

## **Federal Advisory Committee Action Items – from the June 17, 2016 meeting**

### **Executive Summary of the June 17, 2016 Meeting**

Among the items reported during an update of activities ongoing at GATE, the superintendent noted that an archaeological dig has been underway on the lighthouse grounds, led by Richard Veit Professor of Anthropology and Chair of the Department of History and Anthropology at Monmouth University. Volunteers assisting with the dig have found artifacts including cannon shot, musket balls, pieces of musket, as well as a piece of the foundation from the original lighthouse keepers quarters. Ms. Nersesian also noted that new signage is being installed throughout the park and that there has been an increase of about 10 percent in visitation. She also noted that an effort is underway to document and assess structural issues associated with bricks that are separating and falling from some of the officer's row buildings. Of special note was the announcement that MAST has signed a letter of intent to utilize buildings #23 and #56 for a gym and classroom space. The Superintendent also announced an agreement with Middletown Township to assist the park with building inspections and approvals. Gateway has also completed its Park Area Management Plan (PAMP) which gives Sandy Hook Unit buildings additional priority to allow for clearing of vegetation, and stabilizing some structures.

The Sandy Hook Foundation summer concert series has begun, with performances scheduled for Wednesdays until late August, and an art installation (led by the Monmouth County Arts Council and sponsored by a grant from the National Endowment for the Arts) will be ongoing during the summer and into the fall and include a Swing Dance event sponsored by AGFA. It was also announced that the trustees of the Sandy Hook Foundation have agreed, in principal, to serve as an organizational entity that could receive donations on behalf of the park. Additionally, the park announced the upcoming release of a new smartphone app for GATE that incorporates state-of-the-art technology including the use of augmented reality features to support more robust visitor experiences.

Work of the committee focused on conversations about the Future Role of the Committee. Members broke into smaller groups to discuss wide-ranging topics that could form the framework for future actions. Some items considered during the brainstorming sessions included: revenue-generating opportunities that could be realized if the park made modest investments of its own resources in certain structures that could be leased (use of the chapel reveals the great potential for such an approach, as well as moorings and other marine access concepts); park investment in emerging critical infrastructure such as fire suppression systems; expanded use of volunteer organizations and support necessary to maintain them; governance models that would endure as the role of the advisory committee matures; review of the zoning/use map which is now almost 3 years old; and other matters.

Committee members also heard presentations about status of the leasing program and lessons learned following the execution of the first lease for building 21. The emerging role of Middletown Township as a taxing authority and its role in setting occupancy conditions and as decision making authority for construction issues was also considered.

#### **Action Items:**

1. Pick the top three topics from the small group discussion and build them into our agenda to keep thinking through and developing the ideas.
2. Report on the following in September meeting: Address the code issues that are affecting the use of building 21 by the Lessee. The code issue caught everyone by surprise (rentals of less than 30 days require sprinklering of the facility). We need to find out from Middletown Township what the issue is that prevents this. The obligation to install sprinklering makes the project time and cost prohibitive.
3. Consider use of banners and advertisements at Sandy Hook Unit. Sandy Hook Unit Coordinator promises to hang the signs. Gerry asks for NPS to loan those signs for Area E on concert nights. Gateway National Recreation Area (GATE) Business Management Division (BMD) may order a sign for concert night based on the postcards created.
4. Engage a Realtor.

5. Jim Grant and Marilou Ehrler to work with Brookdale Community College (BCC) and develop a project for the coming fall semester.

## DETAILED COMMITTEE MEETING NOTES – June 17, 2016

Stacie Smith, Facilitator

Jennifer T. Nersesian, GATE Superintendent; Pam McLay, GATE Chief Business Services (Chief, BSD); Pete McCarthy, Sandy Hook Unit Coordinator; Karen Edelman, GATE BSD; John Warren, GATE External Affairs; Daphne Yun, GATE Public Affairs; Jim Grant, GATE Chief of Facilities; Marilou Ehrler, GATE Historical Architect; Pete McCarthy, Sandy Hook Unit Coordinator.

Gerry Glaser, Shawn Welch, FACA co-chairs;

FACA Committee attendees: Tim Hill, Dr. Howard Parish, Margot Walsh, Lynda Rose, James Krauss, Tony Mercantante, Linda Cohen, Lillian Burry

Gerry Glaser welcomes the group.

GATE Superintendent opens the meeting at 9:17 and welcomes everyone. This is our last meeting for the summer.

Shawn Welch welcomes everyone.

Gerry notes that we have an abbreviated schedule. Please let us know how you think that works. We have folks who think we should maximize our time together and others who think we should condense. Some folks come a long distance to be at this meeting. This is your chance to raise your hand and say what you will about the agenda. We are open to any modifications than anyone on the Committee would like to make at any time. We also have the last meeting notes in front of us since we had little opportunity to make edits to them prior to this.

