



Fort Monroe Authority Board of Trustees Retreat  
March 17, 2016 – 9:00am  
Meeting Minutes

The Fort Monroe Authority (FMA) Board of Trustees meeting was held on March 17, 2016 at the George Washington Birthplace National Monument Log House Conference Center in Colonial Beach, Virginia.

**Call to Order**

**1. Opening Comments – Jim Moran, Chairman**

Chairman Jim Moran called the meeting to order at approximately 9:00am.

**2. Roll Call – Jessica Turner, Assistant Secretary**

**Present:** Chairman Jim Moran, Mary Bunting, Colin Campbell, Destry Jarvis, Jay Joseph, Senator Mamie Locke, Secretary Molly Ward, Larry Wilder for Secretary Maurice Jones

**Absent:** Vice-Chairman Ralph Northam, Dr. Bill Harvey, Delegate Gordon Helsel, Kim Maloney

Clark Mercer, Chief of Staff to Vice-Chairman Northam, was also in attendance.

**3. Approval of Minutes from October 15, 2015 – Jim Moran, Chairman**

**MOTION:** I move the approval of the December 18, 2015 meeting minutes (APPENDIX I).

**So moved:** Mr. Jarvis

**Seconded:** Mr. Wilder

**Discussion:** None.

**Public Comment:** None.

**Unanimously approved.**

**Reports and Briefings**

**4. Executive Director's Report – Glenn Oder, Executive Director**

Executive Director Glenn Oder reviewed the Executive Director's Report included in the Board package (APPENDIX II). Director Oder reported that the Metro Fiber project completed on time and Oozlefinch continues to move forward. Director Oder stated that first footrace was held at Fort Monroe in February as a test case for future events of this nature and the event was a success. The Historic Garden tour is taking place at Fort Monroe on April 27<sup>th</sup>.

Director Oder stated the Fort Monroe Foundation will hold its annual reception on April 28<sup>th</sup> at the Commanding General's Residence and Gardens. Director Oder also reported that the Waterfront Park concept design was presented to the public to receive input and determine where the public's interest lies for these design concepts.

**5. Financial Report – John Hutcheson, Deputy Executive Director**

Mr. Hutcheson stated that the Financial Report is included in the Board package (APPENDIX III). Mr. Hutcheson stated that both the Virginia House of Delegates and Senate has supported the FMA's FY17/18 budget request.

Mr. Campbell suggested that sending a note of thanks to the General Assembly for their continued support would be appropriate. Chairman Moran agreed and asked Director Oder to prepare a draft letter for his review.

**Morning Session – 9:30am**

**6. Management's Understanding of Board Direction – Glenn Oder**

Director Oder reviewed management's understanding of various issues at Fort Monroe as detailed in the White Paper (APPENDIX IV) included in the Board packet.

Secretary Ward stated that a thank you letter to the General Assembly and the Governor for the budgetary support would be appropriate.

Regarding the lease versus sales of property at Fort Monroe, management's understanding is to pursue rental of both residential and commercial properties at Fort Monroe until issues such as utility ownership, the installation of individual utility meters, property easements for access and parking, deed restrictions to protect historic properties, community association documents, zoning, and other issues can be developed or resolved. At that time, the FMA will begin to implement the process of selling property at Fort Monroe through a phased property strategy. The economic model currently reflects the sale of residential property to occur over a 5-year period.

FMA management is pursuing the implementation of the current Master Plan.

Chairman Moran suggested the Board discuss each item after the overview in the presentation, rather than circling back later in the agenda. Mr. Mercer stated that a refresher on the "elevator speech" for Fort Monroe would be a good place to start the discussion.

Chairman Moran asked each of the Board members to describe their vision for Fort Monroe. Mr. Jarvis stated Fort Monroe should operate and be managed as a fully integrated federal and state venture. Ms. Bunting stated that the definition of “economic sustainability” for Fort Monroe should be expanded beyond no longer needing state appropriation but also taking into account the economic benefit that Fort Monroe provides to Virginia through tourism activities. Mr. Campbell stated the historic significance is a critical component of the vision but economic sustainability is part of a necessity but not a primary vision issue; there should be a greater attention drawn to a strategic philanthropic and preservation partnership of the FMA and NPS. Mr. Mercer stated that telling the slave and freedom story at Fort Monroe is the piece of history that sets Fort Monroe apart from other sites and 2019 is a unique opportunity to capitalize on this. Senator Locke stated that the Commonwealth will not withdraw its support from Fort Monroe because Fort Monroe is an asset, however selling those assets would not be in Fort Monroe’s best interest. Mr. Joseph stated his vision is to allow private use of buildings with easements and covenants to protect the property. Secretary Ward stated that Fort Monroe is a very complicated state park and relationships with the Virginia State Park system should be leveraged to assist Fort Monroe with things like entrance fees, gift shop management, and tourism. Mr. Wilder inquired about the definition of economic sustainability and for clarity on the concepts of lease versus sale.

