

Fort Hancock 21st Century Federal Advisory Committee
Meeting Summary #22
Middletown Arts Center, 36 Church Street, Middletown NJ
May 13, 2016

Action Items

Consider the following:

- Adding a “what is happening today” section to the Website.
- Having/posting a “construction blog” or related FAQ pertaining to the redevelopment.
- Email blasts or Press Releases to MAST parents or PTSA President Veronica Dwyer. (John Warren has asked for email addresses which should be included in the NPS email blast taking into consideration privacy concerns).

Maximizing opportunities for non-monetary donations:

- Specifically: Identifying the type and quantity of roofing shingles needed in connection with efforts to rehabilitate facilities at SAHO, and approaching the manufacturer – a local family that produces ¾ of such materials in the US.
- More generally: Identify opportunities for the park to meet and present to potential partner or members of the community who the park should get to know that would be interested in meeting the objectives of reuse and preservation of FOHA.
- Consider the applicable regulations
- Consider the structure by which this is done.
- Determine what kind of agreements need to be in place in order to that
- Identify who might go out and talk to the parties who present that opportunity. Who on the Committee can “make the ask” on our behalf?
- Identify or clarify who might be able to accept donations on behalf of the park service

Committee is to identify events they would like GATE to attend for public outreach purposes such as the Eastern Monmouth Chamber of Commerce breakfast on June 8th, at which GATE is scheduled to present.

Jim Krauss: Determine whether donations to the Federal Government are tax deductible.

Jeff Tyler: Share the worksheet he has developed (a lease expense worksheet, rent/payable to/cost associated with it (utilities) or formula to figure it out.

Meeting begins

- Gateway National Recreation Area (GATE) Nersesian and Designated Federal Officer Jennifer T. Nersesian opens the meeting at 9:04 A.M. and welcomes everyone.
- Gerry Glaser, committee co-chair: We want to be as accommodating as we can be to including topics for discussion. We are open to including those in the agenda.
- Kate Stevenson: I wonder if at each meeting we could ask people what they have done in the past six weeks that contributes to the stabilization, restoration, or adaptive reuse of Fort Hancock. I know this is a big ask but we have a room full of talented people. Each of you have an ability to make a significant direct contribution and I'm not sure everyone has thought about that.
- Glaser: I think it is always refreshing to hear about professional responsibilities and how people contribute on a day to day level. But here is also a responsibility to talk up the efforts and take community action and that is worth talking about, maybe this afternoon.
- Stevenson: I wasn't suggesting we do it today. We should think about it.
- Glaser: One of the later agenda items is "Accelerating Action," a development of the future role of the Committee and what the individuals on the Committee can do to help. I'd like to prepare that discussion with some recapping of what we opened previously but I would also like us to break up into smaller groups who will select topics that we can later focus on. The groups would benefit from focused conversation and reporting out as little groups often do.
- Stacie Smith, Facilitator: We can talk all those conversations we have been having from a very open brain storming and honing in on those discussions and getting to work on the next iterations. What can we do specifically on the new topics we have raised or the conversations we have opened.
- Glaser: I'd like the outcomes from these groups to be outcomes and be very specific recommendations or action items we can address. We are here to make things happen so whatever we can do to form these conversations to address specific action of follow up is important.
- Shawn Welch, committee co-chair: There are 13 of us here and we are anticipating 3 groups on topics such as obstacles, engaging the Real Estate community, our own structure, governance externally. We have NPS folks here to answer questions we may not know about. There are a lot of people around the table that know a lot and we should rely on their expertise.

Superintendent's Update

- Nersesian announces that **NPS has signed its first lease at Fort Hancock Historic Post.** It was a joint effort on all parts of all parties in this room. Congratulations to all for making that happen. It is a huge milestone.
- We had a ribbon cutting for the porch on HQ Building #26 at FOHA. The porch was rehabilitated by Hands On Preservation Experience Corps (HOPE) who connected us with the NJ Youth Corp. A special thanks to Guy Hembling for his mentorship and training the youth in new historic preservation skills. Over 1,000 people attended Clean Ocean Action's recent beach cleanup.

