Risk Management (DRM). The FMA has also applied and was approved for FEMA public assistance for a portion of any funds not covered by the insurance settlement.

For the fiscal year, the commercial enterprise fund reported a net operating deficit of \$2,586,173 (excluding the capital asset transfer), compared to a net operating deficit of \$2,412,281 (excluding the capital asset transfer) in the prior year. The large operating deficit results from the significant inventory of vacant commercial buildings that must be maintained together with the cost of insurance and the payment in lieu of taxes (PILOT) fee on the assessed value of the commercial buildings. This operating deficit is expected to continue until the vacant inventory is leased or sold to tenants and adaptive reuse developers.

Residential Update

As of June 30, 2017, the FMA's residential portfolio consisted of 177 homes, including single family detached, duplex, and garden and townhome apartment units. A portion of these units are leased from the Army pending transfer of the remaining environmental parcels. Seven units of the inventory have been designated as requiring significant investment to bring them to a leasable condition.

Due to a limitation of available funding, the residential division has curtailed the exterior painting program started in FY15. This initiative was designed to improve the exterior appearance of the residential buildings while reducing the ongoing cost of maintenance related to the gutter leaks and resulting wood damage. Only two buildings were completed in FY17. Until additional funds are available to address the deteriorating conditions, the FMA will direct operating funds to address critical preservation issues.

During the fiscal year, occupancy for homes in leasable condition ranged from 154 to 168 occupied units with an average occupancy of 161.6 units or 95.1% occupied.

Financial Summary

For the fiscal year ended June 30, 2017, the residential enterprise fund reported total revenue of \$2,728,528 compared to \$2,665,509 for the prior fiscal year. The slight increase results from the elimination of rent incentives used to attract tenant during the lease-up of the residential homes.

Operating expenses for the fiscal year were \$3,298,709 compared to \$2,148,397 for the prior year. The increase in expenses primarily results from unreimbursed remediation and repair costs related to damage caused by Hurricane Matthew in October 2016. As of June 30, 2017, the FMA was negotiating a settlement of claims with the DRM. The FMA has also applied and was approved for FEMA public assistance for a portion of any funds not covered by the insurance settlement.

The operating deficit for the fiscal year was \$570,181 compared to an operating surplus of \$517,112 in the prior year. The deficit in operating surplus results from the unreimbursed expenses from Hurricane Matthew.

Operations

Fort Monroe Visitor and Education Center

The Operations Department is managing the design process for the renovation of the former Post Library building into the Fort Monroe Visitor and Education Center (FMVEC). During FY16, the FMA issued a RFP for design services and the selection panel determined that the extensive experience of Glavé and Holmes Architecture (G&HA) on visitor centers and museums made them the most qualified firm to design the visitor center. A Design Committee was established to oversee the project.

The initial meeting of the Design Committee with G&HA occurred on October 14, 2016. On November 10, 2016, the FMA and G&HA met with DHR and the Bureau of Capital Outlay Management (BCOM) to review the conceptual plans for the renovation to determine any design parameters that DHR or BCOM expect to see in the plans for the project.

On January 26, 2017, the FMA and NPS hosted an open house and public meeting in the former Post Library. Approximately 80 people attended the meeting. After 30 minutes of public access to the entire building, the FMA and G&HA presented a historic overview of the building and the preliminary conceptual design plans for the FMVEC based on input from the Design Committee and Trustees. After the presentation, members of the public were allowed to ask questions or provide input. The public seemed very receptive to the preliminary plans for the building.

On January 31, 2017, the FMA hosted an open house and presentation with six members of the Citizens for a Fort Monroe National Park (CFMNP). The members of the CFMNP were offered the opportunity to ask questions with answers provided by members of the Design Committee. The group was largely supportive of the conceptual plans.

On February 7, 2017, G&HA kicked off the preliminary drawing phase of the project and later discussed the preliminary cost estimates for the FMVEC renovation with the FMA. Based on that discussion, several items of the original scope of construction were adjusted or removed to get the project budget closer to the available funding.

On March 2, 2017, DHR's Archeologist Marc Holma was given a tour of the former Post Library to help him obtain a better understanding of the proposed alterations and additions to the building. On March 3, 2017, the conceptual plans for the renovation of the building were presented to the Art and Architectural Review Board (AARB) in Richmond. The AARB unanimously approved the conceptual plans but requested that the FMA bring the preliminary drawings before the AARB at a future date.

On March 24th, G&HA presented some preliminary interior finish concepts to the FMVEC Design Committee for feedback. During the review process, it was discovered that the original Post Library had terrazzo tile floors with marble borders. The FMA was able to confirm that the tile and marble were still present in the vestibule and the main rooms on the first and second floor. These floors will be cleaned and restored as part of the project.

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

Exterior Emergency Exit Study (EEES)

The FMA, using funding provided by the FY17 Office of Economic Adjustment (OEA) grant, engaged Guernsey Tingle (GT) to perform an assessment of the exterior emergency exit structures at Fort Monroe. The residential and commercial buildings at Fort Monroe have a variety of ladders, steps, and stairways, many of which have not been inspected since the property was transferred to the Commonwealth in June 2013. GT performed code reviews to determine if the emergency exits are required. GT also inspected all the emergency exits to determine if any repairs are necessary for the exits to be safe to use. The scope of needed repairs will inform future projects for capital funding in the Capital Improvement Plan.