Lynda Rose: Wants to know if we can condense the minutes. Can't we streamline them?

Gerry: Maybe the co-chairs can craft some summary after we obtain the minutes from NPS.

Margot Walsh: Maybe we should just take the salient points of the meeting and post those. We can fulfill our public obligation by condensing and posting the salient points.

Stacie Smith, Facilitator, agrees to help.

Shawn thinks we should have the up-front boxes with our action items and decisions and keep the longer notes as part of the public record.

Superintendent appreciates the Committee's willingness to take on this work as it adds another layer.

Stacie points out that action items and points of decision are included in this set of minutes at the end. The Committee agrees to continue extracting the decision points and putting them up front.

John Warren: Regarding the remainder of the meetings for 2016, we agreed to have an informal poll of the Committee members and determine which dates work best so we could coordinate with Thompson Park. Thanks to Lillian Burry for making this happen – what a beautiful place. The meetings are scheduled for **Thursday**, September 8, 2016; Friday October 14, Friday, December 2, based on requests from Committee members seeking days other than Fridays. These have been submitted to the Federal Register for publication. We want to stick to those dates because once they are published, in order to cancel, we have to publish another notification.

Summary of Last Meeting:

- The Agenda was an item we discussed.
- As for the notes for this meeting, we have not completely approved the minutes due to the short length between this meeting and the last. We can approve the minutes today or by consensus on line. Minutes will be posted after they are adopted.
- Biggest news of the last meeting was the signing of our first lease and the Open House scheduled for 5/22 at Fort Hancock in conjunction with Sea Grant's Ocean Fun Day. We provided tours of Buildings 17, 27, and 25. We had approx. 75 people attend the tours.

- Taxes were a big discussion at the last meeting. Taxes are a big issue and are required by law. John read the Middletown Township Administrator's remarks on the topic back to the Committee.
- Dr. Richard Viet of Monmouth University gave a presentation about the archeological dig at the lighthouse, the true archeological survey of the area – which has never been done, and the brown stains on the lighthouse that are to be corrected.
- The Brookdale Community College presentation was summarized by GATE's Business Management Division. The students visualized how some of the buildings could be "restored." Materials provided by the students were made available.
- Jim Grant, Chief of Facilities provided an update on the Construction Handbook. A draft was presented for edits and comments.
- The Middletown Township Permitting and Inspection Agreement went before Town Council for vote last month. A MAST Parent at public comment spoke about safety of students during rehabilitation of Fort Hancock Historic Post. CBS came to visit and filmed us.
- The Superintendent gave an update.
- NPS will engage an Architect and Engineer out to Sandy Hook to find a solution to the bricks have fallen off the back of Building 9. The area has been sealed off. The butter (yellow) bricks are anchored to the red which are visible.
- The park continues to work with NOAA to find a solution for the use of Building #74 and the NOAA Lab which is subject to a 99 year ground lease that is the result of legislation.
- There is also legislation that allows MAST to establish a school at the Hook.
- The Committee will review the minutes and the chairs and Margot Walsh will issue an executive Summary.

#### Superintendent Park Updates:

- The summer season is gearing up. Attendance is up by 10%. We had a good turnout for Memorial Day Weekend. We expect attendance to increase now that school is out.
- The archeology project is going really well. We've had volunteers out there every weekend. They found artifacts such as cannon shot, musket balls, pieces of musket, as well as a piece of the foundation from the original lighthouse keepers quarters which gives us a sense of where things were actually located in the past. There are two more weekend digs upcoming until the project ends.
- All the projects we reported on in the last meeting are still moving ahead.
- New signs are going up around Sandy Hook.
- We co-sponsored an event with ALS with Union City Music Company who came to the beach for the first time. It was a very successful event.
- The Sandy Hook Foundation summer concert series has kicked off with the first concert in Area E. The Nerds were featured. Concerts are scheduled for Wednesdays at Area D through the third Wednesday in August.
- The Historic American Buildings Survey ( a program of the National Park Service located in the Washington Office) has expertise in documentation of historic structures across the US and they have been doing this since the 1930's. The park will use HABS to document the historic structures for the purpose of recording their structural condition as well as their historicity.

Gerry commends Pete McCarthy for the organizing of the concert event. It is estimated there were 7,500 people at the concerts.

#### Superintendent continued:

- In August, we are having DC folks from Historical Archeological and Building Records (they oversee historic structures for the whole county, not just NPS) come out to survey Building 9 and address the falling bricks).
- We have a very exciting event coming up on Sept 17<sup>th</sup> and 18<sup>th</sup> – BIG ARTS EXHIBITION in connection with Monmouth County Arts Council that is the result of a grant that MaryEileen worked on.

