

**FORT HANCOCK 21st CENTURY ADVISORY COMMITTEE**  
**MEETING #40**  
**October 19, 2022 (Draft)**

<p>Agenda Items for Next Meeting:</p>	<ul style="list-style-type: none"> <li>● Working Group Updates</li> <li>● Leasing Updates</li> <li>● Discussion of Ombudsman/subcommittee/communication link</li> </ul>
<p>Agenda Items for This Meeting:</p>	<ul style="list-style-type: none"> <li>● Leasing Update</li> <li>● Working Group Updates</li> <li>● Public Comment</li> <li>● General Updates</li> </ul>
<p>Recommendations from this Meeting:</p>	<p>The Committee applauds the initial design work conducted to-date on the Stillman proposal and encourages continued collaboration among Stillman Development International and NPS staff to further explore project advancement. As this work moves to the next phase, the Committee asks that National Park Service and SDI consider the following:</p> <ul style="list-style-type: none"> <li>• Potential for and viability of the project to accommodate a mix of housing types and needs (affordable, senior, vet, etc.)</li> <li>• Tradeoffs between project density and economic viability</li> <li>• Explore potential for community impact fees</li> <li>• Providing information that will help the Committee to better understand project economics – both from the developer and NPS perspective</li> <li>• Preserving, re-using, and storing historic utilities systems to the extent practicable (telephone and electric, plumbing fixtures such as claw foot tubs, sinks, etc.) to enable “experiential learning” from these historic mechanical features from a time when these systems were coming of age in America (1890 to 1940s)</li> <li>• Ensure potential lessees are aware of and committed to abiding by and supporting existing rules related to the types of issues raised to-date by the WG</li> </ul> <p>The Committee recognizes the importance of setting a time-specific goal for executing a lease to ensure continued progress, but it does not now have sufficient information to articulate a specific timeframe.</p> <p>Other Specific Leasing Activity</p> <p>The Committee supports the design and approach being taken with</p>

Building 114; additionally, it supports progress on Buildings 24, 25 and 40. It further recommends that NPS sign leases as appropriate (such as Building 25)  
Relative to General Leasing Activity  
NPS should increase its efforts to address the public's concerns about privatization, as needed, and any misperceptions that public access to National Park Service resources and facilities would be unduly limited by leasing activities. Further, Committee members should redouble their own individual efforts to better address such concerns. Leasing is an action governed by law and regulation which allows the National Park Service to adaptively reuse historic structures that we have an obligation to preserve and protect.

#### Attendees:

NPS: Jennifer T. Nersesian, Gateway National Recreation Area Superintendent and Designated Federal Officer (DFO); Karen Edelman, Gateway Business Services; Daphne Yun, Gateway Public Affairs; Pete McCarthy, Sandy Hook Unit Manager; Patti Rafferty, Chief of Resource Management, Nadya Nenadich Historic Preservation Architect, , Amy Sebring Chief of Planning, Project & Asset Management,  
Facilitator: Bennett Brooks  
FACA Committee Co-Chairs: Shawn Welch, Gerard Glaser  
FACA Committee members: Gary Casazza, Linda Cohen, Chris Doxey, Michael Holenstein, Jim Krauss, Tony Mercantante, Gerry Scharfenberger, Michael Walsh, Karolyn Wray

#### **Welcome, Meeting Overview and Committee Context Jen Nersesian, Bennett Brooks, Shawn Welch**

Meeting called to order by Gateway Superintendent Jen Nersesian.

Pledge of allegiance

Overview of meeting agenda and ground rules

#### **Leasing Updates Jen Nersesian, Karen Edelman, Amy Sebring**

Jen Nersesian started the discussion with an update about the Stillman project. In 2020 the park received a proposal from Stillman Development International for all the remaining available buildings on a leasing Request for Proposals (RFP). This proposal was shared at the February 2020 Advisory Committee Meeting. Less than four weeks later, the country shut down due to the pandemic.

At the same time Congressman Pallone and a number of environmental groups voiced opposition to this project or expressed concerns around issues such as residential use, ecological impacts, concerns about privatization and other issues. We in the National Park Service were also unsure whether the density could be accommodated in these houses, given the historic standards we have to meet.

Therefore, a phased process for doing due diligence work on the project was created. Earlier this year Gateway signed a general agreement with the Stillman group. It's like our letters of intent, but with an outline of a phased process, so we could take very deliberate steps at looking at what was feasible on a smaller scale before we jumped into the whole project. The first phase of pilot design was started earlier this year. The General Agreement has two phases. The first is to develop prototypes for two Officers Row Buildings. This will be followed a feasibility analysis. The General Agreement does not authorize construction.

At the same time, the committee formed a working group made up of representatives of several of the groups who voiced interest or concerns over the proposal, so that we could better understand the concerns and work together on any strategies to address that. Some of these ideas will be shared later in today's meeting.

The Stillman Group today is going to present their pilot design for buildings 7 and 12. Everyone should keep the following in mind during the presentation.

Committee members posed several questions and comments:

- Could be done and still meet the standards for historic preservation?
- In seeing these design sets, from our perspective in the National Park Service, we think they did a very thoughtful treatment in terms of the preservation of the structures and meeting standards. But we of course are very interested in your feedback and perspective on this. As that issue is addressed, next steps for this process should be developed. Originally, we thought we could see what could be done with two units and extrapolate that over the rest of the buildings to determine whether the whole project could move forward. Reality is probably a little bit more complicated than that. From a business model perspective, given the varying rate of deterioration on all the buildings, the Stillman group really needs to get in and do a condition assessment on other structures to understand what level of investment is going to be required to rehab them, and what the implications are from that on the entire business model, especially the financial model. And at the same time, as it informs that business model, Stillman will start a discussion with Middletown Township about affordable housing possibility. This has long been a recommendation of the committee and something the public has also expressed interest in trying to create more access to these opportunities for different income brackets and in segments of the population.

Jen continued that this is a very different business model that would require subsidies and partnerships, and we still have work to do chasing down leads to see if this is even feasible. After the presentation will have a further discussion about all of this, but she wanted to set the stage by reminding everybody what led up to today and get folks thinking about what steps we might want to be thinking about as we look at the design. Jen thanked the Stillman group for joining us and then handed it over to them.

### **Stillman Development Briefing – Roy Stillman**

Roy Stillman introduced himself and explained that, so far, the Stillman group has examined the buildings from a perspective of existing conditions, compared those conditions with overall preservation standards and goals, and set forth an effort at an understanding or a set of rules of engagement that would be on a template basis for the first two buildings, and subsequently extended to the remaining buildings.

The idea is to pick two representative structures, examine them and then recommend means and methods and a philosophy by which we would undertake the preservation and restoration tasks of the buildings, and to give visibility to people as to what the intended designs would encompass.

To accomplish those goals, the Stillman Group has assembled a preservation team, which includes a specialty architectural firm and a specialty structural engineering firm, each dedicating their practices to preservation and restoration of older structures. Roy wanted to emphasize Jen's mention of the ongoing deterioration of the

property. They have now been through a few winters since their original proposal, with another one approaching. Nothing good happens in winter when you have buildings that are open as these are.

Roy began with a selected set of slides from the over a hundred slides that were produced. These slides will facilitate an expedited understanding of what it is that they've tried to accomplish.

Building 7, which is a lieutenant's quarters, and building 12, which is the commander's quarters are the two buildings that the Stillman group has selected. The commander's building is unique, as it is the only one on the site. There are other lieutenant's quarters (as well as captain's quarters). Roy continued that these two buildings are a good representative sampling of the buildings to show the preservation intent and theory.

Stillman began with a historical study of the buildings as they were originally produced in the late 1800s, probably these are 1895 through about 1910. There are good historical records of original layout materials, and other design characteristics. They've been able to compare those original designs and materials and other elements to existing conditions to show areas of subsequent intervention. There is also a photographic survey of the general condition of the buildings. The most salient deterioration is exterior envelope deterioration, which causes the opportunity for interior deterioration. Since the Stillman Group began this project, there's been an acceleration of exterior deterioration, which will eventually in their view be a dividing line of areas of responsibility between interior and exterior as between NPS and us.

The physical state of the interiors of the buildings is generally poor, and accelerating in a negative direction, by virtue mostly of water infiltration and the freeze- and- thaw cycle.

A key study is the exterior character defining features, which is really the reason why we all care about these buildings and why they have been designated by preservation authorities as structures of significance and national patrimony. As is typical of this period, there is a neo-Colonial style of the late 1800s, with extensive use of both brick with whitewater joints. There is neo-Colonial style, fieldstone foundation, blue stone, and stone curbs and lintels.

The porches, stoops and balustrades, and Tuscan columns are defining characteristics, as are the decorative cornices. The color scheme, the green on buff, is a very gracious perspective of the sea, offering peace and respite to the inhabitants, and opportunity to breathe the fresh air and experience nature.