Chairman Moran agreed that the term “economic sustainability” has not been defined and the Board should begin by defining it.

Mr. Hutcheson reviewed the objectives outlined in the enabling legislation and stated that the current appropriations from the General Assembly do not approach economic sustainability because that funding only covers operating costs, not long term capital projects and infrastructure repairs. Mr. Hutcheson also reviewed the Leasehold Feasibility Working Group report, including the Department of Historic Resources’ support of private sales over leases to protect historic structures.

Mr. Campbell stated that philanthropic support should be a factor in the economic model.

Mr. Mercer and Mr. Joseph asked about specifics areas that’s would be sold versus leased. Mr. Hutcheson reviewed the maps included in the Board presentation (APPENDIX V) that detail sale versus lease areas in the management zones.

Chairman Moran asked the Board to continuing sharing its vision for Fort Monroe. Secretary Ward also stated that there should be a foundation independent from the FMA and not run by FMA staff. Ms. Bunting agreed this foundation should provide the basis for the future of Fort Monroe.

Chairman Moran stated that an entrance fee is not feasible at this point until Fort Monroe, and the neighboring communities in Hampton, become more of a destination. Chairman Moran also stated that the Foundation needs an initial large donor to get the process moving. Chairman Moran also suggested that a lifelong learning campus for senior citizens would be an ideal fit for Fort Monroe. Senator Locke agreed that this idea should be explored. Chairman Moran suggested that he and Senator Locke meet to explore this idea.

Secretary Ward suggested that a team from the Department of Conservation and Recreation meet with the FMA to discuss what could be done to monetize efforts at Fort Monroe.

Mr. Jarvis asked that Regional Director for the NPS Mike Caldwell weigh in on his vision for the FMA's partnership with the NPS. Director Caldwell stated that suggested that a representative from the NPS should have a seat at the Board table and the Board concurred that the Superintendent should participate at the table as a non-voting member. Director Caldwell stated the interpretation and preservation of Fort Monroe is right in the wheelhouse of the NPS and they want to be a stable partner and bring additional resources to Fort Monroe. Superintendent Kirsten Talken-Spaulding also stated that a complete partnership has always been the vision for the FMA and NPS so that visitors to the property do not know when they are on FMA or NPS land.

Mr. Wilder stated that the Visitor Center should be ready by the 2019 anniversary and should focus on the slave story at Fort Monroe. Mr. Campbell agreed that the Visitor Center is a unique way to showcase the partnership with the NPS. Chairman Moran stated this is the proper role for the Board to set out the goal of completing the Visitor Center, with a focus on the slave history, by 2019. Superintendent Talken-Spaulding also stated that there are grant funds available during the NPS Centennial celebration that could be used for efforts like this. Mr. Jarvis suggested that Chairman Moran connect with the President of the National Park Foundation, which administers that grant program, in order to pursue this opportunity. Mr. Jarvis also stated that he has had some conversations with National Geographic and they have some interest in participating in the Visitor Center and the future of the Fort Monroe Theater.

**MOTION:** I move the Board authorize the FMA staff to proceed with the planning and conversion of the Library to the Visitor Center using the funding provided by the General Assembly.

**So moved:** Mr. Campbell

**Seconded:** Senator Locke

**Discussion:** Mr. Joseph stated that there are other projects such as Old Quarters #1 and the Fort Monroe Theater that should also be considered as part of the projects for 2019. Secretary Ward expressed concern as to how the funding for the Visitor Center was included in the budget without the Board's approval.

**AMENDED MOTION:** I move the Board authorize the FMA staff, in partnership with the NPS, to proceed with the planning and conversion of the Library to the Visitor Center using the funding provided by the General Assembly and that the Board shall agree on a legislative agenda at the appropriate meeting prior to each legislative session.