Linda Cohen explains that materials were collected during a beach cleanup and debris is being used to make art that will be displayed.

Pete McCarthy: Three artists are using materials from two different beach clean ups and the sculptures will be displayed at Areas D, E and Gunnison as a temporary exhibit sometime in the summer. **Action Item: BMD is to get Agreements in place as necessary. Share RAA Agreement with PETE for use in connection with same.**

Shawn announces the Zero Waste Arts Festival, a National Endowment for the Arts (NEA) funded festival hosted by Monmouth County Arts Council and the NPS. It will occur on 17 and 18 September. The free public festival runs from 11AM to 4 PM daily. As part of the festival, AGFA will host free swing dance lessons for the public on Saturday (17 Sept) from 2PM to 4PM. A 1940's Style Swing Dance (fee program) will be held the evening of 17 September from 7PM to 10:30PM. . The daytime free Swing Dancing lessons and the evening 1940s Style Swing Dance will take place in a tent with a floor on Pershing Field. Lillian Burry has some ideas about tying in an event into the weekend.

Superintendent: The Sandy Hook Foundation Summer Party is September 19<sup>th</sup> – make a note to get it on the calendar.

Linda Cohen talks about Sea Grant and 300 students that were out at North Beach last Wednesday. They use the second story overlook at North Beach and the tide pools at Horseshoe Cove as outdoor classrooms.

Lillian Burry: Tuesday is the MAST Graduation and it would be good if we could have literature for the parents or a sign stating something about Buildings 23 and 56 as the possible future home of MAST.

Superintendent:

- So one of our biggest announcements for this meeting is that we now have a signed Letter of Intent with MAST (Marine Academy of Science and Technology)/MCVSD (Monmouth County Vocational School District) for use of Buildings #23 and #56.

Lillian Burry points out that the County has the funds in its capital budget.

The Superintendent also announces that our Agreement with Middletown Township is signed and is important for inspections and approvals.

Jim Grant: The Park just completed its Park Area Management Plan (PAMP). We went through and reprioritized our maintenance plans, following policy, and addressing visitor use, operational needs. One of the topics we are addressing is vegetation growing on park buildings. One of the outcomes of the PAMP is to put the Sandy Hook Unit buildings up higher in the priority list which allows some budget considerations to allow for clearing of vegetation, stabilizing them, so that when resources do become available they can be allocated to those buildings. The park's budget is over \$20 Million and maintenance gets a little over half of that. Over the next year we will be aligning our projects to be in keeping with the PAMP. In the short term we are upping our staff for summer seasonal work on Roads and Grounds. We are cutting grass in Parade Grounds, paths, visitor use area, etc. As our staff fills out for the summer we hope to manage some of the vegetation that grows on the structures. We are hoping to get 18 staff members on board.

Margot Walsh asks about the erosion behind the chapel and what the park is doing about it.

Jim Grant: Five years ago we were talking about developing a much stronger dock system but as a result of Sandy, we have determined that we will work to restore the shoreline behind the Chapel and bolster the revetment that was put up in the 1960s. We are hopeful that we will get the funding to do it. The design of the revetment is already underway.

Shawn asks if this is the whole seawall. Jim Grant: No – The Seawall is a separate project that is also underway and the NPS has projected the need for funds in their five year plan. The Chapel revetment is separate and will be funded from Hurricane Sandy Recovery Funds.

Shawn Welch asks if the PAMP is available for the public. Jim Grant said “yes”, Pete McCarthy said “No”.

Shawn Welch stated that the public needs to see this document to the same level of detail as appendix B of the General Management Plan (GMP). Right now, if one looks at Appendix B, they will conclude the NPS is not in compliance with the GMP. The high priority buildings and fortifications are overgrown and in great disrepair. Appendix B identifies almost all of these structures as “preserve” – the highest priority for structures. Appendix B is not resource informed. The PAMP is resource informed. The PAMP brings Appendix B to life within available resources – so the PAMP must be released at least to the level of detail contained in Appendix B. This is critical so that Park Priorities are clear to all, to include the partners and potential lessees.

Superintendent: We will get back to the committee on an appropriate component of the PAMP for public release.

Linda Cohen asks what types of structures are being considered for this project.

Jim Grant: Primarily wood sheeting and rocks. You can see they last a certain number of years.

Gerry Glaser: Let me just add a related topic. You will recall that at the last meeting Kate Stevenson brought up opportunity for getting donations in furtherance of park projects. Kate’s question was whether we could identify an entity that could accept donations on behalf of the Sandy Hook Unit of the park. I raised this issue with the trustees of the Sandy Hook Foundation and they agreed, in principal, to serve as an organizational entity that could receive donations on behalf of the park. The Foundation performs that function for other donors.