Stillman has the original drawings of certain fenestrations, and openings and we can see that there have been subsequent interventions. For example, on the right we see the design of the front door, and you can see from that photograph just before how it has changed. There has been a fire in one of the buildings and certainly in the over 100 years of lifespan there have been modifications on the interior, and so in working with the reviewing authorities, we would try where possible to restore based upon existing drawings such conditions on the exterior.

The roofs were originally conceived in slate and through subsequent intervention have become asphalt shingle. Now many windows are boarded over or missing. They are in need of total replacement and upgrade. The roofs are the single most important area of deterioration and require urgent intervention to stabilize the conditions on the inside of the buildings.

Numerous other changes have been made over time, including sheet metal cornices going into other materials, garages added in the 1940s, etc.

Interior defining features are principally the staircases. Of key importance, they occupy a central physical position in the structures. They are ranging in condition from fair to beyond poor, so that you cannot safely traverse. Roy said they intend to preserve these stairs and keep them in their original positions. This would be the subject of an extensive structural rehabilitation and restoration in the original design motif.

Many of the ceilings are plaster on wood lathe, tin as was common in the period, and flapped at the exterior.

Certain changes will be made, such as using sheetrock instead of plaster, which follows preservation standards.

Some interior updates have been made, such as hexagonal floor tiles in bathrooms, which is not strictly original wood flooring and would be central to the restoration of the properties.

Likewise, you see original door designs and possibly examples of earlier interventions. You can see a transom is missing, but panel structures are the same. You have a good example of a front door, although it does not appear to have the original glass in the epicenter.

Work on the interior has largely been replaced original features with non-original design. This can be established by comparing existing conditions to drawings as well as what was commonly done at the time.

Kitchen cabinetry, interestingly, is old but not original. Kitchens would be largely replaced and modernized, as you will see later in the design layouts.

Fireplaces are a critical piece of the historic fabric, although there have been interventions on mantel pieces, that all fireplaces would be preserved in place with an effort to have a historically accurate surrounding.

Radiators are original although they will be removed because of the requirements of a modern heating system.

Briefly, landscape- defining features are the general reason why we all care so much about this. It's the beautiful experience of peace and tranquility that people get from looking out of a window to the sea and seeing open space.

The intervention principles they use begin with the generally accepted standards that the Secretary of the Interior has set forth. There are ten key standards, and they have made every effort to integrate their work within the confines of the Secretary's standards of how to approach a project like this.

The proposed intervention principles is essential to focus on. It varies from areas that we would restore, retain and rebuild, which are the key defining characteristics such as fireplaces, interior doors, exterior structure view, and maintaining the original use, which is residential occupancy.

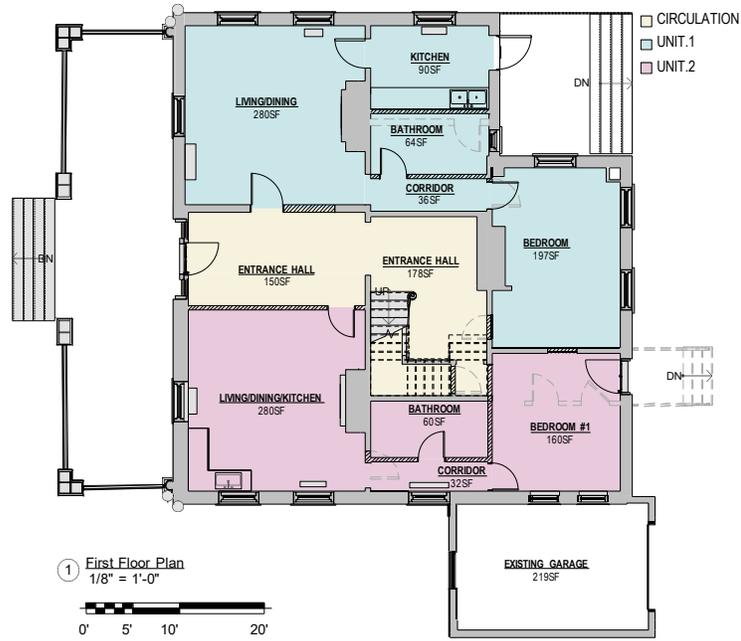
There's also replace in- kind, replace and rehabilitate, and sometimes remove, depending on the importance and current function of various items.

In our opinion, we have here a principled set of intervention standards that are appropriate in keeping with the Secretary's guidelines and in keeping with the level of importance of the project. They may involve additional expense, but these are the heart and soul of these buildings that can be maintained by safe adherence to the these standards.

Many different approaches to the occupancy of these buildings have been reviewed, balancing various interests. These interests are maximizing benefit, commercial optimization, maintaining integrity to the buildings, and adequate add enjoyable interior design. A total of six approaches (or schemes) were explored- ranging from three residential units per building, four residential units per building, five residential units per building, and two theories on each of those. These ideas define how to schematically design the interior layout of these buildings.

The Stillman Group feels the best balance of the various components is achieved with either scheme B1 or scheme C1, depending on the building, and a mix among buildings.

B1 and C1 schemes are below.

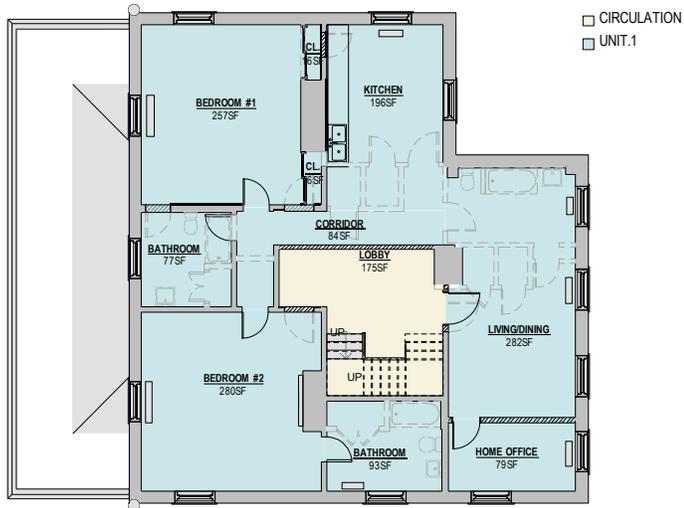


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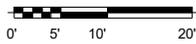
Fort Hancock Residences  
 Gateway National Recreation Area,  
 Sandy Hook Unit,  
 Sandy Hook, NJ 07732  
**SCHEME B1**

Project Number:  
 2105B  
 Drawn / Checked:  
 SF AA  
 Scale:  
 1/8" = 1'-0"

**SK-B1.1**  
 06/23/2022



① Second Floor Plan  
1/8" = 1'-0"

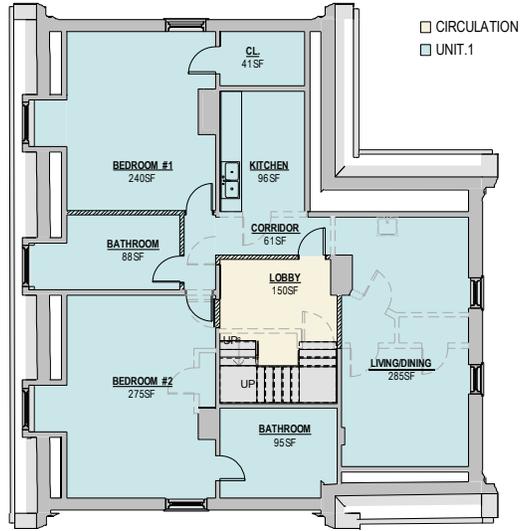


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**SK-B1.2**  
 06/23/2022



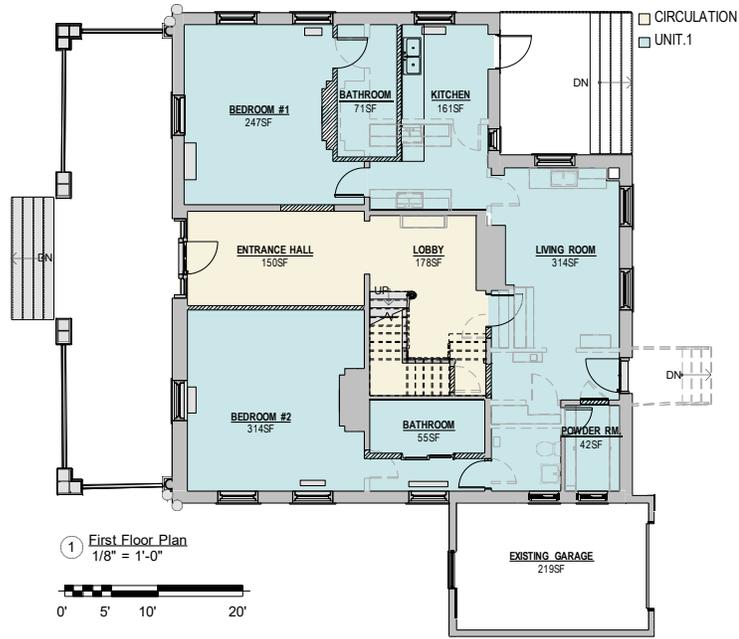
① Third Floor Plan  
 1/8" = 1'-0"  
 0' 5' 10' 20'