**So moved:** Mr. Campbell

**Seconded:** Mr. Jarvis

**Discussion:** Secretary Ward suggested there should be some inclusion of the NPS' Task Agreement for interpretation funding in this effort. Chairman Moran stated he would like to discuss that further, separate from this motion.

**Public Comment:** None.

**Unanimously approved.**

Chairman Moran inquired about the NPS Task Agreement funding. Director Caldwell stated that the intent of the funding is to contribute to the overall interpretation of Fort Monroe and those resources are intended to be flexible. Mr. Campbell suggested that this conversation be revisited when there is a specific example of how this funding would be used.

Chairman Moran stated he disagrees with Hampton City Council's decision to name the Mercury Boulevard bridge leading to Fort Monroe in honor of Dr. Martin Luther King, Jr. He further stated that the naming of the bridge is an opportunity to honor the history of Fort Monroe. Ms. Bunting asked that the Board allow the Council to work through the process on this issue.

Director Oder summarized the morning's discussion and action items that the staff has taken from the discussion, including: letters to the Governor and the General Assembly thanking them for their continued support of Fort Monroe, a meeting of various university presidents to Fort Monroe, adding the NPS to the Board, invitation to the President of the National Park Foundation to visit Fort Monroe, and continuing pursuit of the Legacy Projects, particularly the Visitor Center, in preparation for 2019. Secretary Ward also stated a visit from DCR and investigation of inclusion of Fort Monroe in listings of Virginia State Parks should be included in those action items.

Chairman Moran stated the Board will recess for lunch.

**Lunch**

### **Afternoon Session – 1:00pm**

Chairman Moran reconvened the Board meeting at approximately 1:00pm. He stated the discussion would begin with the expansion of the NPS property at Fort Monroe.

Director Oder reviewed maps in the Board presentation (APPENDIX V) showing the current NPS boundary and areas under consideration by the NPS for the expansion.

Chairman Moran inquired about connections from the Dog Beach area to Buckroe and Ms. Bunting state that the City of Hampton is supportive of a pedestrian path connecting Fort Monroe to Buckroe. Superintendent Talken-Spaulding indicated that the NPS would like to explore this opportunity.

Superintendent Talken-Spaulding reviewed the buildings included in the proposed expansion lands. Chairman Moran asked if there are any additional batteries in the expansion and Superintendent Talken-Spaulding indicated there are not.

Mr. Joseph asked what would happen to the buildings in the expansion area, whether the FMA would lease back the buildings or if the NPS would manage them. Superintendent Talken-Spaulding indicated that final decision has not be made although the current understanding is that the NPS would manage them. However, there may be opportunities to work with FMA on leasing the buildings.

Mr. Joseph inquired about beach access and the breakwater project and whether this would continue under NPS ownership. Superintendent Talken-Spaulding stated they would continue to work with the City of Hampton on beach access. Mr. Hutcheson stated that the current grant process that the FMA is seeking to construct additional breakwaters would likely not be available to the NPS as a federal agency and the money would need to be sought from another source.

Mr. Jarvis stated that the Commonwealth should transfer the land in the Wherry Quarter to the NPS but allow the FMA to retain the buildings so that they can be leased.

Superintendent Talken-Spaulding indicated there may be some interest in expanding the NPS Easement in certain areas, particularly west of Fenwick Road, in order to preserve the FMA's ability to continue to lease buildings on that land. Mr. Joseph stated that easements often create restrictions without financial responsibility on the part of the other party and urged caution in agreeing to an easement without further details on any responsibilities or compensation from the NPS. Secretary Ward urged that there are other options as well, including DHR easements. In addition, there is a limited time to execute the NPS expansion while President Barack Obama is in office and is willing to champion it. Mr. Joseph suggested that the Board needs to determine its vision for this area before deciding what type of easement would be most suitable.

**MOTION:** I move that the Board approve the transfer to the NPS of the area outlined on the “Possible Additional Land Transfer” map and insure that the FMA and NPS negotiate the management of the buildings and infrastructure thereon in a cooperative way, all of which is to be done as soon as possible.

**So moved:** Secretary Ward

**Seconded:** Mr. Campbell

**Discussion:** Director Oder stated that the FMA would continue attempt to lease the buildings on this land until the transfer does occur and whether the FMA would continue to manage the buildings under lease would be part of the transfer negotiations.