Jim Krauss: Regarding whether donations to the federal government are tax deductible - You are much better off giving the funds to a private organization because then you can attach strings/conditions to it whereas if you try to do that with monies given to the Federal Government, it is not likely that you can limit the use.

Pete McCarthy explains that NPS does accept donations. In such cases, the donor issues a writing identifying what the use of the donation is supposed to be, NPS will allocate the funds to a specified account for that purpose.

Betsy from the Sandy Hook Foundation is in the audience: We have dedicated funds to specific projects in the park.

Lynda Rose: I think that writing a check to SHF is more attractive than writing a check to Federal Government.

Gerry Glaser: Circles back and asks if there is anything anyone wants to say about the agenda. If not, we will plow ahead.

Linda Cohen wants to talk about an education center as a focal point for Fort Hancock. When I hear about buildings for education I get so excited. Where do we stand in that regard? I’d love to see children’s museums for example.

Gerry Glaser: I’d love to see that. We should try to bring organizations into Sandy Hook Unit to provide this opportunity. We did have a partnership with Rutgers to bring students into Sandy Hook. Monmouth University was interested in having space here at one point. I am committed to helping anyone who wants to be at the Hook.

Lillian Burry: I am sure established institutions such as BCC (Brookdale Community College) or Rutgers would be thrilled to have an annex at Sandy Hook Unit. I think those organizations would be happy to jump in with a good, solid start. I was with the President of BCC yesterday; they are looking at a program at Asbury Park. BCC was here at one point. We could encourage it again.

Gerry Glaser: Look at the resources we have here. MAST... We have Post Docs here at NOAA through a program they manage. We have buildings, there is no reason we could not have a grammar school here.

Lynda Rose: I see no reason why we could not have an aquarium supplemental to the NOAA lab. It is spectacular idea.

Linda Cohen thinks that is a great idea. We could have touch tanks with rotating species like they do at Point Pleasant. Those are always full of kids.

Gerry: In a few minutes we are going to consider the “future role” conversations. One of the things we will discuss is future use of buildings. This is great opportunity to consider broadly what other uses we might encourage. For example, three years ago, we did not know we would have MAST out here looking at another building. Dream your dream and let’s discuss this moving forward.

Superintendent: Just on the issue of education, we have our EVERY KID IN A PARK program going on. If you know fourth graders, we have a program that allows them into the park with their families. GATE will waive parking fees. <https://www.everykidinapark.gov/plan-your-trip/>

Gerry Glaser: Also, once those kids are in the park, the park has a new smartphone app. The park deserves tremendous credit. It is a state of the art app. The app describes what is in front of you at the park. Search in the app store for NPS Gateway.

John Warren: There are three apps; GATE is so big it has its own. We have not made the official announcement yet – we are working on coding for the android phone and hope to make the announcement formally by the 30<sup>th</sup>. If you have an iPhone, you can download the app now. If you have an android, you will have to wait a bit.

Linda Cohen: Tom NOGI of NOAA wishes they had an education place for students to visit. There is not much that needs to be invented in terms of ocean based educational programs.

Stacie Smith introduces the small group break out. What would it look like if we addressed other uses at Sandy Hook Unit? We will start with broad topics and move into more specifics. The goal of this conversation is to say yes, to dream new ideas. The goal is not to reject any ideas, but rather to talk about ways such opportunities might work and what is possible.

Lillian has ideas: The Monmouth County Library System has a very active summer reading program. Why not have a reading program for youngsters at the Hook? The children can get a certificate at the end of the summer for participation. Muriel Smith from the Monmouth County Library System is here to support Lillian’s idea. If we could access one of the smaller buildings, and also access the beach, we could create a program.

Linda Cohen volunteers to participate. The Middletown Township Library, which is not part of the Monmouth County Library System, has a very robust program, and their children’s room focuses on sea life.

Jim Krauss wants to discuss what is in the pipeline in terms of leases and negotiations.

Superintendent: We have that on the agenda for later this afternoon but right now we have no additional proposals to consider.

Stacie turns the group back to the slide containing the information identified below (TOPICS for small groups):

Each group will be asked to pick two of the topics broadly and circle back at lunch to determine what topics rose to the top in each group (even though we are already a small group today).

Gerry wants the group to do some brainstorming in the truest sense of the word. The list you see in the slide is just a beginning point based on what we have heard at meetings from the committee members.

Gerry: look at multiple buildings under the current RFP? What could we do to make that attractive? What if we said to someone that if you take on the Officer’s Club, you get the Theater too? What would incentivize someone to look beyond a single building and the obstacles that present challenges?

Linda Cohen recommends we try to find out what we could do to incentivize people to come back. Find out where we lost momentum or lost interest of possible parties. Also, how do we encourage philanthropy options and approaches since the park does not have the money to do what is required with these buildings. Also thanks to Linda Cohen and Karolyn Wray, we talked about [real estate] listings for the properties. How can we move that ahead?

