

Fort Hancock 21st Century Advisory Committee Meeting Summary

June 28, 2013

The Fort Hancock 21st Century Advisory Committee, chartered under the Federal Advisory Committee Act (FACA), held its fourth meeting on June 28, 2013.

Summary of Decisions:

Developed timeline for revising and reviewing the draft Request for Expression of Interest (RFEI)

Welcome and Opening of Meeting

Suzanne McCarthy, Deputy Superintendent, Gateway National Recreation Area, and Acting DFO opened the meeting at 9:04 a.m. and welcomed everyone. John Reynolds, Co-Chair of the committee, welcomed the Committee and members of the public and noted that much work was planned for the meeting. The facilitators provided an overview of the agenda for the day and committee members introduced themselves.

Facilitator Robert Fisher informed the committee that the draft May meeting summary is almost ready to distribute to the Committee for review. He also informed the Committee that the requested changes to the March meeting summary have been made, and that one of the Co-Chairs had to sign the final version of each meeting summary.

Fort Hancock "Cooperators" Panel

The Committee heard presentations from a panel of organizations that have cooperating agreements with NPS to use buildings at Fort Hancock. Co-Chair Gerry Glaser moderated the panel and noted it was an opportunity for the committee "to meet the neighbors."

Representatives from the following entities participated on the panel: AIDS Resource Foundation, American Littoral Society, Army Guard Forces Association, Clean Ocean Action, Coast Guard, Marine Academy of Science and Technology, New Jersey Sea Grant Consortium, NOAA Fisheries, NJ Audubon Society, NY56 Nike Volunteers, Rutgers-James J. Howard Marine Sciences Laboratory, Sandy Hook Child Care Center, and Sandy Hook Foundation.

New Jersey Sea Grant Consortium, Claire Antonucci, Education Director, noted the following. The consortium started in 1966 and has 23 members. It is an alliance of New Jersey colleges and universities to bring together students from New Jersey colleges and universities to promote the wise use of New Jersey's marine coastal resources through research, education and outreach. Collectively the group works to advance knowledge and wise-utilization of New Jersey's marine

and coastal resources and make a positive impact on marine and coastal policy throughout the region. The Consortium also coordinates and seeks funding opportunities for cooperative research, education, and extension projects among its members. Approximately twenty-five thousand students attend programs at the Consortium at Sandy Hook each year. The Consortium is funded through the National Oceanic and Atmospheric Administration (NOAA).

The Consortium occupies Building 22. Funding for the restoration came from a matching \$500,000 grant from the New Jersey Historic Trust which was matched. One million dollars did not fix everything. While the actual construction took eighteen months, it has taken seven years to get everything done. The Consortium spends between \$25,000 and \$40,000 on annual maintenance for the building. The Consortium feels very fortunate to be at Sandy Hook as the location supports and is consistent with their mission.

The Consortium needs transient housing for its programs. Since the 2008 timeframe housing has been unavailable and the Consortium's ability to execute its programs became has become more difficult.

Sandy Hook Foundation, Betsy Barrett, President, noted the following. The Sandy Hook Foundation was founded in 1989 to complement Gateway park projects and programs at Sandy Hook. The Sandy Hook Foundation restored the Sandy Hook Lighthouse and stabilized the cement in the mortar batteries by having goats eat the poison ivy growing around the batteries. When the park needs something (e.g., refrigerators, goats for vegetation reduction, materials to seal vacant buildings, etc.), the Sandy Hook Foundation buys it for the park. The Sandy Hook Foundation is a valuable member of the Gateway community.

AIDS Resource Foundation for Children (ARFC) Dr. Terry Zealand, Executive Director, noted the following. The organization cares for children in need of medical care whose lives are affected by AIDS. The organization has been at Sandy Hook for 20 years occupying Building 5 under a Historic Lease program and has a good relationship with the NPS. Families are permitted to stay overnight.