During the inspection process, several emergency exit structures were identified as needing immediate or near term repairs. The FMA implemented temporary measures to address the majority of the exit structures requiring significant repairs. The exterior exit structure at Building 80 was identified as needing immediate structural repairs. The FMA developed a scope of work and obtained quotes for the work. The contract was awarded to Eastern Waterproofing and Restoration. The work was substantially completed by the end of the fiscal year.

Sanitary Sewer Evaluation Study (SSES)

During FY17, the FMA also obtained grant funding from OEA to start work on the Sanitary Sewer Evaluation Study (SSES). This study was designed to measure effluent flow in major sewer lines to determine the source of groundwater inflow and infiltration (I&I). As a follow-up to the sewer rehabilitation projects completed with Maintenance Reserve funds in 2015, this study would confirm whether the initial projects had any impact on the level of I&I. The sewer pump stations and sewer manholes were inspected as part of the data gathering for this project. Flow monitors were installed in the major sewer lines and the lift/pump stations. Veolia inspected all the sanitary sewer manholes and utilized smoke testing and CCTV to investigate the integrity of the existing sanitary sewer lines. Once the project is completed during FY18, the resulting information will help inform the priority projects for the Utility Master Plan.

Main Gate Water Line Replacement

The entire length of the 10" water line hanging from the Main Gate Bridge was damaged beyond repair in the winter weather of February 2015. The process of replacing the line has been a complicated effort with several versions of preliminary engineering reports yielding the recommended alternative to install a directionally drilled line that would be insulated from winter damage for the life of the PVC pipe. Unfortunately, despite numerous alternatives for the routing of the directional drill, the concerns about potential impact to unknown archeological artifacts in the soil could not be alleviated. As a result the replacement water line was to be installed on hangers under the Main Gate Bridge.

To replace the water line, the FMA contracted with Veolia Water, its public works contractor, to act as the general contractor. Henry S. Branscome, LLC was selected to perform the work as the most qualified of the three subcontractor bids received.

The FMA elected to install a 12" replacement line to increase the amount of available water flow for potable usage and fire protection inside the fortress, bringing the project in line with the Utility Master Plan.

The contract cost for the replacement is \$247,700. The construction drawings and survey fees totaled \$27,185. After submitting all the supporting documents to DRM, a settlement of \$150,000 was offered. Despite several rounds of information exchange, the FMA was not successful in increasing the settlement offer. As a result, the FMA reallocated approximately \$125,000 from other projects to cover the shortfall in DRM funding.

All the contract documents were executed and work commenced in March. The work was completed and water service on the upsized 12" line was restored in late May.

VDOT Maintenance Funds

During FY17, the FMA completed the compliance process with DHR and the consultation process with NPS and Army for bridge repairs identified in the biennial condition inspections. Veolia acted as the contractor, and Earley Marine was selected as the subcontractor from the bids received. Earley Marine removed cracked or spalled concrete on the Postern Gate Bridge and all cracks were repaired with epoxy. Earley Marine also stripped and painted the steel deck on the North Gate Bridge. Earley Marine replaced some wood members on the North Gate bridge rails. All work was completed by the end of the fiscal year.

Environmental Remediation

A major focus of the Operations Department in FY17 was the completion of the environmental remediation process on the nine environmental carve-outs remaining under control of the Army. The FMA and DEQ are cooperating with the Army to complete the remediation and transfer to the Commonwealth of Virginia as soon as administratively possible. A brief status of each parcel is included below.

Building 204/205 Parcel (9.784 acres reversionary, 0.532 acres EDC) – Buildings 204 and 205 are located south of the marina. The parcel extends across McNair Road and incorporates all or portions of eight commercial buildings and nine duplex units located along Harrison Street and Tidball Road. The Remedial Investigation report has been finalized. The parties have agreed that no further action (NFA) is required after the groundwater restriction memorandum of agreement (GMOA) was signed between the FMA and DEQ. The Army completed the Proposed Plan detailing the NFA determination with the GMOA control in June 2017. The parcel is projected to be ready for transfer in December 2017.

Tidball Parcel (4.207 acres reversionary, subset of B204/205 parcel) – The parcel includes the nine duplex units located along Harrison Street and Tidball Road. A soil removal action was completed in 2012 and the final Decision Document has been approved. The Army Corps of Engineers is preparing the deed for the transfer of this parcel to the Commonwealth. The property is expected to be ready for transfer in December 2017.

Area 200 (8.783 acres reversionary) – This parcel is bounded by Griffith Road, Patch Road, and Buckner Road. The parcel includes the former PX (B210) as well as three Butler buildings and the Old Point National Bank branch. The Remedial Investigation report has been finalized. The parties have agreed that NFA is required after the GMOA was signed between the FMA and DEQ. The Army was to submit the Proposed Plan detailing the NFA determination with the GMOA control in December 2017. The parcel is projected to be ready for transfer in March 2018.