Gerry Glaser:

- Why not pay a commission to list the buildings? If you can think of ways to blue sky this? We should talk about it. Some of those ways will be right, wrong, maybe illegal, but the point is we need to discuss all options and know what is allowed and possible.
- One of the issues we can also discuss is the parks position that they are not here to make money but to save the buildings. Can we consider a **revenue generating** opportunity? Why shouldn't we?
- We should consider the role and value of **volunteer organizations**. One of the reports generated by NPS based on employee surveys is the value of volunteers and such organizations to NPS. Think about what role you might want to see in connection with a more robust volunteer effort. Maybe there is some other way to engage the community and get people interested in their park.
- **Governance Models** - there are many ways to think about how this new vibrant community thinks about itself. Does it rely on its own tenant association, create a trust< continue to rely on a committee like ours – which may go away, and think about this topic looking out over the next decade. Some have suggested that we consider a migration of this Committee to some other entity, such a steering group, etc.
- Are there **alternative zoning options**? We created our use map 3 years ago and very carefully considered what we wanted. Is there some opportunity to change it, tweak it, shift it, and grow it? Three years ago, not many of us thought residential use would be the most in demand. It turns out that residential is the most in demand. What type of residential use do we want to consider? We already know we want B&Bs.
- Think about what you want to see here and the crazier the better.

Shawn Welch: This is not a complete list. There are things you could tack on. What changes do we have to consider when you talk about yearly rental vs daily use? The park is grappling with this as is Middletown Township. There needs to be a list of “we need to have X to do Y.”

What are the things you need to adjust to make it work? Is it statutory, regulatory or policy based? We should look at this in our small group.

Also, don't limit topics to groups. We may all overlap in our discussion but also bring something to the table that results from different approaches to the same topic.

Stacie Smith: We will break into groups of three or four. We have to be back for 11:30 Public Comment - so we will come back prior to discuss our conversation. Each small group will select a note-taker to capture key points of their discussion.

Three groups take three topics each.

#### Small Group Report-Outs:

Small Group #1 – Margot Walsh, Tim Hill, Tony Merchantante, Karen Edelman (NPS), Pam McLay (NPS). And public participant Betsy Barrett of the Sandy Hook Foundation, discuss:

- Incentivizing a Lessee to take on multiple buildings.
- Transportation and Parking. Facilitating year round use, getting people to the Hook from the Long Branch Train Station.
- Creating a livable community (use of electric cars, golf carts, connecting buildings through walkways). Consider mooring or identify dock space if a party takes multiple buildings.

If we had a marina there, it is possible those buildings would all be occupied. Betsey of the Sandy Hook Foundation (who is not a Committee Member) asks if we can connect with USCG for dock space. Tim is concerned about the level of security that will entail. What kinds of joint partnerships could we develop to facilitate same? Could we allow folks to build some sort of dock on the GATE side of the USCG docks?

Also, consider free rent for the life of each lease (moving away from requirement to capture Fair Market Value Rent).

What hurdles can we alleviate for non-profits to occupy facilities? If we had a building that was already renovated, NPS could charge fees for programming and put those back into the building maintenance. Are there buildings the park is renovating that can be used currently or soon? Is there funding set aside for something like this? The Group will ask the Superintendent. This could be the model house and be used to give tours.

The buildings in their current conditions are such a turn off and make people feel as though this is a heroic undertaking. Tony has asked if the park can consider gutting and cleaning out all the buildings (or paying for that to happen) in accordance with SOI Standards and making them available thereafter, thereby lessening the burden on any Lessee that comes in. Even if that is done to buildings we want to showcase (such as 17, 27, and 25) – that is the incentive and we could use to have someone take more than one. In such a case, you presume the NPS has funds to do it. Margot asks if there is other federal money that can be used to clean up the site. Tony indicates the state has such funds but is not sure they apply to federal structures.

Another possibility is that NPS can do roofs and windows for those buildings – NPS finding funds to do that.

Philanthropic Options: Local roofers for example. Tony contacted Stavola about donating shingles and is hoping it moves forward with a discussion about options. What about naming opportunities? What about local expertise such as architects that can donate time. What about Habitat for Humanity? Weren't they working on a building at Sandy Hook Unit? What incentive is there for someone like Guy Hembling to take an opportunity for more involvement? He is someone who is really interested and there have to be other people who are too. Someone like Guy is so well connected who can lead us to other professionals that might be willing to donate professional services. There are also professional fundraising companies that can help you launch a campaign to adopt a building. There is always crowdsourcing.