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**SK-B1.3**  
 06/23/2022

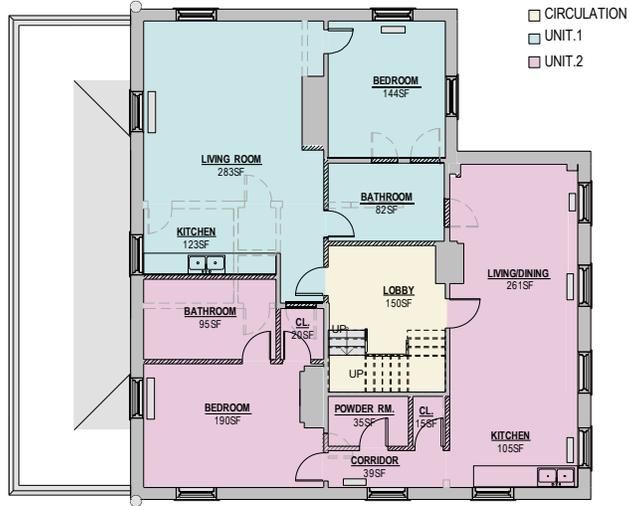


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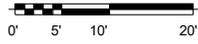
**Fort Hancock Residences**  
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**SCHEME C1**

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**SK-C1.1**  
 06/23/2022



① Second Floor Plan  
1/8" = 1'-0"



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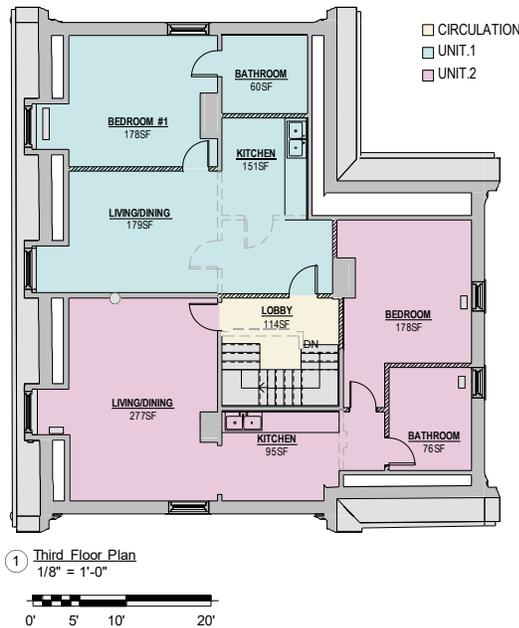
Fort Hancock Residences  
Gateway National Recreation Area,  
Sandy Hook Unit,  
Sandy Hook, NJ 07732

**SCHEME C1**

Project Number:  
2105B  
Drawn / Checked:  
SF AA  
Scale:  
1/8" = 1'-0"

**SK-C1.2**

06/23/2022



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**SCHEME C1**

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 Scale:  
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**SK-C1.3**  
 06/23/2022

These layouts are all modest and would not be considered luxury housing. These would be considered faithfully restored housing that is of a modest quantity and scale, and laid out and designed to maximize natural features such as windows, views, while maintaining various essential elements of preservation, most notably the central staircases. The Stillman group completed this study across both buildings and feel that they have representative samplings of also trying to minimize waste in terms of excessive circulation space and maximize net occupancy levels.

Roy then moved into a discussion on affordable housing, veterans' housing, and other similar concepts. The Stillman Group expressed a preference to affordable housing and has its arms wide open to the concept. They realize that from an economic perspective that there is an impact and there would be a concomitant requirement of subsidy, whether in the form of occupancy costs, rental subsidies, or other, in order to achieve that.

But we are wide open to the discussion of expanding the concept of public good, whether it be for veterans, for economic affordable housing characteristics, or other segments of the population that have a need.

Stillman's work was done in conjunction with the preservation architects, preservation structural engineer, as well as a review of the premises, and consultation with NPS.

Jen Nersesian thanked Roy for his presentation. She reiterated that from the National Park Service's perspective that this was a thoughtful and historically sensitive treatment. She continued that everyone only saw glimpses of the floor plans, and samples of the B1 versus B2, C1 versus C2, and those number- two plans had probably a greater level of historic impact on the features in the buildings. The primary difference between the B versus C design is the number of units; four units versus five units. This is something that the NPS would like to have feedback from future committee discussions.

This has been discussed internally in the National Park Service (NPS), and the conclusion is that there's not much of a meaningful difference. Both designs likely work in terms of the historic standards, understanding

there we still have tax credits, SHPO (State Historic Preservation Office), other partners we need to engage in this conversation, but also with our own internal historic expertise.

And given that, we were looking at trying to think through density, numbers of people, greater impact with more people, and in the end, the number of people in four larger apartments versus five slightly smaller apartments, the number of people that can live in there may not be that different. Jen asked the committee to consider the two schemes in that context and consider whether there is sufficient information for Stillman to look at the remaining buildings.. She emphasized that Stillman and Gateway are nowhere near signing a lease. Moving on to the rest of the buildings does not mean the project's a go. It simply means moving forward with conducting condition assessments on the rest of the buildings, understanding what level of investment is going to be needed, and continuing with NPS due diligence work, looking at the affordable housing models will begin. Jen appreciated that Roy expressed his openness and preference for that type of model, and that that kind of use is something we would all like to see. The bottom line is any model must be economically feasible. More work needs to be done to see what is possible. Jen asked the committee to think about and discuss Stillman moving onto the next phase.

And as we get into the next session with the working group, we can talk about how to address some of those concerns or integrate their thinking into this process as well. Jen opened up the meeting to reactions, questions, and thoughts from the FACA members.

Jim Krauss asked Roy what the range of square footage sizes of the one and two-bedroom apartments.

Roy doesn't recall but that information is on the slides (which can be found here: [https://www.nps.gov/gate/learn/management/upload/Meeting-40-FACA-Presentation\\_October-2022-part-1-small.pdf](https://www.nps.gov/gate/learn/management/upload/Meeting-40-FACA-Presentation_October-2022-part-1-small.pdf))

Jim Krauss also asked question concerning density. Given your knowledge of the real estate world and apartment leasing and the average number of tenants in a one- bedroom and two- bedroom apartment, could you give us an estimate of what the number of tenants would be if, say, at the low end, all of the buildings were developed with the lower number of apartments, say four apartments, and at the higher end if all of them were developed with five apartments?

Roy Stillman answered that the range would be in the upper 70s to mid-80s depending on whether there were four or five apartments per building.

Gerry Scharfenberger asked if the Stillman group had a timeline for the feasibility analysis.

Roy Stillman answered that they are too early in the process to know. Right now they are waiting on feedback from the NPS about density and the general timeline. And then there's also the concept of delineation of financial responsibilities. We have established, Assemblyman, that when we first began, that the project would achieve a newly acceptable return to allow its production. Since then, there has been physical deterioration, which we are asking the National Park Service to ameliorate.

So we want to be really in charge of all of the interiors with a slight amount of exterior and the National Park Service to be more involved in the exteriors and other site characteristics.

So that's the third big class of feedback that we need to produce a mathematical statement of commercial viability.

If those parameters can generally fit into mutually agreeable solutions, then we have a viable project on our hands.

There are plenty of steps, particularly SHPO (State Historic Preservation Office), and essentially there's this informal CAFR(comprehensive annual financial review) process, the coastal zone review, that -- it's not specifically called CAFR but has all of the bells and whistles of it, and those have time and cost characteristics associated with them.

These are sort of variables that have to go into a mathematical statement as to how viable things are.

But my overall instinct is if everybody is working together in the same spirit, yes, it's a viable project; and yes, we would like to undertake it.

And then the other dimension, the big dimension is what's going to be the public policy on affordable housing, people with disabilities, veterans, people who need some sort of economic or other programmatic assistance.

And that's relevant, also, in how various decisions get made and the concomitant economic impacts of them.

Jen Nersesian added one more thing about the timeline. It isn't a matter of moving onto the next step and then having a completed project to come back to the committee with. Each incremental step will be a public process and we'll continue to share each step through the committee and these public meetings, so that the public will have a chance to weigh in on the topics.

Michael Walsh thanked the national park service, Jen, and Roy Stillman for all their hard work, time, and effort that's gone into assessing this and looking at the possibilities for this project. He asked if there was a possibility of a monetary contribution by the park service or federal government to support this project. Is it something that could be negotiated for the exterior work and possible the work needed for parking. He continued that he agreed with Roy that there is not a big differential between the number of people who would be in the apartments whether it is four or five units per house, but it would impact the number of vehicles on site. Will there be any support to build out the necessary parking infrastructure and contribute to some of the exterior work.