AFRC would like to renovate and restore Building 2 on Officer's Row and receive a long-term lease from the NPS to use it to provide apprenticeships to AIDS children in hotel management and culinary arts. They have received a grant from the New Jersey Historical Trust do a feasibility study for this. They also have a letter of intent from the National Park Service.

In 2000 when the Fort Hancock RFP came out, he submitted a proposal to renovate 17 buildings for a campus post-secondary program, and seven buildings as a bed and breakfast. When his proposal was not selected, ARFC inquired about becoming a subcontractor but there was no interest.

Additional services or facilities desired by AFRC include a nearby ferry system, better telephone/internet access, a convenience store, and dorm facilities for overnight stays.

Marine Academy of Science and Technology, Tim McCorkale noted the following. The infrastructure at Sandy Hook needs improvement. The ferry system should be enhanced. A fiber

optics system is needed for improved telecommunication. The school requires a gym, and the existing gym is unusable. The gym must be rehabilitated for mixed use to include MAST.

NY56 NIKE Volunteers, Bill Jackson spoke on behalf of the Nike Volunteers and noted the following. He is a volunteer for the association and for 11 years has given tours of the Nike sites for eleven years. The association was formed in 2002 to restore Nike Missile Sites in New York and Philadelphia. From 1954 -1974 there were 276 Nike Missile Sites throughout the United States. Nike Missile sites at Fort Hancock have historical importance and beginning in 2002 the Park Service began devoting resources to the interpretation of the NIKE site. With the help of the Sandy Hook Foundation, he was able to obtain and restore an Ajax Missile for the park at Sandy Hook. The Park also has a Hercules Missile. The NPS also was able to obtain the following equipment: radar equipment, MTR Targeting Radar, and a Battery Control Van. Hurricane Sandy did significant damage to the Nike Missile sites at Sandy Hook. The Park is slowly rehabilitating these missile sites. Visitors and beachgoers often take tours of the NIKE site.

NOAA Fisheries, the James J. Howard Marine Sciences Laboratory, Tom Naji, Chief of Ecosystems Processes Division, noted the following:
NOAA uses the lab to perform a variety of functions including research, education, and conservation. He stated it would be hard to imagine that there could be a better place to carry out their mission. There are 50 people on the staff at the lab working on climate change, ocean acidification, and stock assessment and supporting the mid-Atlantic stakeholders and continuing work on stewardship. The research covers areas such as climate change, ocean acidification, habitat analysis, and the effects of contamination on habitat. The Lab works with the Sea Grant Consortium as much as possible.

NOAA spent \$250,000 to rehabilitate Building 18. They made repairs to their building due to Hurricane Sandy and plans to expand. Their lease is coming up for renewal and they will be working with the NPS. The Lab needs to know the future of Fort Hancock. NOAA offered to give Committee members a tour of the lab.

American Littoral Society, Don Abrams, Trustee, noted the following. The Littoral Society was in building 22 from 1961 until 2007. NPS is not easy to do business with.

Clean Ocean Action, Cindy Zipf, Executive Director noted the following. The organization is an advocate for the marine environment. They have had an extraordinary relationship with NPS. They are subtenants in Building 18 with the American Littoral Society and work together with NOAA and other Sandy Hook partners. The trajectory, as well as staff and resources, at Fort Hancock are going down. Groups such as Rutgers and Brookdale are leaving, which sends a bad message. They question whether the NPS in New York is up to the task of taking care of Fort Hancock and whether recent changes have reduced the capability.

Sandy Hook Child Care Center, Jessica Long, Board Member and parent, noted the following. The childcare center is a small nonprofit for children six weeks to six years old. They use the Sandy Hook environment to their advantage, as it gives them the opportunity to expose children to an environment, they would not get in other child care environments. They work closely with other cooperators. The Center's main complaint is that the approval process to do any building improvement takes a long time. The Center would support a food service at Sandy Hook year-round. They would be interested in a larger building and would like access to the Chapel. They need access to another building to hold meetings and work with the community.