Moat (19.123 acres reversionary) – This parcel extends from the outer wall of the fortress to the outer scarp wall of the moat. The Remedial Investigation report has been finalized. The parties have agreed that NFA is required after the fishing restriction memorandum of agreement (FMOA) was signed between the Authority and DEQ. The Army was to submit the Proposed Plan detailing the NFA determination with the FMOA control in December 2017. The parcel is projected to be ready for transfer in March 2018.

Building 82 (0.400 acres reversionary) – This parcel is located to the west of Building 82. The Remedial Investigation report has been finalized. Mercury was found in a sanitary sewer line and in the soil immediately adjacent to the sewer pipe. This Removal Action is being completed under an expedited process using an engineering evaluation cost analysis (EE/CA) followed by a removal action work plan (RAWP). The pipe was removed and replaced during March under an approved RAWP. The soil around the impregnated pipe was excavated and replaced with clean fill. The project work will be documented in a removal action completion report (RACP). The final RACP was to be submitted by the Army in July 2017. The parcel is projected to be ready for transfer in December 2017.

DEH Compound (1.421 acres EDC) – This parcel is located between Eustis Lane, North Gate Road, and Stillwell Drive. The Remedial Investigation report has been finalized. The parties have agreed that NFA is required after the GMOA was signed between the FMA and DEQ. The Army was to submit the Proposed Plan detailing the NFA determination with the GMOA control in November 2017. The parcel is projected to be ready for transfer in March 2018.

Post Engineer Shops (4.890 acres EDC) – This parcel extends from Eustis Lane across North Gate Road. The Remedial Investigation report has been finalized. The parties have agreed that NFA is required after the GMOA was signed between the FMA and DEQ. The Army was to submit the Proposed Plan detailing the NFA determination with the GMOA control in December 2017. The parcel is projected to be ready for transfer in March 2018.

Building 168 (0.288 acres EDC) – The building is located on the north side of Patch Road. The boundary of this parcel is the outer edge of the building. The Remedial Investigation report has been finalized. Contaminants under the concrete slab must be removed. This removal action is being completed under an expedited process using an EE/CA followed by a RAWP. The building was removed under an approved RAWP in February 2017. The slab and soil removal was accomplished in April/May. The project work will be documented in a RACP. The final RACP was to be completed by the Army in September 2017. The parcel is projected to be ready for transfer in March 2018.

Motor Pool (2.235 acres EDC) – This parcel incorporates the storage yard area behind the Motor Pool (B57). There is no Remedial Investigation or Feasibility Study for the Motor Pool parcel. This parcel was removed from the EDC transfer due to some concern over two above ground storage tanks (AST). The ASTs were installed in concrete containment vessels. The Army removed the ASTs at the request of the FMA. No evidence of soil contamination was found. The parcel is expected to transfer in March 2018.

Grant Funding

Federal support from OEA for redevelopment planning at Fort Monroe was originally scheduled to end on June 30, 2016. However, after a meeting with the Director of the OEA in June 2016, an additional year of grant support was approved. The FMA submitted a grant application for \$1,021,058 that was approved by OEA in July 2016. The grant provided for up to \$685,300 in salary, fringe, and operating costs reimbursement as well as \$210,270 in redevelopment planning and \$125,488 in economic development conveyance expenses. Since 2009, OEA has provided reimbursement for over \$9.5 million of staffing, operating and planning costs.

In the previous annual report, the FMA reported that the Virginia Marine Resource Commission had awarded a Recreational Fishing Advisory Board grant of \$195,675 for the repair and expansion of the Finger Pier. The previous report indicated that the project was expected to be completed in FY17. However, the negotiation of the grant agreement was not completed and signed until July 2017. The project is expected to be completed in FY18 and, once completed, will provide another full accessible fishing pier for the public at Fort Monroe.

Casemate Museum

Visitor Services: Visitation, Tours, Staff, and Internships

Casemate Museum visitation, tour revenue, program offerings, and volunteer hours all increased during an exciting FY17. FY17 visitation totaled 47,582, up 9.8% from FY16 statistics, representing an increase of 4,260 guests. FY17 denotes the fifth consecutive year of expanding visitation.

A diverse offering of tours, new programming, and an evolving partnership with the Fort Monroe National Monument and Hampton City Schools accounted for the steady growth in visitation. Students, tour bus groups, military heritage trainings, and family reunions have been the major demographic for guided tours of the museum. During FY17, 4,828 local students visited during school field trips. This represents a substantial increase over the previous year and a growing partnership with Hampton City Schools is an attributing factor.

For example, throughout the month of December 2016, the museum and Fort Monroe hosted 1,610 fourth graders and 114 accompanying teachers and chaperones from all 21 Hampton City Elementary Schools. This newly developed program, *Old Point Comfort from Beginnings through Revolution*, aligned with the fourth grade Standards of Learning (SOLs) in Virginia Studies. These visits were made possible through the NPS' *Every Kid in a Park* grant and in collaboration with Hampton City Schools and the Fort Monroe National Monument. In the photograph, Casemate Museum Director Robin Reed is seen leading one of the many 4th grade tours from the past year. In addition to school groups, the museum continues to serve as an educational resource for the Army's Training and Doctrine Command (TRADOC), Joint Forces Staff College in Norfolk, VA, and many other military units in the area.