- There will be a whole slate of similar activities coming up this Spring. We have an open house on Ocean Fun Day on 5/22. We have a whole slate of 5 and 10Ks coming up at SAHO. Hudson Road is being paved. The Sandy Hook telecom project is moving forward.
- We are ramping up for summer and bringing on lifeguards. The campgrounds are open on weekends now and will be open all week long as of Memorial Day Weekend.
- We will have a lot of Centennial events coming up, especially in September. We will share the summer calendar with this group.
- Glaser cannot say enough about the events going on at the park. The clean ups, the Multi Use Path (MUP) Trail, are amazing and the park staff is to be commended for the projects that don't get noticed. One in particular is the observation deck that was newly built and it is great to see all the birders and how lively it is. Special thanks to Pete McCarthy, Sandy Hook Unit Coordinator.
- Nersesian: I would not call that platform a minor thing. It was the result of a partnership and took a lot to complete. Sandy Hook is a great birding spot as it is a north facing peninsula and migrating birds stop there. Now is the time for a good nature walk.
- John Warren, external affairs officer at Sandy Hook Unit, summarizes the last meeting. Notes can be found on the Fort Hancock 21 website (May 1, 2016). Artists will make sculptures from of materials found on the beach. This is being accomplished through an NEA Grant obtained by Mary Eileen Fouratt's organization Monmouth Arts. The art projects will be similar to those hanging on the walls here (such as seagulls made out of plastic or wood, snails made out of plastic spoons). There will also be additional art based projects at SAHO. John Warren also talks about "Find Your Park." Promotional materials were distributed. Later we will discuss the proposed August meeting – reconsider holding that meeting.
- Glaser: The NEA Grant is a big deal. They do not have a lot of money and they are judicious about how they give it out. Kudos to Mary Eileen who could not be here at this meeting.

Taxes vs. levies in Middletown

- Michael Holenstein: Why is the tax discussion not on this agenda, when it was a big topic at the last meeting? Am I missing something?
- Nersesian: We will touch on it later.
- Lighthouse Presentation for 9:30 delayed.
- Pam McLay, Chief of Business Management Division (BMD): Tony Mercantante was good enough to share information about taxes earlier today. Taxes will impact the leases.
- Tony Mercantante: I meet with NPS and engaged our attorney and tax assessor. **Taxes are not debatable or optional. The law in NJ is pretty clear that any entity which is not a non-profit or already exempt, must pay property taxes. The only issue is how to develop the formula and methodology to properly assess the properties and apply a tax amount. That process is getting started.** I have a meeting with the Township attorney, assessor, and county assessor. The methodology has been outlined and will be formalized. Probably beginning the week after next, the assessors will go out to SAHO and visit the buildings to establish a baseline value. That is something we probably should have looked at sooner. I have a memo from the Township attorney which I will

share with NPS. The Township Committee has discussed this. I think the values will be very, very low for a long time and I don't think the dollar amounts will result in much during the cost of renovation. Property taxes will be distributed to County and Board of Education just like all other land or business owners and won't be different from the taxes paid by any non-exempt entity except that the amount will be minimal. Sandy Hook never had block and lot numbers but in anticipation of the growth out there, the assessor has assigned or will assign each structure a lot number. Township has an inspection company on contract and they are going to include the FOHA buildings in that process. It will give everyone a good inventory. They will go through the buildings, measure them, photograph them, and provide a baseline that can be used for the future.

- Jeffrey Tyler: Are there any leases currently in place that might otherwise be paying taxes or would have to?
- McLay: Most of the facility occupants are cooperators/partners. We need the Township to obtain the baseline data so that we do not have this unknown and uncertainty. This issue is the number one pushback issue we are having from proposed lessees. Once we have this data, and can answer this question, this is a huge hurdle we will have been able to overcome and potential Lessees will be able to look at a tax card and know what those taxes are.
- Mercantante: It will help potential Lessees make assessments or provide guidance as to what they might have to pay in taxes, even though in reality the amounts will be really low for a number of years due to restrictions on the property. For example, you do not have free and clear access to the property at all times. If you try to get to your business on a summer Saturday at 10 am, that won't happen. You don't have exclusive use of the lands, you can't install a pool, so until the area is fully developed, the taxes are likely to be nominal. When you think about the costs, especially in terms of the costs to renovate the structures, those assessments will be low.
- Tyler: It limits the "fear factor."
- Jim Krauss: Did anyone look at the possibility as to whether Township could have a very narrow tax abatement program? Township would go through the analysis and then abate?
- Mercantante: That is one possibility. We had talked about a potential 5 year tax abatement. A risk you run with that is that other tax payers can challenge that. The question becomes is it worth having an abatement when somebody's tax bill might be \$2K for the year. There will probably some period in which taxes are abated but it will be in the beginning.
- Guy Hembling: So assessors value the buildings as they are which are falling down and in very poor condition. Then the Lessee comes in and rehabs the building and seeks a Cert of Occupancy. Isn't that the point at which the "forgiveness " goes out the window and the taxes skyrocket?
- Mercantante: That is not how it works, even if the building is worth more. Once you apply the factors that diminish the values (limited access, privacy, etc.), the values will remain low. Also, for the first few years, you have no neighbors and the surrounding buildings are dilapidated. Until the community is substantially developed, I think the values will stay on the low end.
- Tyler: So we have a lease signed and we have to figure out what they are going to pay. The most comfortable thing we can have is an actual figure as to what the Lessee is