**Public Comment:** None.

**Unanimously approved.**

**MOTION:** I move the Board approve that display of the NPS arrowhead and the FMA logo in a prominent location.

**So moved:** Mr. Jarvis

**Seconded:** Mr. Campbell

**Discussion:** Mr. Campbell suggested that the Visitor Center would be a good place for this. Mr. Jarvis agreed and further stated it should be displayed outside, near the roads.

**Public Comment:** None.

**Unanimously approved.**

Secretary Ward suggested that exploration of a DHR easement would provide an additional layer of protection for the character and integrity of the Wherry Quarter, particularly if it is not going to be permanent green space.

Mr. Joseph asked for a review of the long term capital funding needs and estimates. Mr. Hutcheson stated the estimate to upgrade the water and sewer utility systems, so they can be turned over to the local provider, is \$29.5 million. Mr. Hutcheson further stated that the pro forma estimates for adaptive reuse improvements to the buildings is \$45 million.

Mr. Jarvis suggested looking into the historic tax credits programs and the National Trust for Historic Preservation can assist with these programs.

Chairman Moran restated his vision for a campus environment at Fort Monroe and stated that this could also include a corporate campus. Ms. Bunting agreed.

Ms. Bunting stated that the FMA needs an “elevator speech” and clear vision statement. Mr. Mercer agreed and indicated the need for a one sheet or similar document as well. Superintendent Talken-Spaulding stated that the NPS would like to participate in the development of this vision so that both organization are saying the same things. Chairman Moran suggested Ms. Bunting work with Director Oder on the development of an “elevator speech.” Ms. Bunting agreed and stated this could hopefully be presented to the Board at the June meeting for their review and comment.

**10. Governance Discussion – Glenn Oder**

Secretary Ward stated that perhaps the time has come for the Board to pursue legislation to replace the Cabinet Secretaries and Lieutenant Governor appointees with additional gubernatorial appointees. Mr. Mercer suggested that having the Cabinet Secretaries and the Lieutenant Governor is important to continuing support in the Governor's administration, particularly for continued funding. Secretary Ward stated there are other examples of boards around Virginia that do not have Cabinet Secretaries on them but the Secretary is still heavily involved in their activities.

Ms. Bunting suggested six meetings a year and Chairman Moran agreed. Senator Locke further suggested an annual Board retreat to facilitate this similar type of discussion. Mr. Mercer stated that meeting in Richmond during session and planning the day so that Board members can meet with legislators in the morning and then hold the Board meeting in the afternoon would be beneficial for the Board.

Mr. Joseph suggested the staff have legislation drafted changing the Cabinet Secretaries and Lieutenant Governor to additional citizen appointees and the Board can discuss it further when the language is in front of them. Chairman Moran agreed.

**11. Fort Monroe Foundation – Glenn Oder**

Director Oder stated the focus of the Fort Monroe Foundation (FMF) is addition of new Board members and resuming regular meetings.

Mr. Campbell stated that the FMF needs a revitalized Board, a statement regarding its fundraising, which should reflect the "elevator speech" of the FMA, and a set of fundraising priorities. These priorities should include capital and operating priorities and should reflect a wide variety of objectives for financial support. Mr. Campbell further stated that the FMF should not be an independent foundation but the FMA and FMF should function under the same umbrella, with the FMF being guided by the FMA.

Mr. Mercer stated that the FMF needs a strategic mission before recruitment of new Board members should begin.

Mr. Campbell also expressed a need for the FMF to have a development professional. Director Oder stated that the challenge is hiring a state employee to do the fundraising for the FMF. Chairman Moran stated that the staff needs to continue to investigate a model for being able to hire a professional development staff person to work on fundraising issues.

Mr. Joseph expressed some concerns about having a governing body, the FMA, and a fundraising body, the FMF and whether there is a model where that relationship could be successful. Mr. Joseph stated that typically people would want to be involved in the decision making and in the fundraising efforts, rather than being told what the projects are for which to raise money.

Mr. Mercer stated that the Board needs to more fully explore all the options, including whether the FMA Board should become the fundraising entity, before expanding the FMF Board. Mr. Mercer further suggested that, if the Board does decide to move forward with recruiting to the FMF Board, that each Board member should produce a few suggestions of people who can execute the Board's vision through the FMF.

Secretary Ward stated that the potential of the FMA Board serving as a fundraising entity is a good reason to remove the Cabinet Secretaries and Lieutenant Governor from the Board because those positions could not be involved in fundraising and might hinder the Board's abilities to do so.