Throughout the fiscal year, the museum booked a total of 303 guided tours, 98 of which were school and/or youth tours. As a result of charging a \$3 per person fee for guided tours, the museum collected \$9,974 in tour revenue, an increase of \$3,046 (44%) from the previous year.

Volunteer hours for FY17 totaled 4,244, up 18.4%, an increase of 656 hours over the previous fiscal year. The Casemate Museum has a corps of over 40 registered volunteers who serve as museum greeters, tour guides, researchers, and a variety of other roles. An active and growing volunteer corps is vital to the function and success of the museum, allowing staff to develop new tours and programming while engaging an expanding visitor demographic. Many museum volunteers have worked or lived at Fort Monroe, providing unique insight for visitors.

During FY17, the Casemate Museum launched a Volunteer Emeritus Program. The program provides a special designation for long-serving and devoted volunteers that wish to retire from active service, allowing the volunteer and museum to maintain their fruitful partnership. Volunteers Emeriti receive lifetime membership in the volunteer corps and in turn the museum retains the volunteers' expertise. Ray Holleran was the first to be inducted as volunteer emeritus. Having volunteered with the Casemate Museum for over 17 years, Ray has made quite an impact on the fort and its visitors.

In an effort to understand the expanding and evolving visitor demographic, the museum completed a “Visitor’s Count!” Survey, a visitor research program offered by the American Association for State and Local History and The Center for Nonprofit Management of Nashville, TN. Initial planning for the survey began in FY16 and staff and volunteers physically collected the surveys throughout the first half of FY17. The results of the survey were made available to Casemate Museum staff in the spring 2017. Operations and Collections Manager Veronica Gallardo and Education and Volunteer Coordinator Darcy Sink travelled to Nashville, TN to attend a seminar about how to interpret and leverage the data that was generated from the 200+ surveys collected. Museum staff and the FMA will employ the survey’s findings to inform current projects and strategic planning.

Programs, Partnerships, and Outreach

Throughout FY17, the Casemate Museum developed several new programs and actively supported the Fort Monroe National Monument’s growing interpretive programming. Beginning on July 1, 2016, the museum introduced a new summer program known as *Campfire Talks*.

Partnering with the Fort Monroe National Monument, this family friendly, educational evening program is scheduled for each Friday at 7:30pm throughout the summer, and is held at the Colonies RV & Travel Park located on post. New topics are presented each week related to the natural, cultural, or historical wonders of Fort Monroe and coastal Virginia. The *Campfire Talk* program (seen in the adjacent photograph) is a successful endeavor which will likely become an annual offering.



The Casemate Museum supported African Arrival Day on Saturday, August 20, 2016 by providing three walking tours and a children’s activity table at the event. 37 visitors enjoyed the specialized walking tours and over 280 children enjoyed educational engagement at the activity table located at the Continental Park event site. The museum also provided roving guides and hosted a story teller at the museum. Museum visitation for the day totaled 433, making August 20th one of the busiest days of the year.

In October 2016, the museum hosted a multi-day training for its staff, Fort Monroe National Monument staff, and volunteers featuring Third-System Fortifications expert and historian John Weaver from Indiana. An introductory presentation, followed by a walking tour of the fort, provided detailed information about the fort’s design, construction, and architecture. Mr. Weaver has committed to providing annual trainings at the Casemate Museum and Fort Monroe National Monument.

Museum staff continues discussions with the Warrant Officers Historical Foundation (WOHF) and the US Army Warrant Officers Corps to explore the possibility of installing a Warrant Officer's exhibit in 2018. The WOHF is planning the centennial of the Army Warrant Officer Corps, which originated at Fort Monroe with the Coast Artillery in 1918. In addition to the possibility of an exhibit, the Warrant Officers are interested in hosting a day of celebration on post in July 2018.

The museum officially enrolled in The Blue Star Museums Program in late 2016. This program unites 2,000 museums across the United States in offering free admission to military personnel and their families. Though the museum admission is already free, we will be listed as a supporting site. This partnership will facilitate free advertising for the museum in an additional effort to expand visitation and the visitor demographic. Additionally the program provides families an opportunity to enjoy the nation's cultural heritage and learn more about their community, especially after a military move. The program is offered in collaboration with the National Endowment for the Arts, Blue Star Families, and the Department of Defense. A list of participating museums is available at www.arts.gov/bluestarmuseums.

The Casemate Museum continues to host and manage the NPS Passport Stamp station and, in FY17, administered the education, testing, and confirmation of 747 NPS Junior Rangers. This represents an increase of 406 from the previous year. These nationally recognized and popular programs continue to draw visitors to the museum. Two newly minted Junior Rangers are seen being sworn in by museum staff in the adjacent photograph.