Army Ground Forces Association, Donna Cusano (primary speaker) and Ron Brodzinski, members and historians, noted the following. The group honors all people who served in the U.S. military. Sandy Hook is more than a beach; it's a historic site that is the entirety of Fort Hancock. As an intact base, Fort Hancock is unique. It has the only functional seacoast gun battery with its guns still installed in the United States. AGFA expressed appreciation for the help they have received from the NPS in restoring the interior of the battery and improving the condition of the guns.

AGFA needs transient housing at Fort Hancock for weekend events and work periods. Without housing for at least 30-40 people, AGFA eventually will have trouble attracting new members and begin to decline. Additionally, AGFA would like year-round food service, a small convenience store and WIFI. History House needs to reopen and the NPS should reopen the museum to support the interpretation and telling the story of Fort Hancock. Hurricane Sandy damaged houses on Officer's Row. She would like to see them repaired and restored. They are interested in restoring other buildings and fortifications.

Committee / Cooperators' Discussion

In response to questions and answers, some of the cooperators and Committee members made the following remarks:

People are willing to drive long distances to visit Sandy Hook. To better serve the public, Sandy Hook would benefit by having:

- Fiber Optics (telephone/ internet service for partners)
- WIFI internet for the public
- Ferry System
- A year-round food store/convenience store
- Transient housing (overnight stays)
- Public Marina
- Health Clinic

Reasons why past tenants left Sandy Hook:

- It is not a cheap place to live
- The Audubon Society left because it couldn't generate enough business.
- Brookdale College left because of the poor condition of the building they were in which they considered unsafe.

In response to a question about emergency services Suzanne McCarthy said that the Park has a permanent Fire Chief and there is a station at Sandy Hook with collateral duty personnel available seven days a week for fires and emergencies.

Introduction of the NPNH Commissioner

Joshua Laird, Commissioner of the National Parks of New York Harbor (NPNH) introduced himself to the Committee. He said he is happy to be part of the National Park Service and expressed interest in working with the Committee.

Draft Request for Expressions of Interest (RFEI)

The Committee reviewed and discussed the draft RFEI prepared by the working group. Gerry Glazer led discussion. –

Gerry Glaser provided an overview of the draft document. The RFEI bridges the gap between the old history and the new. Our job is to get the word out to the community that there is an opportunity available at Fort Hancock. The first step is to approve an RFEI, and then have the NPS send it out to the public. Then do a wide-open solicitation request for proposals. There is an option for this committee to screen and maybe evaluate the first set of responses. The Park will then ask for more formal approvals through an RFP. He noted that the draft currently allows for the use of philanthropic funds and use of Park Service funds.

Mr. Glaser asked the Committee to be as creative and the NPS to provide guidance on the length and the conventions that need to be incorporated. Committee members offered the following feedback on the draft RFEI.

- Better reflect the needs of existing tenants in the RFEI or in the proposed guidelines.
- Include a chart showing cooperators and the services they provide.
- Use the language in the RFEI to narrow the range of responses
- Do not include restrictions to attract the widest possible range of offers.
- Use the document to screen out ideas that the Committee felt would not work.
- Consider requiring two documents, one to be redacted to protect confidential information and one open to the public
- Make submissions as easy as possible and don't exceed 10 pages
- The document should be conceptual instead of a developed plan and should be more compelling.
- A responsive submission should indicate uses, costs, and how it would be done.
- The RFEI must “sing” drawing people to it, and the first page must pack a punch
- The RFEI should tell people what services are offered at Sandy Hook, i.e., daycare and fire service, etc.
- There should be a 2-page introduction/summary in the RFEI.

The Committee recognized that there are two approaches for developing Fort Hancock -(1) a unified approach for developing all 36 buildings, and (2) developing the buildings piecemeal. There also is the potential for a single developer or multiple developers.

John Reynolds stated that in its similar effort to attract private funding the Presidio asked interested parties how they would finance it and what their concept would be. Most of the respondents replied they would have to raise money.