Jen Nersesian answered that when we put out the RFP (Request for Proposals), we had a notation in there that we were planning on making some investments in the roofs, the stabilization work we're currently undertaking. This project has taken an inordinately long time to start. Bids were closed today. This is a multi-million-dollar investment in some basic stabilization, that we can easily move forward putting into the buildings because it was part of the competitive opportunity all along. Further investment by the park service would hinge on a few things.

One, finding money somewhere, being able to get money to put into the buildings themselves, which is an ongoing challenge. But then figuring out whether that's allowed under the solicitation under the current proposal.

There's a lot of gray area because the buildings were in one condition when the proposal was issued (in 2004), and they are now in far worse condition and continuing to deteriorate. The proposal Roy put in (2019/2020) was based on the condition the buildings were in at that time. There is some negotiation room in understanding what types of investments can be made. These buildings deteriorate further with each passing day. This impacts the financial equation, and there is a threshold beyond which this is no longer a feasible project. All of these financial aspects have to be considered. The park is making investments in things like utilities, which will help support both the leasing program as well as other park operations.

Jen continued that Gateway realizes more parking is necessary but is constrained in what can be done in terms of footprints. The park has been working on a traffic study that looks at making Hartshorne Drive one way and then looping around the playground (McGruder on the other side) and using the other lane of traffic for on-street parking. That might be a light-touch way to create more parking space. Whether that accommodates everything, we need to see the results of the study and figure out what other options there might be, but we are looking at that as well.

Anthony Mercantante praised the amount of progress that has been made. He addressed parking issues. So assuming 88 -- 80 residential units, you can figure about 144 parking spaces on average. The two things need to go hand in hand. To determine whether three, four, five is the right number of units per building, that needs to be done simultaneously with saying can we realistically provide parking for that number?

Because what you don't want is people to move in there and not have enough parking. Because then, you know, you get complaints, you're going to get pressure to create more parking, you're going to get illegal parking,

you're going to get parking in places that are supposed to be reserved for the park programs and activities, and it will just be a conflict from day one. Without the adequate number of parking spaces, and you must factor in visitor parking to, you can't commit to a density of units.

The other thing is, one of the things that's going to come up is that if you have X number of residential units, there will possibly be some impact on schools. And the issue with schools will be primarily, not so much the number, because I don't think you will generate the number, but transportation. The school districts are going to be responsible; the school district is going to be responsible to bus students from here. So obviously there's a cost impact to that for them.

One thing to think about is whether there's a possibility of creating some sort of user fee or some sort of host fee for the local school district to at least offset their cost for potential school busing in the future.

Shawn Welch thanked Roy for his presentation and for sticking with the project. He continued that for him it's about paying the bill. He reminded everyone that park service budget is small. The whole park service budget would not be able to operate Fort Bragg or any other large Army installation. The park service is not able to restore these historic buildings on their own. But Gateway has done fantastic things with the set of tools they do have.

Shawn further added that he thought the radiators should stay. History is an experiential thing for visitors – and people like seeing original equipment working. There should be some way to reuse the original heating system and radiators so that the physical, historic, experience remains.

Fort Hancock has an important period of significance from the 1890s through the 1942. Three major things come of age in that period: telephone communications, electric service, and water treatment and potable water distribution. NPS has updated the water plant and the structure will support the whole peninsula. The electric and telephone equipment should not be thrown away, but somehow be used to help connect the park users with this important history.

Gary Casazza said that everyone has done a good job on this project so far. He feels that density has to be determined by finances and parking. He also wondered who the clients would be for these units and asked if any could be restricted to senior housing? And is that the market you're looking for? And you can you tie that into affordable housing?

Gary doesn't know the answers, but thinks these are important items, and who the client is purchasing this in the end is critical because that determines finances, which determines density, which determines everything in life.

Jen Nersesian responded that certainly we are open to looking at all options in terms of affordable housing. Senior housing is an option, and asked Gary for any connections or leads. When the park met with Middletown, some of the issues considered were tailoring affordable housing to various populations veterans housing, disabled housing, a number of different models that could be considered. Transportation access is important. Which communities may have vehicles, which may not. Some communities may have some type of shuttle services. Given this is a relatively remote location, and there is no grocery store in walking distance, all of these pieces need to be considered.

Roy Stillman added one more thing. These historic buildings have staircases for their multiple stories. There's a big opportunity for people with needs, but there's economic needs, there's other service needs, and et cetera. And then there are these subsidiary issues of access, parking, social services, that may come along with that. The Stillman Group is willing to try and provide for people with needs. Also, this is not binary. It doesn't have to be all or nothing. It can be some and some. So that we can have a diverse community here as opposed to one that's not diverse.

Jim Krauss said that his earlier questions was for the number of people not the units. He asked since there would be 70 to 80 units, based on industry average, who many people would be there.

Roy Stillman will get back with the number.

Michael Walsh said that Roy's point about housing available for people with needs is not binary is critical for the understanding and critical for developing a great community. He hopes that there is diversity, including economic diversity in the community. When affordable housing is discussed, the emphasis is often on the elderly and disabled. But people in the service industries may also need affordable housing. This is a very expensive area to live and finding housing for young people; people in the service industry, social workers, teachers, or police force, is difficult. We should really think about the entire range of people who are looking for affordable housing. And certainly, our service workers and our teachers and police and our young people who are struggling to find affordable housing are in that mix as well. There are lots of people with the need for housing in the area, and the area needs their services; and if there's an opportunity here, that's great. Having a wide range of people living at fort would be great both economically and for a great dynamic community. That means it would not be 100 percent affordable housing.

Bennett Brooks asked the committee if they wanted to hear the other presentations or add a little time right now to invite the committee to crystalize its thinking. There is an interest in housing that can serve a number of different communities of need. There have also been some comments around density and the importance of density and the relationship to economics and maybe that's what drives it.

Some very specific comments around rethinking radiators or considering a user fee for school bus service, et cetera, and in general appreciation for the quality of the proposal. Bennett asked Jen and Shawn how we should continue.

Jen Nersesian suggested that if there are recommendations that the committee wants to forward, they should do that now while it is fresh. In addition to the things Bennett listed, she reminded the committee that the park has fulfilled the terms of Phase 1 of the agreement with the Stillman Group. The next step is to move onto Phase 2 - looking at the condition assessments on the other buildings, continuing with the development of the business model and exploring affordable housing in any shape or form and the percentage across the portfolio. She asked if the committee agreed to that and asked that they included that in thinking about next steps in recommendations and thoughts.

Shawn Welch said the committee should create a formal list of items for Gateway to consider and look at. There should also be a general recommendation from the committee about moving forward and continuing this work. The committee can make an important statement if it agrees as a body that Stillman and the park service need to continue moving forward. Shawn also thought the following issues were important – housing availability, density, school bus and other outside requirements, where will there be a financial need.

Bennet Brooks confirmed this list: housing availability, density tied to economics, consider user fees for school buses or other possible needs, and then system reuse (keeping the radiators, wiring, and plumbing).

Jen Nersesian suggested that the Committee vote on formal recommendations after it hears from the working group.

Bennett Brooks agreed and thought there would be a fuller picture for the committee after they heard from the working group.

Gary Casazza would like to see a formal motion on how to proceed. He also thinks that information about financing should be worked out. He strongly recommends moving ahead, but he wants to see something concrete so he can see that this is a viable project. He thinks there should be a motion to recommend what is going to be spent.

Michael Walsh said that while he did encourage the possibility of affordable housing, he does not recommend that it be a fixed criteria that affordable housing is required.

Gerry Scharfenberger pointed out that if we announce the possibility of affordable housing with the project,

there may be resistance from some. He thinks veterans housing is more palatable, having seen the local battles over affordable housing.

Shawn Welch address Gary Casazza's comment about the financial structure. He reminded everyone that the committee completed a cost analysis in 2013. He doesn't think that committee recommendations tied to specific numbers are what they're chartered for. He also thinks the committee should do an actual formal motion to encourage the continued collaboration between the Stillman Group and the park service to move this project forward.

Gary Casazza seconded the motion.

Chris Doxey said the interior deterioration broke her heart. She thinks Roy's approach to the situation is fantastic, but she also thinks we should move faster. She also thought that it was a requirement to set a certain percentage aside for affordable housing.

Jen Nersesian answered that that requirement does not apply to this project.

Chris then asked who would be responsible for maintenance of the building once the project is complete.

Jen Nersesian answered that the lessee is responsible for the maintenance. For this project, the lease will be with Stillman and Stillman will be responsible for the maintenance.

Bennet Brooks asked if everyone could pause this conversation and put Shawn's recommendation on the table. We still have other building/leasing updates, public comment, and the working group update. After all that we will resume the conversation.

### **Building 114 Update – Karen Edelman and Amy Sebring**

Amy Sebring, Gateway's manager of planning, project, and asset management, introduced herself. Building 114 is another adaptive reuse project. This project would rehabilitate the historic officers club 114 into an event and lodging space.