paying. The Lessee has an expectation of what the valuation is going to be and we can apply real live number.

- Mercantante: Now that we have a lease, we can develop real numbers.
- Karolyn Wray: So the first numbers you showed us, indicating taxes of \$15K for the first five years—that is scratched?
- Mercantante: Yes.
- Tyler: So the manner of assessment will allow the community to develop over time...

Lease and lessee

- Linda Cohen: Is there a way you can share the strength of the Lessee? How were they selected as the first Lessee? What was the value of the proposal that gave them the strength to be the first Lessee?
- McLay: In the RFP, there are a number of criteria. Those come from the law and we “put the meat on the bones.” There is panel that comes together and determines whether a proposal is responsive. The one that floats to the top is the one selected.
- Linda Cohen: Did the Lessee pick Building #21? Yes.
- McLay: Is there a time period that will limit the length of time after which the taxes will increase?
- Mercantante: Once everything is assessed once, it must be assessed every year. It will get inspected every five years but a new valuation is made every year.
- Holenstein: One item of comfort regarding the issue of taxation. If you consider the possibility that it would be assessed like any other house up and down the coast, the worst case scenario is that you would be assessed much like every other house up and down the coast but it is axiomatic that it will be assessed with consideration for the limitations on the use of the property.
- McLay: Since we have executed the first lease, we have been getting a lot of phone calls, interest, press attention, etc.
- Nersesian: What I can tell you is that from the time we started negotiating the lease, it was executed within two weeks of leaving Pam’s office [BMD] by the Director. That is rapid speed for us. You can see the level of commitment to this project all the way up the chain. This is our first step, we are excited for many more. We are hoping to get more proposals in, we have our open house coming up, we continue to work with non-profits, and we should really ramp up our marketing efforts. Maybe we should talk with a local real estate professional to get the additional exposure we really need to foster.
- Karolyn Wray: Getting the message out about how quickly the lease was turned around is really important in getting attention. Daphne and I have noticed the activity on the FOHA website page is off the charts. We have positive momentum. We all need to be responsible for continuing and exploiting the attention.
- McLay: Yes. We do need your help. We do not live in the community and based on what we have seen, a lot of the interest is coming from within the community. Originally, there was NYC market interest but we are finding that most of the hard interest is coming from within 10-15 miles of the site.
- Wray is noting that the feedback is positive and overwhelming. She has the perfect agent to list these with if NPS is interested.