Outreach Strategy for the Request for Expression of Interest (RFEI)

Committee members discussed different approaches to outreach and development of the RFEI. Key suggestions included:

- Use quality supporting materials, such as color brochures, as the Park has done for the GMP meetings
- Reach out to Brian Williams of NBC who is from Middletown Township
- The Park could hold educational meetings, connect with the New York and New Jersey media, and meetings like the GMP meetings to get word out about the RFEI.
- Individual Committee members should meet with interested parties
- As the park is 25 minutes from the largest investment banking community in the world (Wall Street) it should develop a targeted approach to deep pockets.
- The Committee needs to be realistic about the target audiences and direct its efforts to them.
- The RFEI should provide cost information for buildings that corresponds to a standard of historic preservation.
- Deep pocketed entities might be willing to restore buildings, even for the use of non-profit organizations, if consistent with their mission.
- The RFEI phase doesn't have to surface completely feasible ideas, a subsequent solicitation would do that.
- The RFEI could note that future solicitations might require greater detail from an interested party.
- Committee members could use their relationships and connection for as wide a distribution as possible and compile a personnel contact database in order to distribute to targeted individuals.
- The Committee should set up its own LinkedIn account
- Committee members need to do personal visits to community leaders.

In response to a question about whether the Committee had a budget for advertising, Suzanne McCarthy explained that there were restrictions on the using the Parks appropriated funding on advertising. Instead, the Park public affairs staff would help to reach out to interested communities and use social media to get the word out. Daphne Yun, Public Affairs Specialist at Gateway will work with the Committee to release the RFEI to the public.

Pam Mclay said the Park could house everything related to the RFEI on the park's FOHA 21 webpages. They could also provide a deeper level of information on cooperators. The links for cooperators are already on the page. Once in final form the RFEI can be disseminated through Fed Biz Opps (the Federal Government Procurement Web Site), newspapers, and park-issued press releases.

Schedule for Committee Review of the Draft RFEI

John Reynolds proposed, and the Committee agreed to the following draft schedule for reviewing the draft RFEI.

- Committee members review document and send Gerry comments by July 10
- Incorporate comments (working group led by Gerry) and send revised document to all Advisory Committee members by July 15
- Advisory Committee reviews and approves at the August 2 meeting and directs Gerry to send the draft to the Park August 5. Gerry will advise NPS to release publicly as soon as possible.

Working Group Reports

Real Property Costing Working Group

- Shawn Welch gave a presentation of the progress made by the Real Property Costing Working Group. He noted that among other things the Working Group could do were update basic analysis tables; coordinate with other groups to provide cost analysis support; understand and analyze the NPS lease program at Fort Hancock, offer recommendations for the RFEI draft prior to the September 20 meeting; and refine the analysis of the NPS financial execution of its 5 year plan prior to the November 1 meeting. The Working Group would provide its estimate by November 1.

Mr. Welch went through an analysis of the schedule of maintenance for the Fort Hancock buildings, and noted the following:

- Building 25 has \$6million in costs, and he is not sure why this is at variance with the costs of other buildings.
- When DoD does its estimates, it essentially builds out the building to a very high standard. The cost of furniture, environmental studies, Information Technology backbone, intrusion detection and planning/design are in addition to the stated costs (depending upon type of use these costs vary between 20% to 30% additional cost to the building).
- The building standard is very important in this analysis.
- It would appear to take \$1,000,000 to get each building to the Army "Green" standard.
- For the 36 buildings in Fort Hancock, it would take \$76 per sq feet for restoration
- Deferred maintenance from the NPS MAXIMO facilities planning system, which includes all work orders, is probably a more accurate figure and the \$103 sq ft for rehabilitation is what the deferred maintenance data suggests.
- It appears that much rehabilitation can be done for less than \$1 million and \$500,000 could make a major change in one of the buildings.

In response to a suggestion that partners able to reduce rehabilitation costs by not having to comply with certain Federal Laws such as Davis/Bacon, the Park informed the Committee that everyone would have to comply with Davis/Bacon Act.