This historic building is two and a half stories, it's brick with mansard roof and dormers, vacant since 1981. The original structure was expanded in 1905 with an addition to the west, and again in 1940 with a masonry addition on the south, and then again in 1943, another wood addition. So, on this slide, you can see the second row over to the left, you can see that addition. And unfortunately, it took down a historic wraparound porch. That attachment was poorly built and had structural failure with both the roof and floors collapsing. The next couple of slides show the building in the 1920s.

The holder of the letter of intent for this building would like to remove the additions and reconstruct the original wraparound porch as well as a one-story event space on the south side, which will complement the historic structure. The proposed design does a very good job of preserving the important character-defining features and rehabilitating the building back to its 1900s period of significance.

Amy brought back the main floor plan to point out a couple of things. The addition was very thoughtfully designed on the south side, and it's set back. (The addition is in the light pink and the light blue is the original.) They hired a historic architect, and you can see on the left there, they're going to rebuild the historic wraparound porch, but you'll notice they're adding legally required accessibility.

When you walk into this building, you'll experience it much like in 1922, which is the desired outcome. They're rebuilding the bar where it was, and they're refurbishing the historic mural behind the bar. They're rebuilding the kitchen where it was, and they are maintaining that front entry with the historic staircase.

Amy Sebring continued that the park has initiated consultation with the state historic preservation office so they can review the addition. The plan is to have parking on the north side, and the upstairs is proposed for lodging. A family wedding could be held here and the wedding party could stay overnight.

The elevations are important. The proposed addition is on the left, so the top drawing is the front elevation.

And you can see how sensitive the addition is. It's one plate height, it has receding hip roof, and it does not overwhelm the original building, and frames it so you can see the way it was. The site plan shows the addition is put probably in the perfect area. It is set back from the original, tucked away with these trees, so as you drive around Fort Hancock and you come around and you park and you walk up that front walk, you're really going to experience the original building.

They're doing a green roof on the connector to the addition. The park service (Gateway) is excited about this proposal. It's a thoughtful, sensitive addition that will make the adaptive reuse program work.

The historic architect, Barton Ross and Partners, is showing materials and fenestration pattern that complements the historic building but doesn't overwhelm it and that's what we like to see. This is still in the preliminary stages. The next steps are to get the concept approved with the NPS investment review board.

Jen Nersesian added that Scott Heagney is the letter of intent holder for this property. He also has a letter of intent for buildings 24 and 25, the large barracks buildings, and the YMCA building. For this specific building, for the business model to work, for this to function as an event space, there needs to be some additional space. We have looked at some initial proposals for an addition, a three-story addition that we in the Park Service did not feel would meet our needs in terms of historical considerations. After a lot of work this is at the point where it's ready to share for the committee, and that in our estimation, this does do a very nice historic treatment in terms of the addition. She asked if any committee member had questions or comments.

Karen Edelman followed up on this discussion of building 114. We are talking about buildings for which letters of intent are currently in effect, and those are the four that Jen mentioned: The officers club, which is building 114, buildings 24 and 25, which are former barracks, and building 40, which is the YMCA. The next buildings that are probably going to come online in terms of executing the lease on the lease will be 25 and then 24, and those will be utilized for residential lodging.

Karen also shared the status of the buildings that are currently leased or subject to other agreements. Right now, as you all know, Lillian Burry has been instrumental in connecting us with the county so that MAST can utilize buildings 23 and building 56 in connection with Monmouth County Vocational School District use. Those buildings are currently under some sort of rehabilitation. They're subject to an agreement and not a lease, because MAST has legislation authorizing them to utilize facilities at Sandy Hook.

Then as you know we have building 53, the post exchange which is a café, currently in use and it's open. It's open intermittently as the winter comes, but it is open more during the summer and shoulder season.

Building 21 also in use; that's the duplex building. It's in use for lodging.

Building 104 is an old quarters building and it is in use for office.

Building 52 which is a lieutenant's quarters is in use for lodging. And then building 36 will be a restaurant and event space. We don't know the timeline for the opening of this yet.

Jen Nersesian added that she believes Building 56 (one of the MAST buildings) is close to completion. We are also getting close to the lease-signing stage for building 25, that large barracks building. This will be used for a mix of short- and long-term residential lodging. She wanted to flag that because it could be leased by the next committee meeting.

Patrick Collum asked about the upper levels in building 114.

Amy Sebring answered the upper levels will be rehabilitated into lodging for the event space. She added that the park service likes to retain character-defining features, so one of the main historic stairs and the main walls will remain.

Michael Walsh said it was remarkable that this planned rehabilitation of the officers building can bring it back to what it originally looked like. He thinks some people will have a concern about the large addition, but he agrees that it does seem consistent with the original design. Michael continued that he lives in Fairhaven, in

Monmouth County. There have been a number of places locally (Shadow Brook Country Club, Rumson Country Club, Diehl Country Club) which have renovated large old homes with additions of significant space to accommodate events. This officers club plan is exactly in line with what the other places are doing, and there is a huge demand in this area for event space. He thinks it is a nice design, and that this area will be highly utilized.

Gary Casazza said this is a great blending of old and new. He thinks it's exactly what the whole fort needs.

Shawn Welch thanked Amy and Karen for the briefing. He continued that single officers could rent space in the clubs, so adding lodging is historically accurate.

Bennett Brooks asked Karen and Amy if they were looking for any type of recommendation on building 114 from the committee.

Jen Nersesian answered that the NPS had worked with Scott and his team on this building on this addition and felt like it was very complementary of the structure without taking away from the historic aspects of it. She wanted to see if the committee agreed and if this addition is appropriate to consider in the context of this project. She wanted to see if there are other perspectives and also wanted to see if there was feedback or input on continuing to move forward with building 25.

Bennett Brooks summarized that Jen has a specific request: to see if there's any kind of statement the committee would like to make along sort of supporting the design and approach being taken on building 114 and any statement on building 25.

Chris Doxey thinks the building is wonderful. She continued that it has a stately look and flow, and she can't wait until it opens.

Karolyn Wray agreed that it looks fantastic. She said there have been weddings out on Sandy Hook forever, and now this will offer a space to house the wedding party. She further noted that a restored building for the same purpose has just opened at Fort Monmouth. She thinks the officers house will be an asset.

Bennett Brooks thanked Chris and Karolyn and said he's only hearing full throated enthusiastic support.

Shawn Welch suggested the committee forwards a motion in support of the work the park service is doing with Scott Heagney and Building 114, and their movement forward with 24, 25, and 40.

Michael Walsh seconded the motion.

Bennett Books asked for all in favor to raise their hands. He then asked if there's anyone not in support or who wants to voice an abstention. (No one answered).

### **Public Comment**

Bennett reminded the committee that 30 minutes had been set aside for public comment. If anyone wished to make a comment, they can raise their virtual hand or write into the Q & A. We also invite people to make comments by email if they're not comfortable making a comment today. Any comments can be submitted in writing to Daphne Yun at [Daphne\\_Yun@nps.gov](mailto:Daphne_Yun@nps.gov).

Bennett reminded everyone that comments should be limited a few minutes each. He'll jump in to let commentors know when they're getting close to their three-minute mark. Bennett also reminded each speaker to give their name and affiliation at the beginning of their comments.

Susan Gardiner will be the first commentor. She had contacted the park ahead of this meeting expressing an interest in commenting. (Please note, Susan's presentation can be found here.)

Susan Gardiner introduced herself. She's the author of "Sandy Hook's Lost Highland Beach Resort." She started by saying that old houses are the keepers of our past. Her goal is to rescue one such building in the Sandy Hook NHL. The 1893 Sandlass House, SH 600, is in desperate need of help. Why is this justified, both historically

and practically? The significance of associations with the resort and its historic remnants are found in the same natural environment which surrounds the structure today under criterion A in the National Register. This represents its integrity as a bathing business which provided swimming, fishing, boating and enjoyment of nature. In addition, the house was on the contributing structures list for 25 years in the NHL nomination.

In 2004, the historic documentation of Highland Beach by NPS started in earnest. One, to collect the remaining photos, interviews, and artifacts of the resort experience. Two, in 2005, the NPS signed a memorandum of agreement with NJDOT to prepare interpretive exhibits in a history of travel and transportation at Highlands and Highland Beach to be shown at Sandy Hook NPS Museum. Three, a group of advocates formed a preservation team to work directly within NPS and active discussions for a future lease at the time the last ranger vacated the house. And four, interviews were conducted by the NPS Museum curator and the Sandy Hook Historian.

In 2004, the New Jersey DOT cultural resource survey noted two contributing structures, identified within the APE during the bridge building project, which provided, quote, concern by SHPO (State Historic Preservation Office) for the Surf House, which is a/k/a Sandlass House, a traditional American four- square. In 2010, the chief of cultural resources started an NPS nomination for Sandlass House for SHPO consideration. In 2012, the NJDOT presented three Highlands and Highland Beach illustrated history panels to NPS. A request for a wayside exhibit for the Highland Beach resort was approved by NPS. Susan continued that there are questions about the abrupt removal of the Sandlass House from the contributing structure list at Sandy Hook in 2012 after 25 years of being on the list. If the Sandlass House was still on that list it would have qualified for the current leasing program. An administrative change by a new chief of resources and the nomination stopped. The house was suddenly removed without consultation of advocates or other parties violating the requirement for this process.