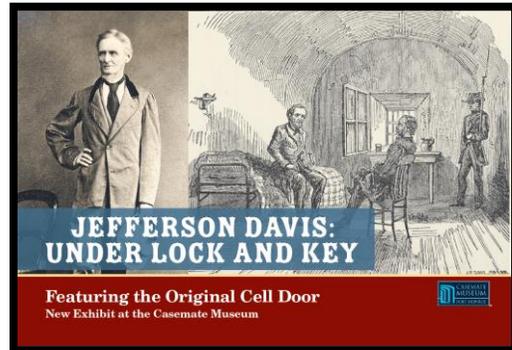
In an effort to expand outreach of the Casemate Museum beyond the walls of the fort, staff developed lectures, published articles, and collaborated with the press to share the results of research and showcase ongoing scholarship. Throughout FY17, museum staff developed and presented over 20 historical lectures focusing on the history of Fort Monroe. A particularly exciting new partnership included hosting a five week course for the Christopher Newport University Lifelong Learning Society in Newport News, VA. Each 75-minute lecture incorporated a PowerPoint presentation followed by a question and answer segment. Class attendance averaged in excess of 50 students each week and, due to the popularity of the course offerings, the museum has been invited to be an annual participant.

Also throughout FY17, museum staff provided historical insight and research for the publication of several stories and short videos that appeared on *YouTube* and in various newspapers including the *Daily Press*, *The Civil War Courier*, and *Smoke & Fire News*. Speaking opportunities, publications, and collaborations with the press showcase the Casemate Museum's relevance and its commitment to advancing historical scholarship.

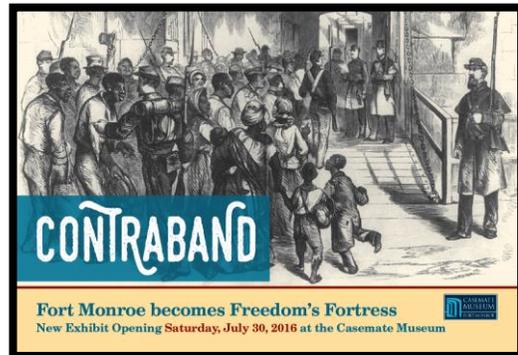
Exhibits and Collections Management

Early in FY17 the Casemate Museum unveiled two new 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 that is on loan from the American Civil War Museum – White House and Museum of the Confederacy in Richmond, VA. The exhibit also incorporates objects from the Casemate Museum’s collection including the original cell lock and key.



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. Museum education staff developed an accompanying 12-page youth activity guide that allows students to explore the exhibition in greater detail. The activity guide is free and available in the *Contraband* exhibition gallery.



Also during FY17, the museum unveiled a new painting that is in on exhibit above the mantle in the *Contraband* gallery. The painting depicts Mary Peake teaching a number of men, women, and children under the Emancipation Oak.

Museum staff has been working diligently to improve existing exhibits by implementing “touchups” throughout the galleries. A few examples include: the reinstallation of a Civil War era Sharps Carbine gun to exhibition after it was returned by the donor and the loan agreement extended; replacement of a damaged TV in the gallery on which a video of early 20th century artillery fire has resumed playing; and the repair of the public address (PA) system in the museum. The PA system allows staff to make announcements throughout the entire museum. All of these specific “touchups” improve visitor experience and safety.

In addition to planning, designing, installing, and maintaining exhibits, the museum accepted 27 new accessions during the past year. Of these, 15 accessions were classified as part of the archives collection, 11 were accessioned into the permanent collection, and one was added to the teaching collection. Collections staff continues to update and populate the museum database software, Re:discovery. Currently the museum database contains over 300 complete object records, representing approximately 20% of the total permanent collection. This database software is used to create and maintain complete and accurate collections records, including information on donors, artifact histories, and the status and physical location of each artifact in the collection.

Museum Operations and Collections Manager Veronica Gallardo has been working with the Fort Monroe Historic Preservation Officer and representatives from AH Environmental Consultants on a remediation project in the Jefferson Davis Cell in order to remove bubbling paint from the walls and ceiling. Additionally, the Collections Team met with a representative of the Polygon Group, a group specializing in document recovery, to discuss a plan for the remediation of the archival collection. Staff is currently reviewing the proposal and researching potential funding sources including grants that may provide the resources necessary to conserve and rehouse the archival collection.

Preservation

The Casemate Museum's largest and most significant artifact is the historic casemate structure itself. Throughout FY17, the FMA Heritage Assets department and the NPS continued to work closely with the Casemate Museum to complete the Historic Structure Report (HSR). The two-part HSR project was completed in partnership with the Northeast Region: Historic Architecture, Conservation and Engineering Center (HACE). Part 1 of the document addresses the historical development, treatment, and use of the museum complex. Part 2 focuses on future preservation treatments and provides recommendations for the most appropriate long-term treatment and uses for the structure. The results of the HSR are currently being used to plan for the replacement of HVAC systems, as well as for the archives relocation and rehousing project.

The Collections Team submitted an application and was accepted into the Collections Assessment for Preservation (CAP) program. This program is hosted by Institute of Museum and Library Services (IMLS) and the Foundation of the American Institute for Conservation of Historic and Artistic Works (FAIC). The purpose of this program is to help small museums identify and address improvements in collections care through professional recommendations. Once completed with the CAP, the museum will be strategically positioned to pursue additional grant opportunities. The CAP assessment will be completed by December 2017.