Historical Context Group

Shawn Welch also gave a presentation on the progress of the Historical Context Group, including an overview of the legislative History of the Sandy Hook unit, the Historic District Nomination, and Army General Orders. He noted that prior to the establishment of the National Park, the area was known as Fort Hancock beginning in 1895 and Army Budget-related documents for work performed by the Army from the 1990s called the area Fort Hancock.

The Historic Context Group will give a complete briefing to the Committee with recommendations at the August 2 meeting. One goal of the working group is to show how the history of the Fort is integral to the preservation of the buildings.

Flood Insurance Working Group

Tim Hill updated the Committee on the progress of the Flood insurance Working Group. He noted:

- The new FEMA maps put the Fort Hancock buildings in Zone A and Sandy Hook did well in the new mapping.
- The NPS's requirements will drive the impact of flood insurance on the buildings.

The working group is comfortable that flood insurance will not be an impediment going forward. The group would like to reach out to existing users of facilities to get a better sense from them of the impact of flood insurance.

Public Comment Session #1

At 4:00 the Committee received public comment.

James Krauss, Environmental Chief at Atlantic Highlands, said that in the last few months there has been significant investment in downtown Atlantic Highlands, which is a good sign for this project. The last 4 years have been terrible for the investment markets. Interest rates have been moving up over the last 6 weeks and may have an adverse effect on the development of Sandy Hook.

Public Comment Session #2

Upon approval by the Committee and DFO, the public comment period was reopened to hear from Hank Sbober.

Mr. Sbober posed the following questions for the Committee to consider -What is the post-Hurricane Sandy situation for leasing buildings? Have things changed post-Sandy for buildings to be renovated? Are some of the buildings not worth preserving? Is there a demand? He also informed the Committee that he was unable to find the meeting agenda on the FACA website.

Committee Discussion Following Public Comment:

Bill Wilby noted that the change in interest rates is significant and raises issues relating to financing the project. Mr. Wilby also asked about the status of discussion relating to trusts. John Reynolds replied that there have been off-line discussions. Mr. Reynolds also indicated that based on his experience, a trust might be too large and difficult to establish for Sandy Hook, but legislation that might give NPS Trust-like authority might be beneficial.

The Committee then discussed the different types of leasing that is available, whether the Committee should consider recommendations that would lead to new law, as well as whether a working group or subcommittee should be set up to deal with finance issues. The Committee opted not to establish one yet.

Wrap Up and Next Steps

People who have questions regarding the Draft RFEI should speak to John Reynolds or Gerry Glaser. People who have questions regarding the final RFEI after it's issued to the public should speak to Pam McLay or Gateway's Business Management team.

Committee members conveyed farewell and appreciation to Linda Canzanelli, who retired from the National Park Service. Committee members expressed that that Linda had done a great deal to move the Fort Hancock initiative forward.

John Reynolds noted that the next meeting is scheduled for August 2 in the Sandy Hook Chapel. Potential agenda Items include:

- Consideration of draft RFEI and related outreach
- Historic Context Group report and recommendations
- Update on the status of the GMP

Linda Canzanelli thanked Committee members and the public and adjourned the meeting at 5:21 p.m.

Attachments

A. List of Attendees

B. List of Materials Distributed to the Committee

C. Action Items

Fort Hancock 21st Century Advisory Committee Meeting #4-June 28, 2013 Attendance

NPS Staff: Linda Canzenelli, Suzanne McCarthy, Pete McCarthy, Pam McLay, Barbara Repeta, Karen Edelman, Robert Voden, John Berndl, Alissa Askew, Daphne Yun

Facilitators David Emmerson & Robert Fisher

Committee Co-Chairs: John Reynolds and Gerry Glaser

Committee Members: Tim Hill, Lynda Rose, Arthur Imperatore, Mary Eileen Fouratt, Shawn Welch, Linda Cohen, Margot Walsh, Lillian Burry, George Conway, John Ekdahl, Howard Parrish, Guy Hembling, Karolyn Wray

Audience: William A. Jackson, Oliver Spellman, Betsey Barrett, Dena Morford, James Krauss, Ron Brodzinski, Donna Cusano, Jessica Long, Terry Zealand, Cindy Zipf, Tom Noji, Tara Ryan, Hank Stober, Rocco Dimer, Connie Stober, Keith Heumiller, Claire Antonucci, Don Abrahms,