Presentation on Archaeological Dig at Sandy Hook Lighthouse

- This discussion is tabled and **Dr. Richard Veit** is introduced, head of History and Anthropology at Monmouth University. Dr. Veit and students are working with GATE on a lighthouse restoration project at SAHO. The brown stains at the top of the lighthouse will be taken care of and the foundation will be taken care of. We are doing some survey work out there first because it is a significant archeological site. Students will work on this. There will be opportunity for public interaction.
- Dr. Veit works with Monmouth County and local parks too. Monmouth University has entered into a cooperative agreement with NPS to do the **archeological survey of the two acres around the lighthouse**. Dr. Veit begins his presentation with some history of the site: Henry Hudson came up the river and stopped at SAHO. SAHO is important to navigation and talk about building a lighthouse goes back all the way to the late 1600s. The descendants of the Hartshorne family built houses in the area in the very early 1700s. MC will try to pull together as much information as they can about the houses in the area since then. Dr. Veit explains that due to accretion, the light house has “moved” farther away from the tip of the hook. Today there is only one lighthouse keeper’s quarters standing but it is believed there were more. In the revolutionary times, the militia men tried to disable the lighthouse to prevent the British from making their way into the harbor but the Hook was taken by the British and a strange community develops at Sandy Hook comprised of British loyalists and freed slaves. Dr. Veit shows a number of paintings through the years depicting the lighthouse. MU’s project is a “public project.” Anyone who is interested in the projects (all of them affiliated with MU) can participate. There was a cemetery on SAHO that no longer exists. Dr. Veit and Monmouth University are looking forward to the archeological excavation. It is a tool to learn about the past and to learn about things that are not part of the historic records. This area has not been comprehensively surveyed – only surveyed in part in connection with utility and infrastructure. Dr. Veit believes they will find many artifacts, including Native American artifacts and also artifacts related to the role Sandy Hook and Monmouth County played in the Revolutionary War, which have been found on site in years past.
- One if the interesting back stories about the revolution is that former slaves could gain freedom by fighting with British, but not always with Americans. Also, we are looking for evidence of lighthouse keepers and families, of which there were quite a few but they were never well documented.
- MU will be out there Saturdays from May 28th through the end of June.
- Any artifacts found are ultimately the property of NPS but MU will clean them up and curate them.
- If you are interested, please come out and visit, or sign up as program participant, spread the word, encourage future investigations.
- The Hook is one of NJ’s preeminent historic sites. There are few places as interesting in NJ.
- Nersesian thanks Dr. Veit, especially for squeezing us in on MU graduation day.
- Public Affairs points out that the participation in the project by the public is going to be managed through Eventbrite.
- Dr. Veit notes that children (with parents) are welcome to participate.

- Gerry Glaser: Has the site been disturbed? Is there other archeological information?
- Dr. Veit: Even in areas where there has been disturbance, I suspect we will find good materials that have not been disturbed. The area has been disturbed as NPS has made improvements and installed utilities. I have the reports NPS procured in connection with same. We will try to avoid the disturbed areas in our search for artifacts.
- Thanks to Dr. Veit for the presentation and for answering questions.

Taxes and leases resumed

- Back to the earlier conversation about Middletown taxes.
- Glaser wants to go back to lessons learned from the first lease and the discussion about participation from the Real Estate community.
- Tim Hill: If we are going back on topic, in NPS's opinion, how close are we to a potential second lease? Is there anything in the pipeline that would also be encouraging?
- McLay: We don't know how close we are to a second lease but one thing we have learned is that LOIs [Letters of Intent] are an important tool to manage expectations and allow access to the structures for due diligence. We would like to start using that as a tool so we all know that there is finite time during which we will allow access and complete negotiations, and "take the property off the market." We do that with some of our non-profit partners. LOIs make it feel real for us in trying to get everyone on the same page, even if it is not a lease.
- Hembling: How quickly can you get signatures on leases from the time you get proposals? Has this moved from Government time to regular people time?
- McLay: WE are the front face of negotiations. We did use a former DOI Solicitor to work on the lease terms. The back and forth negotiations probably took about three weeks. Once the Lessee signed, it took two weeks to get it through for Director signature.
- Nersesian: Prior to lease negotiations, the potential Lessee has to undertake their own due diligence.
- McLay: We have been able to work really well with the Region and the Washington office and they are anticipating more leasing, and looking forward to the development of this project.
- Tyler: Is it possible for the Committee to see a copy of the lease?
- McLay: We can share our sample lease, which is up on the GATE website and the FACA website, and is part of the RFP package. The terms and conditions we negotiate with one Lessee may not be the ones we negotiate with the next Lessee. We would not release the Leases and compromise future negotiations. As the demand at SAHO grows, the negotiations will take on different points.
- Tyler: So the sample lease is amended?
- McLay: Yes, there are terms we are allowed to negotiate or substitute. The template was heavily vetted by our solicitor prior to releasing it for national use as a template.
- Tyler: So turning back to financials, we talked about some sort of pro-forma based on how the project was put together and why it makes sense. Maybe NPS can provide a range or parameters to proposed Lessees.