Throughout the year, staff constantly monitors and documents the environment within the museum and archives to ensure maintenance of the best possible conditions for objects in the collection. Staff continues to conduct research regarding the rehousing of the museum's archives and library. Planning includes the completion of Lead, Asbestos, and Mold Training Program (LAMP), and in the future, conducting an environmental survey of the current archival space.

In addition to monitoring conditions, the museum strives to continually improve its facilities, specifically the museum's environment. Recently, the FMA Director of Heritage Assets/Historic Preservation Officer and the Department of Historic Resources approved the HVAC replacement, electrical upgrade study, and ADA water fountain project. Museum staff remains involved with these projects.

Collections Specialist Chelsea Morris organized and oversaw the shipment and delivery of 48 state-of-the-art new exhibit cases for the museum. These cases come to the Casemate Museum from the James A. Michener Art Museum in Doylestown, PA, who wanted to donate them to another institution. The cases will be invaluable as we experiment with altering existing display cases to be microclimate cases.

Engagement within the Museum Community

In the spirit of collaboration and partnership, Casemate Museum staff continues to undertake leadership positions within various organizations including, the American Association of State and Local History (AASLH), the American Friends of Lafayette, the Fort Monroe Historical Society, the Peninsula Museum Forum, the Southeastern Museum Conference (SEMC), Virginia Association of Museums (VAM), and Virginia Civil War Trails Inc.

Casemate Museum Operations and Collections Manager Veronica Gallardo continues to take an active role in the Aspiration Task Force, specifically involved in diversity and inclusive initiatives and strategies with the American Association of State and Local History. Ms. Gallardo is also active with the History Relevance Campaign and is working with Chris Taylor of the Minnesota Historical Society and Dina Bailey of the National Center for Civil and Human Rights on a project that addresses diversity and inclusiveness in the museum field.

Collections Specialist Chelsea Morris attended the “Open Palace Program,” a prestigious museum and heritage program in the United Kingdom. This three 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.

Special Events

Fourth at the Fort was held on Monday, July 4, 2016 from 6:00 to 9:30 pm. In addition to the traditional patriotic celebration, Langley Air Force Base and the NPS 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 91st Hampton Cup Regatta returned to Mill Creek on Saturday and Sunday, August 6 and 7, 2016. The FMA provided space for the pit area, the race officials, and emergency services. This event brought 5,000 visitors over the two day event.

August 20 was *African Arrival Day* at Fort Monroe. This event commemorated the first enslaved Africans to arrive in English North America at Point Comfort (Fort Monroe) in 1619. The 2016 event launched awareness building for the 2019 Commemoration. The commemorative portion of the event featured musical performances, prayer, and a libation ceremony in recognition of the sacrifices and contributions of African Americans to the early formation of this nation. Keynote speaker Roland Martin, syndicated columnist and journalist led the ceremony kicking off the afternoon portion of the event. He was followed by live musical entertainment, performing arts, historical tours, guest speakers, art exhibits, youth activities, and a film festival.

The *Virginia Symphony Orchestra* returned to Fort Monroe on Wednesday, August 31. They performed at the Paradise Ocean Club from 7:30 to 9:00 pm. This free concert entertained over 500 people in this very picturesque beach setting.

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

Holiday events at Fort Monroe included three free concerts at the Fort Monroe Theatre, an outdoor tree lighting ceremony and cookies with Santa. The *Holly Days Concert* was held on Sunday, December 11, 2016 at 4:00 pm with the Hampton Roads Philharmonic Orchestra. It was followed by a *Tree Lighting Ceremony* in Cannon Park with a visit by Santa Claus and refreshments at the Fort Monroe YMCA. There were over 400 people in attendance at the orchestra concert and approximately 250 enjoyed the activities in the park and YMCA. On Friday, December 16, the TRADOC Band performed two free Christmas Concerts at the theatre. The first concert was at 11:00 am for 300 City of Hampton public and private school children. At 7:00 pm, the second concert was open to the public and enjoyed by over 475 visitors.

The *Tidewater Striders Distance Series Race* was held at Fort Monroe for the second year on the morning of Saturday, January 28th. Planning and management of the race included staff and volunteers from the Tidewater Striders, FMA, J & A Racing, NPS, and the Hampton Police Department. The five mile course was designed so that Hampton Roads runners could chose to run 10 or 15 miles in preparation for upcoming half and full marathons. There were 350 runners that participated in the race. While this event does have an impact on daily operations, we will continue to consider this type of activity during the January-February time frame because of lower daily visitation.

The summer concert series, *Music by the Bay*, began with a Friday night kick-off concert on June 2 featuring the TRADOC Band. There were over 450 in attendance. The concert series took place for the next 12 weeks on Thursday evenings at 7:00 pm in Continental Park. Music was provided each week by either military bands or youth and community orchestras. Representatives from Saint Mary Star of the Sea School in Hampton provided free children's activities prior to each concert to make this series special for the whole family.

Venue Rentals

Interest in the *Commanding General's Residence and Garden* as an event venue steadily increased throughout the fiscal year. This elegant and historic setting hosted 13 private events during FY17 with reservations for 12 more through December 2017. Reservations have been taken for weddings and other private events in 2018 and 2019.

"*Friday Cheers*," an open house marketing event held in April promoted the amenities of the *Commanding General's Residence and Garden* to approximately 125 corporate meeting planners, caterers, and event planners.