Why couldn't the NPS do an RFP for a realtor where the Lessee pays an upfront fee. NPS is meeting with local brokers to address this. We have to determine where we fall in terms of the available categories and finding a market that has the financial capabilities to meet the demands of such properties. Perhaps we should look in the NYC market – beyond the local real estate market. More outreach. Maybe community reinvestment credits through local banks. Consider Sotheby's as a broker due to the audience they can reach and the publications they put out that go farther than the local market. Incentive for a real estate company to help is a sign when you enter the park indicating that X is assisting with the Real Estate Redevelopment in the park. Focus on one building with a number of partners. Do not limit to one entity per structure.

Perhaps we could engage plumbers, roofers, other philanthropic based projects to complete one building. Who would coordinate that? We should consider a professional. Who could be the leader that has time and connections within the professional community? Could it be someone that we pay to do this? Who would have a vested interest in doing such a project? What would that interest be? Maybe it is a matter of facilitating a project manager through funding. Could we hire Habitat for Humanity? Betsey will ask the President of Habitat if there is someone who would be able to be the manager of a project if we made one available. Perhaps we could call it the Habitat building. Then Habitat could sublease the building or otherwise have certain rights to use the building in coordination with NPS. There could be a Habitat for Humanity vacation home.

Participating in the RE market: Commercial developers should be courted. Maybe make a larger effort to reach out to them. The challenge is that the square footage is too big for small developers and too small for big developers. What about considering developers whose forte is historic facilities in need of rehabilitation? Middletown Township has a project like this underway (senior citizen center gutted and rehabbed – already leased). They'd still need to hire an architect, develop plans, etc.

Other Considerations: The Sandy Hook Foundation had to put in fire suppression in the Lighthouse Keepers Quarters. NJIT's School of Architecture was supposed to come out to Sandy Hook Unit. There are more people like that out there we should be approaching such as the NJ Builders (April), the League of Municipalities. Maybe we should go the annual convention for the League (November). Maybe invite architects to do volunteer code assessments. What about Columbia's school of historic restoration – huge program and they may be able to dedicate a team of students for a period of two or three years. Also, architectural schools could dedicate students to do modeling and architecture renderings, senior projects, thesis. NPS has a five year agreement with BCC. Maybe we can invite local architects to our next meeting (restoration architects) or invite several large real estate companies to tour buildings on the same day (and commit to an RFP thereafter) Perhaps we really need to commit to cleaning up

some the buildings first. Break it out as investment: what are the costs, what are you investing: what are the returns. The clean ups can be viewed as investment in the future. Discussion about clean up vs “gutting” or otherwise making the buildings usable as a clean slate. One of the hospitals may want to use buildings out here as a hospice. Consider contacting Barnabas and Meridien Health System. Barnabas is trying to expand their footprint. Monmouth Medical and Hackensack are partners now (they are part of Barnabas now). Sloan Kettering is opening a facility in Middletown Township.

Small Group #2 - Lynda Cohen, Superintendent, Marilou Ehrler (NPS), Daphne Yun (NPS), Gerry Glaser, Jim Krauss. The group focused on Revenue Generation, Volunteer Activities, and Real Estate Issues

Main Points: Revenue Generation: Guiding principal is that the park is not going into this with the intent about making money. Perhaps it should be. That is a big part of the ability to rehabilitate the buildings. How do we generate revenue? Host Conferences at the park? We need a conference center. It would be a nice conference venue and we could generate revenue by renting it out. Building #74 is a big building in good shape. It could be leased out for conferences or even leased out for residential use.

Also, we are a marine environment. Why not invite boaters and put moorings outside of the Peninsula. The park could make money renting out the mooring and renting overnight space for sailors to rent overnight. Perhaps we should consider other longer stay venues such as a hostel, retreat location, senior facility. All of these require a turnkey building for people to use. There is revenue opportunity in retail such as a restaurant with sales of camping supplies, a cross between a general store and a restaurant. Also consider a high end restaurant that is a destination in itself (such as Cavallo Point). Those are revenue generating opportunities that would allow people to come over for shorter stays. Shawn has been looking at conference space in the area for other projects and notes there is very little suitable space in this area for same. There may be software companies that would be interested in setting up shop at Sandy Hook Unit if they knew there was infrastructure out there. Of course, all of this is predicated on getting some buildings in working condition and finding the funding to do that.

Housing: Options include co-housing, a model that includes shared resources such as kitchens but the bedrooms and bathrooms are private. Shared office space facilities are a consideration. HGTV and This Old House should be invited out to do a show at the Hook. Habitat for Humanity could come out and rehabilitate a facility for affordable housing and we could talk to Middletown Township about pots of money available for affordable housing considerations.

Real Estate: We could go to Home Expos and Green Expos. Why couldn't we pay a commission to have things listed or brokered? The Superintendent does not think that is necessarily out of the question. How would we go about getting it listed with brokers and agents?