- McLay: We require the potential Lessee to put their pro forma together so they can demonstrate they understand the requirements and can show they have the financial wherewithal to do so. We don't develop the financial analysis.
- Tyler: The lease does not anticipate any of that. I am talking about just aspects of the lease, such as controllable or predictable costs. For example, we talked about the CAM charges. If I am the tenant, I am going to look at the building and want to know about operating expenses, budget, and estimate for property taxes.
- McLay: CAM [Common Area Maintenance] charges are waived for the life of the first five leases. Jeff Tyler is asked to provide a template containing what he would like to see in terms of same.
- Glaser asks this be an item the work group address later today.
- Welch asks if the template is changed based on what we learn.
- McLay: No. The template stays the same. It is what the Washington Solicitor has approved - but there is room for additional consideration and negotiation on a case by case basis.
- Hembling: With respect to utilities, is there a change that can be adopted? If we are looking into propane tanks, is there a proposal to install tanks for 38 or so buildings?
- Jim Grant: We are evaluating mechanical and electrical utilities at a number of SAHO facilities. We have a "group two buildings" contract underway (for conversion to/installation of propane).
- Jim explains the "group two" buildings do not include Building #21.
- Nersesian clarifies and asks about propane tanks for the Officers Row buildings. Jim Grant explains that it will not be contracted in this fiscal year.
- Guy asks about purchasing of bricks for use. There is an opportunity to purchase conforming bricks in increments of 20 or 30K. What is the park doing about that?
- Nersesian will talk a bit more about that during her presentation later this afternoon.
- Leasing Updates and Next Steps concludes.

Brookdale Community College Presentation

This is summarized by McLay. NPS met with BCC on Monday and they are able to bring vision to Fort Hancock Buildings. I will do my best to take you through their presentations but I won't be able to do them justice. The students are graduating today and so cannot be here. Presentations will be shared on the website. GATE's historical architect worked closely with the students to bring them up to speed on Secretary of Interior Standards.

- "Endicott" era design presentation for BOQ Building #27 – adaptive reuse as a B&B, ADA compliance by putting ramp on the building, putting in an ADA compliant suite, putting in a bar/lounge, gift shop, café, and billiard room. Reuse and repair vs replace. There is a virtual tour that was created in connection with this presentation.
- Holenstein asks if these would be acceptable as proposals.
- Yes, they were acceptable to the Historic Architect. These are pathways a proposed Lessee could pursue.
- These were reviewed with GATE's Division of Cultural Resources and as far as we understand, it was acceptable, and brought practical experience to the students that can be used in connection with our efforts to lease.

- Stephanie Murray thinks these presentations should be made available to the public.
- NPS will issue a press release regarding same and NPS will also display the presentations at the open house.
- McLay shows one of the Lieutenants Quarters presentations proposing a wrap-around porch and ADA compliant access. This is anticipated as a seasonal rental. All of the buildings plans are now in AutoCAD. These presentations are generally held to be an acceptable form of rehabilitation in terms of the efforts at FOHA.
- NPS has had a good relationship working with BCC. The students enjoyed it. We are hoping to grow this time period.
- Nersesian explains that you can do a rehabilitation that is modern and suits your needs. There are a lot of ways to do that.
- Glaser wants to pursue what Stephanie Murray said about getting the word out.
- The presentations and AutoCAD drawings are ours to use.
- NPS will have an intern this summer that will work on creating virtual tours for other buildings at SAHO.
- Tyler asks if there will be access to one of these buildings during the open house.
- Building #17, the Bachelor Officers Quarters, and one of the Barracks (probably #25) buildings will be open to see at the Open House. Presentations were done for #17 and the BOQ. We will have presentations running at the open house.
- Tyler asks if the students provided cost estimates.
- NPS explains this was a design charrette program and that the NPS really benefitted from the conversion of paper plans to AutoCAD and ADA related project considerations.
- The Committee seems to agree that these presentations should be up and running during the open house so that potential Lessees are able to see them.
- Glaser asks if there are other possibilities to work with Architecture students and link them with Lessees. Maybe if proposed Lessees can talk to professors at MC, they can address concepts in a more holistic way.
- McLay: Explains that we are in the process of signing a five year agreement with BCC and hope to continue such programs and build on them.
- McLay takes the group through one more BCC presentation for a Lieutenant's quarters where the students sought to use eco-friendly materials and obtain LEED certification.
- There is also a period furnishings presentation for the History House.
- Mercantante recommends working with BCC's architecture department. In the past, Middletown Township (MT) had an agreement for a class to produce renderings and architectural designs that were later used by MT. MT paid the tuition for those students for that semester and the class was specially designed to meet the criteria necessary to satisfy the needs of the Township.
- Stevenson: The only problem with that is that GATE's Chief of Cultural Resources would have to be intimately involved and I'm not sure she has the time for that.
- Mercantante: The Township is familiar with the SOI requirements
- Welch: Maybe GATE's Chief of Cultural Resources needs a full time assistant. There is so much here and we may have a capacity issue.
- Last presentation: Looks at 1940s furnishing plans for history house and color schemes, plans, materials that are in keeping with the era.