Other rental venues used for private events at Fort Monroe include the Fort Monroe Theatre, the Bandstand at Continental Park, and the former Post Office and Customs House. These venues host over 100 events each year including weddings, retirement ceremonies, corporate meetings, movies, church services and a variety of other activities. These private event venues bring close to 15,000 visitors to Fort Monroe annually.

Events Planned in FY17 but produced in the first half of FY18

The Special Events Department planned numerous events in FY17 that were produced in the first half of FY18. This effort included planning for FMA annual events such as the *Fourth at the Fort*, the remainder of the Music by the Bay Concert Series, the Fort Monroe Ghost Walk and the Mistletoe Homes Tour. In addition to the FMA events, staff is involved with supporting events produced by other agencies such as the NPS, Hampton Cup Regatta, Project 1619, Youth Sailing Virginia, and the Knights of Columbus; all of whom operate public events on FMA property in the fall. Logistics like road closures, rental equipment, ground disturbance permits, city, state, and federal codes must always be coordinated months in advance to make sure all groups are compliant. These measures help ensure the public and the property are protected.

Heritage Assets Annual Report

In FY17, the Heritage Assets Department continued to implement policies as outlined in the governing documents in the protection and preservation of Fort Monroe's cultural heritage. In doing so, the Heritage Assets Department partnered with NPS personnel at Fort Monroe, US Army personnel responsible for the Federal lands and their management, and DHR in all undertakings at Fort Monroe initiated by the FMA. The Heritage Assets department also provided regulatory reports to DEQ with regards to air and storm water permits currently held by the FMA.

The ongoing goal of the Heritage Assets Department is to be proactive in the preservation of Fort Monroe and its cultural assets and to continue to improve the manner and efficiency with which preservation initiatives are addressed as well as their final outcome. At every available opportunity, the Heritage Assets Department and staff have strived to greatly minimize and/or reverse previous or existing impact and in doing so, preserve our cultural heritage at Fort Monroe for generations to come. All undertakings by the FMA have and continue to be provided to the consulting parties of the PA and MOU to demonstrate responsible stewardship of the cultural resources of Fort Monroe.

The FMA completed several key milestones for heritage management during FY17.

During FY17, the Heritage Assets Department consulted with the NPS, US Army, DHR and other key stakeholders on 47 architectural and archaeological projects at Fort Monroe, including:

1. FMA's ongoing repair and maintenance of historic buildings across Fort Monroe
2. FMA's replacement of Hurricane Matthew damaged hot water heaters, boilers and furnaces

3. FMA's repair of Hurricane Matthew damaged slate & asphalt roofing as well as associated damaged plaster
4. Finger pier repair and expansion project
5. City of Hampton Mill Creek pier project
6. Veolia infrastructure implementation & repair projects

Preservation Education and Outreach

The Heritage Assets Department continued its mission to promote “Education is Preservation” at Fort Monroe. It is extremely important that all individuals that have the potential to interact and impact Fort Monroe, understand the importance of preservation and how it plays a critical role in the future of our cultural heritage here at Fort Monroe. To that end, the Heritage Assets Department continued to reach out to the community at large, engaged contractors and colleagues to assist in the preservation of our cultural heritage, and promoted proper preservation practices. Moving forward, the Heritage Assets Department will continue to develop monthly means and methods/educational workshops and provide scopes of work to inform on ways in which we all, as a community, can contribute to the preservation of Fort Monroe.

Archeology

From July 1, 2016 – June 31 2017, the FMA Archeologist prepared numerous consultations to the consulting parties of the PA and MOU for archeology projects at Fort Monroe to demonstrate responsible stewardship of the cultural resources of Fort Monroe. Currently, the FMA archeologist has under review the upcoming Fort Monroe “Phase I Wayfinding Signage” project, which began design implementation FY17. The project is in collaboration with the NPS and consideration is being given to the potential for impact to the cultural heritage as well as view sheds of Fort Monroe in the review of the Phase I Wayfinding Signage project.

Notable Archeological Activity

The FMA Archaeologist completed a project monitoring excavations to replace the water main across the moat at the Main Gate at Fort Monroe. The project excavated approximately 150 linear feet outside the moat near Cannon Park and 50 linear feet inside the moat within the Guardhouse casemate. This area of Fort Monroe is considered archaeologically sensitive as the new water line passed through portions of the 19th century fortification and areas just outside the fortification that have been extensively utilized for the past 200 years. The FMA Archaeologist documented any historic artifacts recovered and soil stratigraphy observed so that FMA can have a better understanding of the archaeological sequence of the area.

Environmental

The FMA completed its air quality permit Annual Report for DEQ and implemented monthly reporting protocols by onsite stakeholders to ensure compliance with all DEQ and EPA regulations related to air emissions at Fort Monroe. Additionally, the FMA updated and provided to DEQ a “Change of Ownership Form 70,” which captured and updated the recently transferred Army property to the Commonwealth of Virginia.

In the next fiscal year, the Heritage Assets department will continue to be proactive in the preservation of Fort Monroe and its cultural assets and seek consultation with the consulting parties of the PA and MOU to demonstrate responsible stewardship of the cultural resources of Fort Monroe.