One of other small groups talked about that too but put the commission onus on the lessee and the agent. It came up in the third group too and they talked about issuing an RFP for a broker to be able to market it for a flat fee/commission from Lessee.

Small Group #3 – Shawn Welch, Lillian Burry, Linda Cohen, Howard Parish, Jim Grant (NPS), Pete McCarthy (NPS) and public visitors Richard King and Muriel Smith . They looked at real estate community engagement, volunteers and zoning.

They considered making a “model home” for the public to see and staffed by NPS with answers about costs to refurbish, taxes, much like an on-site leasing representative could address. Maybe they could get the word out via merchants in Highlands and SeaBright (using placemats, brochures, etc). Also consider local papers – which are more widely consulted for local events than other newspapers are read in general. Lynda Rose stated there is a company that does this for the local restaurant community and we need to work with them as opposed to inadvertently compete against them. Another model to exhibit is the work done with Barracks building #22 – a fantastic restoration spearheaded by New Jersey Sea Grant Consortium. They are a key NPS Partner which makes the showcase very significant.

Other things we should consider include corporate volunteers who are required to volunteer a certain amount of volunteer hours/year. Also, consider use of inmates to undertake some cleanup projects. Also consider volunteer organizations such as The Mission Continues, the students at MAST, other skilled trade schools, etc.

As for zoning, we want to know what kinds of uses could be considered in all buildings. Also, limiting the term of rentals to one month needs to be revisited in consideration of the code requirements applicable in terms of sprinklering. Shawn thinks we need to explain why the code requirement is necessary when considering the historic nature of the structure and the approvals required in connection with same.

#### GROUP THEMES:

A common theme among all groups was getting the word out.

Howard's group talked about getting place mats printed and put out at Diners, etc.

Margot's group talked about listing with a bigger group such as Sotheby's which has a bigger reach/clientele. Lillian disagrees with the use of a group such as Sotheby's.

Marilou indicated we should have the sites listed on the National Trust Site. Shawn reminds the group that we had it listed on the National Trust for about 90 days. That typically requires a fee but we don't think we were required to pay (we should consider reengaging). We put the RFPs on the National Trust site.

Tony: Through any agent, you will then have access to MLS

Stacie asks if any other groups talked about Revenue Generating.

Linda Cohen points out there is an enormous need for co-housing. Rumson has a glut of large houses on the market as are result of families who want to downsize. There might be a lot of people who want to live in the kind of structure that does not require obligation for an entire building.

Gerry Glaser thinks hostels should be included in the kind of revenue generating use we are considering. Also, there was some interest by a hospital/hospice facility but the sponsor/investor passed away and the funding dried up as a result.

Gerry asks about NPS obligations with respect to affordable housing. Maybe we can do something to fulfill that obligation in the community but make it a revenue generating opportunity as well.

Tony suggests that someone might want to lease a building and make it a multi-use building with an affordable housing component which will be eligible for state tax credits. Simply, it is an option to be considered if someone wants to develop affordable housing units out there – it can be done but it should be proposed rather than solicited.

Gerry's group talked about Habitat's volunteering efforts too and determined there has to be an incentive for that organization (such as use of building for them/their program). One group considered use of a Habitat for Humanity building at Sandy Hook Unit for use as a vacation spot.

#### Public Comment at 11:30:

Muriel Smith, Freehold Resident, Monmouth County Historical commission. Lived in Highlands for 15 years. Loves Sandy Hook Unit and thinks it is impressive and wonderful that GATE is working with Monmouth University on the dig at the lighthouse. She participated in the dig on the first weekend. She loves to see the kids out there working. Professor Viet, who is in charge of the project is inspiring. To see everyone get so excited about finding pieces of history in the ground is amazing. She would love to see more projects like this out there. You are doing all these partnerships to connect all these organizations in Monmouth County to get them out to the hook. I have a special interest in the kids at MAST. They need a gym. Those kids know the history of Sandy Hook Unit. They are credit to the county, and their school. Letting the county get involved with events at Sandy Hook Unit is a great thing.

Richard King: Monmouth Hills Resident. Lives in a contributing [to a historic district] structure in the Monmouth Hills National Register community which contains the Waterwitch Club. He knows the burden that is owning property that is listed on the National Register. It is possible that we need an act of Congress to help us in this process. It seems our legislators have been totally absent from this process. I sent one of our Senators who is involved in a sub-committee for historic preservation a letter which went unanswered. Maybe the Committee needs

to send a letter to the senators or move ahead in seeking legislation. Another topic: The park's reevaluation of facilities under the PAMP will free up space for other use. The park should consider salvaging components from unused buildings for use in future projects. Maybe those components can be stored in the maintenance facilities. Congratulations to the County on Building #23.

Questions from the Committee to Public Commenters:

Margot Walsh: Who is the Senator on the Historic Preservation Sub-Committee? Answer: Corey Booker. Superintendent recommends inviting him out here.