- Stacie Smith: Building on this product and ways to build on relationships, if people think that is worth having a small group discussion, what are additional action items, what other potential is there? I will put these topics on the agenda for discussion later this afternoon.

Open House on May 22

- GATE Acting Public Affairs Officer Daphne Yun presents about the upcoming Open House scheduled on May 22 from 11-3. Currently we have one volunteer from the Committee and we would like more. We chose May 22 because it is Ocean Fun Day. There will potentially be up to 8,000 visitors at Sandy Hook that day.
- Our plan is to staff a table at the event with the presentations we just shared and information about leasing, FACA, and answering questions. Tours of the buildings will be given by staff but we need additional folks there to answer questions from the public.
- The open house date is quickly approaching and we are looking for volunteers to answer questions. The table will be set up in a canopy outside of building #17 on the opposite side of the parade ground so that it has visibility.
- We have had a lot of publicity with the Press Release about the first lease. We have a reporter from CBS that will be here at noon to interview the Superintendent and Glaser. Regarding publicity about the lease, we will be on a Fox news program called “happening now” about secret places at Fort Hancock. The history of FOHA as a significant site from the Revolutionary War through the Cold War.
- Ocean Fun Day will include programs by Clean Ocean Action, the NOAA Marine Lab is open to the public that day, AGFA is giving tours, and there will be tents and programs all over the parade ground area. NJ Sea Grant spearheads the whole program (they also do one at Island Beach State Park). MAST also participates in the event. There will be buses that take visitors from one location to another which will run every 15 minutes. There will be beach walks, seining, and fiddler crab races.
- Media Advisory about Ocean Fun Day will go out Monday.
- The Facilitator reminds the group that speaking on behalf of the Committee is the purview of co-chairs and NPS staff. Other members are welcome to speak as well but must clarify that they are not speaking on behalf of the Committee.
- Short Break

Construction Project Handbook

- Change to the Agenda: Construction Project Handbook update is moved to 11:10. We will pause it at 11:30 if we have to. Jim Grant, Chief of Facility Management for GATE, presents the update. Proposal for Construction Handbook has been ongoing. Draft was issued May 6 to subcommittee for comments/edits. Jim takes the group through an overview and will discuss particular sections on which the Committee wishes to focus.
- Glaser: So to clarify, the function of this document is...
- Grant: To incorporate a listing of laws, executive orders, and building codes that a Lessee will have to follow and to also specify the review process that applies to ensure that we are meeting NEPA, Section 106, and other NPS requirements. As we get through the first

couple of rehabilitations, we will probably have to modify and update the handbook. We would like to use this as a guide park-wide, not just for SAHO.