Fort Monroe Foundation

FY17 saw significant improvement as the Fort Monroe Foundation (FMF) added new members to the Board of Directors, hired a consultant to create an Initial Assessment and Action Plan for Establishing a Development and Membership Program. As a result of this effort, the FMF adopted development practices, procedures, and policies for receiving gifts, managing accounts, and donor recognition. The results of the consultant's report were presented and adopted by the FMA Board of Trustees at their Annual Retreat in April. The consultant's report was later converted into an Action Plan that now functions as the guiding document for fundraising and capacity building for the FMF.

In recognition of the Commonwealth's agreement to re-allocate \$5.25 million dollars at Fort Monroe toward the renovation of the former Coastal Artillery School Library into the new Fort Monroe Visitor and Education Center, we are pleased to report that the 2019 Commemoration Steering Committee designated the project as a 2019 Legacy Project. In addition to that announcement, the Dominion Foundation donated \$200,000 to the 2019 Commission to be used at the Fort Monroe Visitor Center. The plans for the project, as well as the design of the exhibits for the building, advanced during FY17 with construction expected to begin in FY18. The building renovation will be completed by August 2019 to coincide with the commemorative activities associated with 400th anniversary of the arrival of the first enslaved Africans in English North America.

Throughout FY17, the FMF continued to host fundraisers and support activities at Fort Monroe such as preservation projects, education programs, NPS functions, holiday concerts, walking tours, ghost tours, volunteer recognition, and the *Fourth at the Fort* fireworks display. In addition to the Annual Sponsor's Reception in the spring, the FMF also participated in additional fundraising efforts such as the annual fundraising reenactment dinner, the #GivingTuesday campaign, and the Give Local 757 campaign. These successful campaigns continue to build the name recognition and experience necessary for the FMF to implement the consultant's action plan as well as launch the annual fund.

FMA Staff Changes

At the close of FY17, the FMA's staff consisted of 25 full time employees and three part time employees.

The following positions were brought on either by addition or attrition of another employee:

Historic Preservation Officer
Museum Assistant
Residential Accounts Payable Clerk
Residential Maintenance Technician
Cultural Resource Specialist
Special Events Assistant

Staff turnover for the FMA consisted of two full time employee and two part time employees separating during FY17.

Looking to the Future in FY18

As the FMA looks to FY18, we are committed to the directions that were developed in the FMA Annual Retreat to seek more revenue for operations and projects at Fort Monroe. This includes seeking additional funding from the General Assembly, increasing revenue from properties at Fort Monroe, expanding partnerships with the NPS, and increasing philanthropic donations to the FMF. Additionally, the FMA is committed to reducing the Commonwealth's responsibilities at Fort Monroe by identifying partners in the development and investment community who have the experience and knowledge to adaptively reposition some of the existing buildings into the stream of commerce.

Additionally, the FMA is determined to work with the Army and DEQ to complete the remediation of all of the environmental carve-outs as soon as possible. The completion of this process is essential to removing the impediments that have prevented the property from moving into the marketplace for adaptive reuse.

The FMA looks to continue to build upon our growing partnership with the NPS at Fort Monroe. Working together we have expanded public programs and brought new experiences to the visitors at Fort Monroe. In FY18 we will continue our pursuit of a joint vision statement with the NPS that combines our mutual goals for the Fort Monroe property and increasing the land area of the NPS by dedicating additional beach front property to the NPS. To assist the NPS in managing this property the FMA will continue to partner with the NPS on property management and leasing opportunities for the buildings in this area. We are also working mutually with the NPS on a campus wide signage project that is scheduled for implementation in FY18.

The Fort Monroe Visitor and Education Center remains our highest profile project and we look forward to the completion of the construction drawings and the beginning of construction in FY18. Additionally, we will be working with the NPS, as well as the public, on the design of the exhibits that will be installed in this building and tell the history of this property.

As we continue to look forward into FY18, the FMA is confident in our ability to continue to manage the property and effectively provide stewardship for the historic resources at this site. New responsibilities for the additional Army property as well as our growing partnership with the NPS will challenge us again this year, but our past experience and successes provide confidence in this growing endeavor. New projects such as the installation of the campus wide sign program as well as the renovation of the condemned fishing pier in the Chesapeake Bay will provide new resources as well as pertinent information to the visiting public.

In conclusion, the FMA is extremely proud of our accomplishments in FY17. Although this is a challenging project with many unique circumstances, the FMA has successfully completed another year and can point to tangible progress. As we reflect on FY17, we are reminded that our success could not have been achieved without the support we have received from the Administration, as well as that of the NPS, the City of Hampton, and Army Caretaker staff at Fort Monroe.

Thank you again for your confidence in our team as well as your support for this historic property. Please know we sincerely appreciate the opportunity to offer this annual report of our activities at Fort Monroe during FY17 and we welcome any opportunity to expound upon the contents of this report.

If you have any questions or wish to discuss this further, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'G. Glenn Oder', with a long horizontal flourish extending to the right.

G. Glenn Oder, FASLA
Executive Director

cc:

Members, Fort Monroe FMA Board of Trustees
Members, Hampton City Council