Bennett Brooks let Susan know she was over time.

Susan Gardiner said she only has one more comment. The administrator notified that NPS national historic requirement to submit this home for review when a home has merit. The Sandlass house meets criteria from 2004 to 2012. Nomination requirement has yet to be satisfied. She is asking the committee and NPS to return the home to the structure list and ensure the building can participate in section 111 leasing this fall. Solutions have been presented regarding the park's preservation by the preservation advocates. Valued by the citizens legislature and community. Let's bring back the cooperative partnership we shared for eight years with National Park Service at Gateway. And thank you for sending all the necessary documents since the last meeting in April and thank you for listening.

Bennett Brooks asked if there were other members of the public that would like to make any comments.

Brian Samuelson is a current lessee at Sandy Hook. He is concerned about Stillman's proposal and that he's been handed over 23 buildings. It has taken two and a half years to get to this presentation. He thinks the national park service should have an expiration date on this, a time by which the project should be completed. Stillman has an exclusive right on this land making, holding it hostage, you might say. I'm concerned about that.

He continued that they (his short-term leasing) will be shutting down this January through April. They had a catastrophic flood and failure last January and he feels the business office is holding their insurance check and not communicating with them. He appreciates the great work. And let's make sure we hold everyone's feet to the fire, not just his.

Michelle Pezullo lives in Highlands. Regarding the Stillman project, she said these were beautiful renditions and she loves the original look of everything. She thought to say that, you know, affordable housing isn't mandatory out there, but, you know, it would be more palatable for Veterans just kind of stuck as just a little elitism. Also, who pays for all these services? Does it come from the taxpayers? What happens when snow cleanup is required or there is a fire? She thinks that while these buildings are beautiful, it just seems like it's only for those that can afford it.

Bennett Brooks thanked Michelle for taking the time to share her thoughts. Part of the reason to have comments in the middle of meeting is to give the committee a chance to hear the different perspective from the public that are here.

Allen Porto said he submitted a proposal for one of the buildings. He plans on living in Seabright (?) full time. He thinks that Stillman is an investor who has put a lot of diligence into this and understands the challenges. He agrees with some of Brian's point, especially that the time frame seems slow. He also thought Michelle brought up a good point about affordable housing. The third thing he'd like to bring up is he didn't hear any talk about going off-grid. He suggested solar roofs in his proposal. He thinks that it is something to consider.

Bennett Brooks thanked everyone for their comments. He heard concerns around the time frame of the Stillman project, and that there should be an expiration date. There were comments about public use, affordability, and who pays for services. There was also a suggestion about the ability to build in solar panels so these units can be off the grid.

Susan Gardiner read an email she received from Connie Ramirez, former director of the Federal Preservation Institute. (This letter was also sent to Daphne Yun, and a copy can be found [here](#).)

Connie was the director of the Federal Preservation Institute and office of associate director of cultural resources and partnership and science for the NPS in Washington, D.C. She held that post for a period of about 15 years, from 2000 to 2015.

Statement:

The Sandlass House, a locally significant building in the history at the late 1880s Highland Beach Resort and included in the Gateway National Recreation Area, Sandy Hook, is being destroyed by the bureaucratic fumbling and contradictory policies of the National Park Service and the New Jersey Historic Preservation Office (SHPO). Both agencies have failed to recognize that places of local significance, such as Sandlass House, are eligible for listing on the National Register of Historic Places, and hence, for review of the effects of undertakings by the National Park Service, in accordance with the National Historic Preservation Act, Section 106. Avoidance of recognizing the property's eligibility for the National Register has delayed the opportunities for preservation through the National Historic Preservation Act, Section 111 leasing authority. Because of such inactions, the National Park Service is guilty of demolition by neglect of the Sandlass House, and of failure to meet its responsibilities as steward of our American history.

Many residents and interested citizens have sent letters and petitions to have the Sandlass House included in the contributing structures list (CSL) and, thereby, in the Section 111 leasing program. The return to the Sandy Hook CSL in the Fort Hancock and Sandy Hook Proving Ground Historic District would make it eligible for the leasing program authorized in the National Historic Preservation Act, Section 111, specifically to help federal agencies find income-producing ways to keep historic properties not needed for their mission preserved. Informal offers by National Park Service staff to transfer and move the Sandlass House to another site is not a viable alternative due to lack of publically controlled land within the area in which the house has historic significance.

The question that the Fort Hancock Advisory Committee should be asking of the New Jersey Historic Preservation Office (SHPO) and the National Park Service is: How does the American public, including citizens of New Jersey, benefit by the National Park Service allowing the Sandlass House, a historic element in the GNRA, to deteriorate? Why are the NPS & SHPO vacillating as to whether the Sandlass House should be included in the historic district? Why are these agencies thwarting the possibility of preservation of the Sandlass House through the provisions of the National Historic Preservation Act, Section 111?

Bennett Brooks thanked Susan and moved the committee into a discussion about the working group.

## **Working Group**

Jen Nersesian, Jim Krauss

Jen Nersesian said that the committee formed the working group to explore the concerns that had been expressed when the Stillman proposal was discussed. The group is comprised of members of the New Jersey Historic Trust, the New Jersey Audubon, the National Parks Conservation Association, and the Sierra Club and the Monmouth Conservation Foundation. There are also a handful of committee members who are also involved in this too. The first working group meeting was to brainstorm a list of items for the group to explore, including concerns that had been raised by each group the members represent. There have been presentations by the manager of resources outlining the different laws, regulations, and policies the park service follows. There has also been a discussion on climate change and other types of ecological impact. The whole committee has also been given the presentation on laws, regulations, and policy and climate change. We are trying to plan to have other presentations for the committee and may hold an in-person town hall to accomplish this.

Jen continued that the working group has made a lot of progress on all these issues, but its work is not done. The one major topic that hasn't been addressed is the social equity piece. That is in the docket and acknowledged by everybody as an important top consideration. Today we will see whether there is consensus on some of the recommendations from the various meetings. It certainly is not comprehensive yet without the social equity piece in there but represents as far as we have gotten in terms of really understanding these issues.

Jim Krauss said the mission or goal of the working group is the most important thing to focus on. The group wanted to understand the park's current management practices regarding the impacts of the proposed residential and commercial development contemplated by the Stillman group. They also wanted to make recommendations on how the park should increase or modify the management practices to minimize potential impacts as the leasing program progresses. There is still significant work to be done on climate change considerations and recommendations. At the last meeting (two days ago) group members were asked to identify priority items and raise any issues or concerns that have not been discussed. This has not been finalized, but we expect to have these for the next meeting.

On the left-hand side of the table ([link here](#)) is the working group recommendation, in the center column is the related resource concern and then the right-hand column is the what the park is doing currently. Jim will comment on some of the issues where if the Stillman proposal is successful, the park will need to step up its management practices.

Adaptive Management – or the process where management is not a fixed set of rules or principles but evolves depending on what the concerns and needs are. Plans are developed as issues come up, followed by implementation, constant monitoring of results, and then evaluation of results. If the wanted benefits are not

achieved, you start again with modifications. The park service has a framework for this, but it needs to make its adaptive management plan more robust, especially for Sandy Hook.

Next Jim spoke about the concern of who will bear the cost. This is something that was of particular interest today during the public comment. The working group recommended that the developers should bear the cost associated with mitigation and adaptive management from the leasing program.

The next item discussed by the working group, and not only regarding the residential development, but also commercial development, is controlling the lighting and making sure lighting does not have a negative impact on wildlife. The next item is noise restrictions, very similar to lightings restrictions.

Air quality- the working group recommends rules to restrict vehicle idling. There was also a recommendation limiting the number of vehicles tenants can have, and also prohibiting certain types of vehicles, including large recreational vehicles.

The working group also recommends provision of electric charging vehicles in the park. Many surrounding areas are working on getting these so this should also be a goal for the park.

Another issue brought up was the management maintenance of stormwater.

The working group also recommends the evaluation of infrastructure needs for increased residential use- water, sewer, electric, stormwater, etc.

Jim said another item that was discussed was about managing nonnative and invasive species. Overall, the working group felt that the park service needs to step up its management practices if the leasing program goes forward.

Bennet Brooks thanked Jim for the presentation and for highlighting the good feedback and thoughts from the working group. Bennett invited any working group members to add their perspectives. Bennett also clarified (again) the working group was put together to help identify concerns that might be associated with leasing and identify potential management measures, research measures. The piece that Jim just talked through isn't an endorsement of a proposal and shouldn't be seen as such, but it is reflection of a very thoughtful that the group has had around consideration related to leasing and sharing of their perspective, again, on concerns and possible way to mitigate.

