



Recommended Five-Year Priorities Report for the
Fort Monroe Authority Board of Trustees Meeting
Bay Breeze Conference Center
April 20, 2017

Purpose

This summary represents extensive efforts by staff to implement the recommended strategy for ensuring success as a start-up organization over the next five years. The summary attempts to present needs that meet strategic criteria, estimate costs (planning or full), and sources of funding for a unified fund development effort including federal (NPS/Congressional) state, and private sector.

The needs were vetted by staff against the strategic criteria tested by many Virginia and national models for historic and cultural sites: Does the project, program, or capacity-building:

1. Meet mission in the most significant or important ways?
2. Develop and manage target audiences defined?
3. Build and sustain overall public awareness and engagement?
4. Help build future financial and operational sustainability?

The needs presented here total a range of \$12-15 million – far more than the organization can secure or augment in funding over five years. Once the priorities are deliberated and formally approved in priority order, they form the Case for Support to secure “working capital” – the strategy to secure early investment collectively from all federal, state and private early sources as defined in the Fund Development Assessment and Action Plan Report.

Priorities in Order of Timeliness and Criteria

Priority One: The Fort Monroe Visitor Center

The Visitor Center is high priority as the point of contact and orientation for all visitors. There is urgency to have at least the structure and first floor completed for the 2019 commemoration. The comprehensive plan underway includes design, construction, exhibits, archives support, furnishings/equipment/technology, landscaping/site work, and dedication/marketing/donor recognition, etc. One key feature is the preservation of the skylight. In addition, there is the staffing/programming of the Visitor Center, outlined in capacity-building later in this summary. Sources include state, federal, select private gifts/grants, historic, and other tax credits.

Total Estimated Cost:	\$8,000,000
Funds to Date:	\$5,250,000 – State
	\$200,000 – Private

Priority Two: Signage in Three Phases

Staff recommend this as an early priority because 1) it is already underway; and 2) visitors need directional orientation now and future understanding of the significance of the site. Sources include state, federal, select private gifts/grants, and possibly tax credits.

Phase One - Way-Finding Signage

Already studied and designed, this project is ready for full implementation and essential to current and upcoming visitation and events.

Total Cost: \$170,000
Funds to Date: \$100,000 OEA
\$70,000 NPS

Phase Two – Wayfinding Signage Implementation and Construction

Installation of initial package of signs expected in mid-2017

Total Cost: \$360,000
Funds to Date: \$300,000 – VDOT
\$60,000 – Possible NPS, Monument signs

Phase Three – Interpretive Signage Plan

A new entrance and future interpretive signage plan is under study, with scholarly research and design to occur over the next five years for future implementation.

Total Estimated Cost: \$500,000

Priority Three: Capacity Building (Staffing/Promotion/Support)

At a minimum, the staff (using many models) project key staff additions for program development, promotion, security, and support including: Development/Membership staff/expenses; Marketing; Education/Public Program/Group Sales; Visitor Center Management/Security; Volunteer Coordinator.

Additional maintenance, utilities, and insurance have also been considered. Sources include State, possible NPS shared services, private capacity-building grants/gifts, and earned income.

Priority Four: Casemate Improvements/Enhancements

Though smaller in scale than the other facility needs, the Casemate requires crucial upgrades/enhancements including: entrance, exhibits, electrical and HVAC systems, roofs, brick/mortar replacement, archives/collections, decontamination, and more. Staff project projects could be planned during this period for implementation after 2019.

Total Costs:	\$3 - 5,000,000
Funds to Date:	\$150,000 – Historic Structures Report/archaeology study/Casemate funds
	\$_____ – Collections Archives Assessment grant

Priority Five: Planning the Theater Project

Staff sense the Theater could be of high priority for meeting all criteria, as well. Following good models, the Theater could serve visitors, groups, community renters/users, and schools for both mission-based and earned auxiliary income. Capital renovation is estimated at \$2,500,000 and production of a visitor film would require \$500,000. Again, once online, there is cost of dedicating the structure and ongoing marketing and some staffing.

Planning Costs:	\$250,000
Total Estimated Cost:	\$2,500,000
Film Production:	\$500,000
Staffing/Promotion:	\$100,000/first year (Manager, Technician, Marketing)