Shawn Welch: What are you looking at when you bring up legislative relief? Richard: I really don't know but the Presidio has gotten some special legislation. Something is needed here or it may collapse with its own weight.

No further comment from the public or questions from the Committee.

Lunch:

At 1:00 PM:

Stacie recommends the group pick the top three topics and build them into our agenda to keep thinking through and developing the ideas.

Shawn: Almost everyone here talked about marinas. He was out with the US Army Corps of Engineers (USACE) last week discussing some of the Corps responsibilities within the Harbor of New York. One of the key issues he discussed with the Deputy District Engineer was the USACE responsibility to approve all piers, docks and projections from the shore into any waterway. Shawn reminded members that historically there was a wharf behind Battery Arrowsmith and a smaller one behind Batteries Kingman and Mills. If you are trying to be historically compliant and want a marina, look at that historic wharf as a start point. You can see it on the 1944 maps and if you drive past in the evening, you will see boodles of boats anchored out there in the evenings.

Stacie: There are really good topics to discuss. This seems to have generated a lot of ideas which may bring value to the group as you continue down the line.

Gerry: We are still at the line between fanciful and doable but this reveals there are things we can tackle that can have a near term impact. We cannot wait another year to launch another project. It really is noteworthy to see how much has come out of the little time we spent brainstorming this morning.

Margot Walsh points out that we did not discuss governance models and she is not clear on what that is. Tony Mercantante views this as a coop association which has to be established once all units are occupied and which is typically created once the developer has "sold" the last unit.

Gerry Glaser: We are asked emphasize the value as a vehicle for community input and connection. The Committee has a way to invite the broad community purpose to what is being done here.

Next Agenda Topic - Leasing and Outreach Update: Summary of June 8, 2016 presentation at the Eastern Monmouth Chamber of Commerce Breakfast.

- BMD shares the presentation provided at that breakfast. The presentation addressed the history of Fort Hancock, Rolling RFPs, and BCC student project renderings. Business Management Division (BMD or alternately know as BSD – Business Services Division) asks Jim Grant and Marilou Ehrlert to work with BCC and develop a project for the coming fall semester.
- BMD was successful at the Chamber Breakfast and made a lot of contacts.
- Chief BSD: We are getting close to resolving some of the finer points that are presenting some from fully engaging in the leasing process. Questions such as taxes, CAM, flood insurance are helping us provide answers to members of the public.

Report on the Open House:

- The open house was successful and BMD recommends having more similar events. We will have summer open houses.
- Most of the people who came for the tours came specifically for the tours – they were not necessarily festival participants. Many of the participants are repeat visitors with additional questions about the requirements of the lease and the related financial commitment with respect to the project.
- We do the best we can to answer some of those questions but we are in a bit of new territory with respect to many of the unanswered questions.

Shawn Welch: Right now we have to address the code issues that are affecting the use of building 21 by the Lessee. The code issue caught everyone by surprise (rentals of less than 30 days require sprinklering of the facility and other costly additions were discussed as well). The obligation to install sprinklering makes the project time and cost prohibitive. We need a better understanding of these code compliance issues from Middletown Township . They need to provide us a better understanding of the code process and how it specifically will impact lessees.

BMD explains that it is the rentals less than 30 days that trigger the code requirements. Nothing prevents the Lessee from leasing those for 30 or more days.

Shawn Welch: This needs to be addressed right now because the Lessee has been significantly impacted by this requirement. The lessee indicates that he had indicated in all his documents that he intended to use this for summer short term rental under 30 days. To have this sprung on him after he has begun marketing the units is a significant impediment to success. There is a discussion about how most overnight or short term rentals in shore towns do not have sprinklers and do not meet the requirements. The committee needs to know more about this and what the potential mitigation strategies are to ensure we are successful and compliant. There needs to be brief-back by Middletown Township on code issues associated with Fort Hancock buildings. Stacie suggests this be on the September agenda and that in the meantime MT and Committee chairs work it out.

Gerry also wants the NPS and Committee to consider use of banners and advertisements at Sandy Hook Unit. Sandy Hook Unit Coordinator promises to hang the signs. Gerry asks for NPS to loan those signs for Area E on concert nights. BMD may order a sign for concert night based on the postcards created.

Gerry: Lets capture the momentum of this creativity and move it into actionable process.

Closing Comments:

Shawn: Park Signs need to be up (Fort Hancock Historic Post and sign directing you to the Main Post Area). You will see all the work going into fiber optic – that is so good to see. Even though I complain about the vegetation, I know the park has done some serious trimming of the vegetation in the early spring.

Lynda Cohen loves the brain storming. Superintendent thinks we got a lot of actionable ideas. Margot would like to see some of this implemented over the summer.

Adjourned 1:28