Tony Mercantante said that several issues were raised by the people who made up the working group who are not FACA members. They had several long and short-range environmental concerns. The presentations given by Patti Rafferty, manager of resource division, highlighted that most of these concerns are factored into NPS decision making. Some of these things happen under the radar, so it was interesting to see that many of these issues were already addressed in park policy. Tony also talked about the issue of sound. Paying attention to noise and when we lease buildings, should there be some consideration of hours of operation or hours, you know, when which noise should stop because, for example, we talked about the fact that there are places that may serve alcohol and food in the long run. Well, whenever you have alcohol and food you tend to have entertainment. Have we considered that? Have we considered outdoor entertainment? Should there be a time limit on when the noise should end? I don't think we had in any detailed way but that's something we should factor into our decision making going forward. Similarly with lighting at what point should ambient lighting be considered in the long-term decision making in the various uses that may occupy for Hancock. Tony thinks that things like this are important to consider going forward as

we look at individual leases, and he thinks the working group learned that a lot of those factors are considered by the park service already, but a few issues were raised are important for us to consider as we go lease by lease, building by building and ask what uses are going to be there. Some of the factors considered another one is the introduction of nonnative plant species. The park service already has a policy on that, but an issue not discussed that issue as people move in and open their own businesses maybe we wouldn't have caught or controlled or addressed in a lease necessarily if that issue hasn't been raised. I think those are examples of things that came up during those discussions that were valuable that enhance the project don't hinder in any significant way but might not have come up if we haven't gone through that process.

Bennett Brooks added some of his observations. There has been a lot of conversation around using best available science and practices, and Jim talked about the need to manage adaptively. Limiting vehicle impacts came up several times. The social equity impacts piece that Jen raised came up several times. Again, maybe this isn't quite the right group but it's a really important issue that the park service and you all as a committee should be thinking about. Several comments around accounting for unexpected effects. Planning is necessary, but there is often something unexpected – so how will the park handle these. Bennett noted that in the Q & A Eileen said Jim did a nice job summarizing.

Gary Casazza thought the progress was wonderful. He'd like to see a presentation about the Stillman proposal with time frames and goals.

Jen Nersesian asked the committee to think about how what's coming out of the working group informs their recommendations to the national park service, how they should shape our approaches and our thinking. She added that both she and Patti have been in the meetings and are hearing and benefitting from understanding these concerns. She continued that she thinks it's important that the committee has a chance to absorb these and use them in their advice and guidance. That may take a little more sitting with the recommendations, but as a committee also tell us what you need in terms of this connection with more working group, with this advisory body to you in your advisory role to us, to be able to fold these recommendations into any recommendations you have to the national park service. There are a lot of things in there that for instance come into play as we develop these terms, that make it clear that expectation and, of course, you have to confirm to all laws and policy, but maybe there are some clearer ways we could ensure that people understand what that mean. Are there things that the national park service should be paying more attention to or taking a different approach within our management of the leasing program? The working group represents a lot of experience in the environmental role as well as historic expertise.

Gerry Glaser thanked the working group and all those that participated today for all that they've done. He especially wanted to call out the work that Patti and the park has done to inform what the working group was able to learn. He emphasized that the park goes to extraordinary lengths already to preserve the cultural and ecological heritage of the parks and those things are of primary importance. He continued that he was constantly amazed at the efforts that the park goes to, to make sure those issues are addressed. The park has an extensive set of rules and guidelines and so forth that become part of everyone who takes on it's a requirement that they adhere to those conditions and responsibilities. So, we should all be aware of that. Their stewardship and I want to thank Jen and the team for all that they do, and sorry to jump in at the last second.

Jim Krauss agreed with Tony and Gerry that what the park is already doing is astounding.

Chris Doxey said that what jumped out to her on this list is the disturbance of the migratory wildlife. Sandy Hook has a beautiful, wonderful ecosystem and we must be aware of the lighting and the noise and the habitat

such as the piping plovers, their habitat, we can't disturb them at certain times of year. She thought the park should distribute literature to the lessees or tenants, so they understand just how important these points are to the entire ecosystem and the balance of nature.

Michael Walsh also thought the National Park Service should make sure that not only the lessees, but subtenants are aware of the rules and regulations of the park, specifically in respect to piping plovers add noise, and that they are subject to these rules and regulations. He added that he doesn't think the concerns about restaurants/bars in Sandy Hook having too much light/noise are warranted because the popular bars in Seabright and Highlands don't have these issues. From an economic point of view a restaurant or bar owner would be overly concerned about limitations that would limit late night noise and/or light. Just from local experience to the people on this call are not local to the area, I don't think that will be a major concern.

Bennett Brooks said that an important issue the working group has not addressed is equity and social justice. He wanted to raise the issue today and get a sense from the committee how they would like Jen and her team to think about and tackle those issues. Does the committee think that this is something that the working group plus others should be tackling? Is it someone different? They are important issues. The park and committee hear again and, again, in the context of different leasing proposals, so it's appropriate to hear the committee thoughts on this.

Jen Nersesian added that there are a lot of dimensions to this topic. It certainly connects to our discussions about affordable housing and, in a broad sense, looking at access for a variety of economic demographic entry points, but it's much broader than that. Jen thinks it's about all kinds of equity and access. It speaks to racial and ethnic diversity, which is something we struggle with often in the park and in the national park service, making sure that we're as accessible to everybody. Our current group may not be the right one to speak to all those issues. She thinks we want to think broadly about this and have some useful recommendations come out of it. Also, anything that the committee is thinking in terms of composition or any expertise that we might need to bring into inform the discussions. This also relates to the issue that comes up about privatization or the perception or fear that we are privatizing the park. I want to make clear once again that everyone will still have access to Sandy Hook. This will not be a gated community. The goal of the leasing program is to preserve the historic landscape and exteriors of the building for everybody to enjoy. Everyone will still be able to walk the grounds and feel what it felt like to be at the historic post in its heyday. That's what we're after. But we really could use some help and additional thinking on how best to achieve that in the way that serves all the visitors.

Bennett Brooks asked committee members if they had any thoughts on that, concepts on how to explore that, or even if they agree it's important. Some signals would be very helpful and useful particularly at this juncture. It's timely, and I think it would be good to get some thoughts from you all before this meeting ends.

Chris Doxey thinks it was very important to try and explain to people that the word privatization is not the appropriate word for this project. She said she has defended the project many times at social gatherings or just being out to dinner with friends. She continued that it's surprising how many people just think it's being privatized, and they shut their mind down and that's it. There should be a way, a campaign or program that could be used to explain that the entire Fort Hancock is not going to be privatized and they'll be able to go out there and enjoy the park as they have in the past. If the messaging is prioritized so the project is more accepted would be helpful. Chris continued that the working group is doing a fabulous job and enjoyed their report. She thinks that maybe there should be a meeting or presentation at the hook to explain the leasing program.

Gerry Glaser supported what Chris just said. He also has a couple of possible solutions. He feels there is a long way to go on the social equity issue. But it's just one of many that I think we can begin to look at with the people that we are on the committee to represent. He emphasized that each of us are on the committee because there are constituents in our communities and in our circles of influence who we are urged to interact with. Each committee member should arrange for meetings within that group we represent whether it's local municipalities, elected officials or just a part of other larger organizations. We should get that word out. He also thinks the parks has the responsibility to hold community meetings and visit bureaus and townships to help get the word out.

Michael Walsh said there's a history to the fort – it's one of the early integrated military facilities in the United States. This should be emphasized and broadcast. Michael continued that he thought the park service at large or Department of Interior at large has done some work on making sure public facilities like Gateway National Recreation Area are accessible to all, not just wealthy communities in the area. If so, maybe we could bring someone in from the Department of Interior to speak about how to make the park even more accessible and welcoming to a broader community.

Gary Casazza said he felt he had two responsibilities as a committee member. One is to attend meetings and give input, but more importantly is to get out to the community and communicate to them what's happening. He thinks maybe a short YouTube video with highlights of what's going on and a longer one that explains the project would be helpful.

Bennett Brooks wanted to revisit some of the themes that had been discussed earlier in the meeting, as well as what's just come up. There was a conversation about issues around the idea of privatization and outreach equity issues. The other issue he wanted the committee to think about was the idea of a time frame.

Gary Casazza said that by having a time frame there is a goal.

Patrick Collum recommended developing a timeline, so the proposal doesn't spin out indefinitely. He thinks it's also necessary to look from the lessee's point of view. What type of financial commitment could he get from outside sources for accessible housing? A lessee can't be boxed in a by a timeline they don't control. There should be balance and constraint.

Bennett Brooks asked if anyone else wants to weigh in on any issue.

Linda Cohen said that there is a separate responsibility for those people who are leasing part time or in an Airbnb manner. These are different people than those that have come into Fort Hancock, live there, take care of it, maintain, and share it. She thinks that distinction is important to get on the right side of public sentiment. She has been working out of Fort Hancock for almost 30 years and she thinks it's marvelous but in disrepair. She doesn't think short-term residents will have the same type of care or regard as longer term residents.