Mr. Joseph suggested the staff provide the Board more information and recommendations at the June meeting, based on the feedback today. Director Oder agreed that the staff needs to come back to the Board with more information on the structure of the FMF. Mr. Campbell emphasized the staff should provide a recommendation.

### **New Business**

Director Oder reviewed the proposed improvements to the Finger Pier, which have been submitted to the Virginia Marine Resources Commission (VMRC) for grant funding. Director Oder stated that VMRC needs to be sure that this pier would always be free and open to the public.

Mr. Joseph asked if entrance fees would be a problem for VMRC. Director Oder stated he was unsure at this time. Ms. Bunting stated that if entrance fees would be a prohibition, which is probably not something the Board should take off the table at this time. Secretary Ward suggested that a phone call to VMRC could answer the question about access fees. Ms. Bunting stated that the Board should not trade its ability to charge an entrance or parking fees at some future time for a grant at this time.

Secretary Ward stated that this pier would be in direct competition with the pier at Buckroe Beach, for which the City of Hampton charges. Ms. Bunting stated that her concerns stem not from competition with Buckroe, but whether this pier fits with the overall vision and goals for Fort Monroe.

Mr. Mercer stated that piers can fit with an overall vision of Fort Monroe because they can include opportunities for outdoor recreation and education.

**MOTION:** I move that the Board approve the FMA proceeding with the VMRC grant, provided that it does not preclude an entrance fee at the gate and/or parking fees.

**So moved:** Mr. Campbell

**Seconded:** Mr. Jarvis

**Discussion:** Secretary Ward stated her intention to abstain from the vote since VMRC reports to her Secretariat. Ms. Bunting also stated her intention to abstain due to the potential for competition with the City of Hampton's piers.

**Public Comment:** None.

**Ayes:** Chairman Moran, Mr. Campbell, Mr. Jarvis, Mr. Joseph, Senator Locke, Mr. Wilder

**Nays:** None.

**Abstained:** Secretary Ward, Ms. Bunting.

Chairman Moran stated he would like to discuss the Marina issue at another time. Ms. Bunting suggested continuing the agenda items that were not discussed today at the June meeting.

### **General Public Comment**

- A. Mark Perreault, Citizens for a Fort Monroe National Park** – the Board made the right decision regarding the fishing pier; congratulations to the Board for supporting the expansion of the NPS property but the western side of the Wherry Quarter must also be protected.
- B. Steve Corneliussen** – this Board discussion is the most encouraging he has seen in his involvement; wants to see a citizen appointed to the Board, particularly Mark Perreault; will provide a write up on the Contraband Decision and the “historic diamond”
- C. Sarah Corneliussen** – the Contraband Decision is not part of the fourth grade Virginia Standards of Learning for Virginia history but should be and should be an easy change for the Board to make happen.

Chairman Moran agreed that this should be included in the SOLs and the Board could pursue a letter to the appropriate official to consider this inclusion. Mr. Jarvis also stated that the NPS has an “Every Kid in Every Park” program that caters toward getting children, particularly fourth graders, in NPS sites. Mr. Jarvis stated a letter from Chairman Moran to the Secretary of the Interior, or another official, to get support for this program at Fort Monroe would be a step in the right direction. Chairman Moran agreed.

Ms. Corneliussen stated that if something is not in the SOLs then it cannot be taught. Chairman Moran asked that Ms. Corneliussen share a draft of her information on the subject so that it could become the basis for a letter to Secretary of Education Anne Holton. Chairman Moran also asked Mr. Jarvis to draft a letter regarding the “Every Kid in Every Park” program.

### **Next Meeting**

**12. Next Meeting is June 16, 2016**

### **Adjournment**

***MOTION:*** I move the Board stand adjourned.

***So moved:*** Mr. Campbell

***Seconded:*** Mr. Joseph

***Discussion:*** None.

***Public Comment:*** None.

***Unanimously approved.***

Chairman Moran adjourned the meeting at approximately 3:30pm.

Respectfully submitted,

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Jessica Turner, Assistant Secretary

## APPENDIX

APPENDIX I – Minutes from December 18, 2015 Meeting

APPENDIX II – Executive Director's Report

APPENDIX III – Financial Report

APPENDIX IV – White Paper

APPENDIX V – Board Presentation