**Fort Hancock 21st Century Advisory
Committee Meeting #4-June 28, 2013
List of Materials Distributed to the
Committee**

1. Meeting Agenda
2. Draft Request for Expressions of Interest (RFEI) prepared by the RFEI Working Group
3. Presentation on Real Property Cost Analysis for Fort Hancock dated June 28, 2013, prepared by the Real Property Costing Working Group
4. Presentation on Historic Context for Fort Hancock dated June 28, 2013, prepared by the Historic Context Working Group
5. Sandy Hook Inn Bulletin #1

Meeting #4 Action Items

Facilitators will send draft action items to committee members by July 1.

RFEI Working Group will contact former tenants to learn about the reasons they left.

Park staff will determine rules and procedures about advertising the RFEI and provide results to the outreach/communications working group.

Park staff will post presentation materials from June meeting and final March Summary to the Committee website.

Facilitators will finalize action items list, pending comments, by July 8.

Committee members should provide comments on draft May summary by July 9.

Committee will review draft RFEI and send comments to Gerry Glaser and John Reynolds by July 10.

RFEI working group will incorporate comments and send revised draft to committee by July 15.

Committee will review and finalize (if possible) by next meeting on August 2.

Community Outreach/Communication Working Group will organize list of potential recipients for final RFEI, develop outreach strategy for distribution of RFEI and engaging the public, and explore using a volunteer PR firm to assist publicizing the final RFEI.

Co-chairs, facilitators, and park staff will develop agenda for next meeting one week prior to meeting.

Facilitators will share proposed agenda and meeting materials with committee prior to meeting.

Facilitators will send draft meeting summary #4 to members one week prior to committee meeting.

Working Groups and Members

Community Outreach/ Communication Working Group (established at the March 12, 2013, meeting)

Charge: (1) Develop a community outreach and communication plan; (2) Prepare draft announcements and other materials for the Co-Chairs and Committee Coordinator: John Ekdahl
Committee Members: Lillian Burry, Linda Cohen, George Conway, John Ekdahl, Mary Eileen Fourett, Tim Hill, Lynda Rose, and Karolyn Wray
Staff: Daphne Yun

Flood Insurance+ Examples Working Group (established at the March 12, 2013, meeting)

Charge: Look at other NPS sites and identify resources and information
Coordinator: Tim Hill
Committee Members: George Conway, Tim Hill, Michael Holenstein, and Dan Saunders
Staff: Dave Emmerson

Historical Context Working Group (established at the May 16, 2013, meeting)

Charge: (1) Review military history and context at Fort Hancock and Sandy Hook and present to the Committee; (2) Develop proposals for integrating the mission and reuse of military facilities into reuse plans for Fort Hancock and the Park's interpretation at Sandy Hook
Coordinator: Shawn Welch
Committee Members: Mary Eileen Fourett, Guy Hembling, Tim Hill, Michael Holenstein, Howard Parish, Lynda Rose, Dan Saunders, and Shawn Welch
Staff: Dave Emmerson and Pete McCarthy

Real Property Costing Working Group (established at the March 12, 2013, meeting)

Charge: Support working groups and subcommittees with analysis and options
Coordinator: Shawn Welch
Committee Members: Guy Hembling, Michael Holenstein, and Shawn Welch

Staff: Dave Emmerson and Pete McCarthy

Request For Expressions Of Interest (RFEI) Working Group (*established at the May 16, 2013, meeting*)

Charge: (1) Provide information to the Committee on RFEI's and ways to move forward with the RFEI; (2) Prepare a draft RFEI for the Committee to review and discuss at the June 28, 2013, meeting

Coordinator: Gerard Glaser

Committee Members: Linda Cohen, Gerard Glaser, Arthur Imperatore, Jr, John Reynolds, Shawn Welch, and Karolyn Wray

Staff: Robert Fisher and Pam McLay

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