Jim Krauss said he'd love to have a timeline but doesn't think a timeline can be set without having a realistic assessment of when the buildings will collapse due to a lack of maintenance and when will the National Park Service be able to button them up, so they won't collapse.

Jen Nersesian commented on setting times frames. She said in the past timeline have been discussed at committee meetings in terms of how long is too long for a building to remain under a letter of intent. For that it was decided that as long as both the park and potential lessee are moving forward and making progress and good faith efforts, we stay with it. With the Stillman project we don't know an exact timeline. They still need to complete condition assessments on the rest of the buildings so that they understand what the costs are going to be, understand what the rehabilitation project looks like so they can develop a business model and understand what level of investment is necessary. Then they need to calculate what kind of revenue the use of the building

will generate to offset that investment, and factor in whether any kind of affordable housing model or market rate or, you know, has set asides included as some combination thereof. This whole financial equation still needs to be worked through. You know, we still need to work through the whole financial equation. She's hesitant to set a drop-dead date at this time with all of these steps to go through, especially as everyone is legitimately working toward this together and showing a good faith effort to move it forward. She appreciates that the committee wants to keep the park service moving on this, and reiterated the Park's commitment to keeping this moving forward in a way that keeps the project alive. She also noted that the private partner that is used to working in different timeline. Maybe this is a good point to get recommendations from the committee.

Bennett Brooks said he's like to get a roundtable confirmation of the recommendations. There are three things specific to the Stillman proposal.

The committee encourages collaboration and staff to further explore liability. As this work moves to next stage, the committee ask to consider the following. One: potential for and viability of the project to accommodate a mix of housing types and needs affordable, senior, Veteran, etcetera.

The committee recognizes setting deadline for executing leases to ensure progress but -- (reading from material). I'm going to pause on that before I walk-through the other pieces and see does this capture where you're at? Changes, addition, revisions, things to drop.

Patrick Collum commented on the section on user fees for bus transportation. He said there is a state requirement that the Board of Ed provides the transportation without charge. He doesn't believe the board can accept any money to pay for transportation of a student.

Jen Nersesian reminded the committee that we had several meetings focused on taxes and what those moneys would go towards and one of the items that came up was, you know, there may be school age children.

Tony Mercantante said that the issue will be is that there will be few, if any students, so the bus may be going out for two students. If one is middle school and the other is in elementary there would be different pick-ups and it would get complicated. If there is a military base in a community, they will pay community impact fees due to the general impact on the communities. It can't be required, and the school district does have an obligation to provide transportation, but there may be some consideration that there is a small number of children requiring a school bus. There might be some type of consideration for compensating the cost of the school district.

Bennett Brooks asked if he thought we should say explore the potential for community impact fees.

Tony Mercantante agreed to this.

Bennett Brooks continued that it should be generic - a generic community impact fee.

Jen Nersesian said someone had mentioned things like garbage and snow removal- a whole host of services that the park will be providing, you know, that are typically covered by the local municipality. A common area maintenance fee will be charged, aside from the first five buildings leased. This may not cover everything needed to support the functioning but would help offset some of the costs.

Gary Casazza wanted to again comment about the time frame. Tremendous accomplishments have been made by Jen and the park in the last year. If a general time frame was created for these past accomplishments, it might help create a time frame forward. The time frame should have two parts. There is a legal section for the developer- five years, 10 years as an option to get these properties, but not past hat. And the time frame has two

different parts. It has a legal part for the developer. He has five years, 10 years as an option to get these properties but not past that. Gary thinks the specifics should be handled between the developer and the park. The goal is a moving target, but having a goal gives something to work toward

Bennett Brooks asked Gary if the current language articulate the value of it- saying we don't know enough- is that helpful?

Gary Casazza answered that he wants to stress the difference between the two and it's not something that can be written in stone at this point.

Chris Doxey asked if the phrase economic viability could be changed to further explore project viability.

Bennett Brooks asked if he should change it to project advancement?

Chris Doxey agreed that that sounded better.

Shawn Welch said that the very last section should be changed from deadline to goal.

Bennett Brooks made the changes and asked if anyone else wanted to comment. Bennett asked if the committee is if the park is at the point of being ready to sign a lease between now and the next advisory meeting for building 25 if anyone has any reservations.

Shawn Welch said the park should move forward with the lease, sign leases as appropriate, such as building 25. He asked Jen if this was good.

Jen Nersesian agreed and said it lets the NPS know that's what the committee supports. She added that if anyone has reservations or concerns about leasing Building 25 to let her know now, yes, and again, if anybody has any reservations or concerns let me know that's the one that's first in the queue and could happen sooner than later.

Bennett Brooks added to the last recommendation that the national park service should increase their own effort to better address concerns.

Gerry Glaser said it should read: NPS should increase efforts to address public concerns as needed and any misperception that the public access to park resources and facilities would be restricted by the leasing program. Then changed to would be limited by leasing activities.

Bennett Brooks read the comment: National Park Service should increase efforts to address the public's concerns about privatization, as needed, and any misperceptions that public access to park resources and facilities would be limited by leasing activities. Further, Committee members should redouble their own individual efforts to better address such concerns.

Michael Walsh said he was concerned about stating that access would not be limited in any way. The public is not going to be able to wonder around these buildings so that would not be unduly limited but I would take away any way because leasing activities should limit public access to some part of those buildings so just be careful about that.

Gerry Glaser said that one of the things raised in the past was that people wouldn't be able to walk on the grounds near the occupied building, but that is not accurate. You can still walk around the parade grounds and along the bay side of Officers Row.

Shawn Welch said there should be something that gets to the congressional intent of current legislation that empowers the park service to use leasing as key method of preservation. Somewhere in there we got to get that because the hostility of privatization undoes the intent of our legislature, and this intent goes back a long way. Leasing is a viable option to preserving facilities.

Gerry Glaser said he's good with the edits for the general leasing activity recommendation. He thinks there is a different point that should be made with this last recommendation.

Shawn Welch thinks that this version of the recommendation gets to the public concerns. The public needs to hear that this a formal vehicle that has been approved by our legislature for preservation. Many people think of this as privatization, but this was a major effort by our government to enable preservation. Shawn thinks this is very important to include.

Bennett Brooks asked if any other committee member wants to weigh in on this recommendation. Is this sufficient or should it be expanded?

Chris Doxey said we should use the term privatization because the public understands it. that.

Jen Nersesian highlighted that in the Q & A there's a dialogue about the questions of privatization and how the word means different things to different people.

Gerry said he doesn't think it's accurate to assert that this is a privatization project but agrees that is how it's portrayed in headlines. He doesn't want to keep feeding into that perception.

Jim Krauss said that privatization is the P word – it should not be used. The environmental world used to use Dredge spoils but now dredge materials is used as “dredge spoils” is a bad phrase/word. He thinks we should use leasing program or leasing activities – not the p word in any form. If anyone talks about privatization, you should tell them this is a leasing program.

Linda Cohen suggested “the National Park Service should increase its efforts to address the public's concerns about privatization.

Bennett Brooks added as needed and any misperceptions that public access to Park resources and facilities would be unduly limited by leasing activities.

Gerry agreed that this was better.

Karen Edelman said it was necessary to include a sentence that explains that leasing is an action to adaptively reuse historic structures that we have an obligation to preserve and protect.

Shawn Welch added that leasing is a statutory action. This implies that it is backed up in law, which it is.

Karen Edelman suggested using leasing is an action governed by law and regulation which allows the park service to ...

Pete McCarthy said people look at leasing and get caught. We should be talking about hammering home and pairing it with reuse. Leasing is how we can bring in reuse- reuse to preserve and protect. Leasing is the tool.

Bennett Brooks said he thought this was good and asked the committee members if they agreed. He continued that the last recommendation was that NPS should work with the Department of the Interior to ensure it's using the best available methods to reach out to communities not now benefiting from the park.

Shawn Welch agreed that this was good.

Bennett Brooks said he would send these out. There are two more steps. Daphne (or someone from NPS) will post and share the slides on the Gateway website. Stillman will also get back with the min/max number of residents.

### **-General Updates – Jen Nersesian**

Gateway celebrates our 50<sup>th</sup> birthday a week from tomorrow. Special programming, events, and activities have been held for months to mark this milestone and we will continue to do so for months to come.

Project updates:

- Roof's stabilization project for Officers Row- Bids due today: (October 19, 2022) This is a \$2.5 M investment into these buildings.
- Chapel Seawall and Officers Row seawall- two contiguous pieces of infrastructure protection nearing end of design. They represent a \$28 M investment in long term resiliency of the historic post area of Fort Hancock.
- The wastewater project at Sandy Hook is currently in design. This is a \$11.5 M investment. This is specially about underground pipes as the sewer plant was replaced after Hurricane Sandy.
- Water-well project at Sandy Hook \$7 M
- Project to put electrical lines underground - \$9M. This should help with long term resilience and decrease power outages.
- A smaller project to address cracks and holes in the MUP is being created as well.

These coastal infrastructure, water, electric projects not only support the visitors but also have an impact on the leasing program.

Meeting ended.