- The document was created using samples from Golden Gate National Recreation Area. It was based on experience working with municipalities, and practical experience gained by NPS. We try to specify roles and responsibilities of the Lessee, and of different divisions in the park (Business Management, Natural and Cultural Resources, Facility Management, etc.). Section 2 of the Handbook is about the requirements of lease related construction. It is proposed that every time a lease gets signed, NPS will meet with the Lessee and have an introductory and planning meeting “partner workshop.” Also, outlining expectations up front is important and the related Scope of Work will be outlined around the table. This discussion will include architects, project managers, etc.
- **McLay announces that on Monday 5/16, the proposed agreement between NPS and Middletown goes before the Township for Resolution (vote). The agreement addresses permitting and inspection of facilities rehabilitated at FOHA.**
- Grant continues: There will be discussion of the levels of review required by NPS which will include review by the NPS DAB (Development Advisory Board) in some cases.
- Section 4 outlines the four step process from concept to full construction drawings. It is meant to address concepts vs expectations and how they will be required at which stage of the process. This section contains language about timelines and turnarounds.
- Section 5 outlines what happens during construction, once you have approvals, and design is complete, you get into the nuts and bolts of construction, setting up fences, preparing, etc. It will walk you through the process of when you can occupy a building, what a punch-list should look like, what types of close out documents are required.
- It is a very thorough draft and we are probably at 90%. We should be done with review and comments within the next week and will have a process to walk a lessee through the steps.
- McLay reminds the group this is a living document.
- Grant concurs and points out that this will be modified as necessary and based on what we learn. Wherever this is an opportunity to expedite, we will do so, and we will leave the process flexible. We know every building is in different condition.
- Glaser: To what extent does this correspond to information contained in the RFP?
- Grant: The RFP is broad and does consider resiliency and meeting standards. That is just one component of this handbook.
- McLay: The requirement to go through our approval is in every lease and the requirements to meet SOI Standards are in every lease and that would never change. The broad foundation is in the legal requirements.
- Glaser asks if there is anything you can say that would help guide what we can say about it that would be helpful. There is a ton of information in this handbook and it reflects a lot of very hard and thoughtful work. How can comments be helpful?
- Grant: I received a comment in the hallway before that the timelines are bureaucratic and lengthy and should be addressed to speak to the market. If you see something along that vein, please comment on it.
- Mercantante: One way to address this is to create a FAQ or a summary document. For example, maybe we should know up front that use of fireplaces is not allowed (unless converted to gas). There should be a bullet list of commonly known issues that we can speak to when approached by members of the public.

- Grant: As we get through the process, we will have an ability to speak to common elements of all, such as use of bricks, and use of driveways.
- Welch: The subcommittee is different than the FACA Committee at large. Shawn, Mike, Dan are working on review of the Handbook and would like to put something out that everyone can see in the next two weeks.
- Handbook discussion put on hold for Public Comment,

Public Comment

- Warren reads the rules about Public Comment.
- **Glenn T. Koslowski, Jr.**, member of Monmouth County Arts (not here as a representative) – Thanks the Committee for the opportunity to be here to hear about all the planning and development of Fort Hancock. He congratulates everyone involved and looks forward to what is happening in the future. The questions he had have been answered by the discussions he heard taking place this morning.
- **Melanie Elmiger**, parent of student at Marine Academy of Science and Technology (MAST). Thanks for opportunity to speak and appreciates all the work the Committee has put in to date. She is a resident of Lincroft. Her child is a student at MAST. She is speaking on her own behalf, not on any group. She is excited about the leasing and has had a front row seat to the deterioration of the buildings and is looking forward to the development. She feels optimistic about the opportunities to staff and students at MAST who are a talented group. They log thousands of volunteer hours every year and this is a good opportunity for those students. Educational leaseholders can have collaborative relationships with MAST but she is not naïve to the conflicts that will arise. There will be safety concerns to staff and students at MAST once SAHO turns into a construction site. The committee has demonstrated commitment and transparency. She is opening a discussion about safety for students and teachers. She wants to make sure there is consideration for cleanly worksite, proper storage of hazardous materials, considerations about the types of use authorized at SAHO (and worries about possible uses such as a halfway house). She asks the Committee to consider a liaison with MAST and possible meetings with PTO to consider the methods by which mitigation of safety concerns can be addressed.
- Glaser asks the speaker to again identify the people she wants the Committee to meet with.
- Elmiger: MAST PTO, Principal, etc. Primarily, keep the process transparent and embrace communication so the parents are reassured there will not be a disturbing impact on the school, the bucolic setting, the projects the students are involved in around Sandy Hook. She thinks the parents would feel much more comfortable if there was some way to keep them abreast, quell any fears, and displace misconceptions.
- Freeholder Lillian Burry (joined the meeting late): A week doesn't go by that I don't have some contact with MAST. I feel very connected to MAST and if you need someone to talk to, just reach out to me. We are working on a building with NPS right now. The park has been so cooperative and this is a major topic in the County's executive session. Maybe I have been remiss in not being proactive.
- Elmiger: Not at all, I just want to avoid rumblings before they escalate into things people don't understand.

- Nersesian: We would be happy to have regular updates to MAST and have a representative field questions, and hear about MAST concerns. We support MAST and wish to grow that relationship. For example, we took the “tent city” site off the table in terms of possible maintenance facilities when MAST parents came out to comment. If there are other forums or ways we can be communicating, please let us know.
- Holenstein: How are we using the FAQ section of the website? Are we considering a “what is happening today” section of the Website? Do we have an FAQ Section?
- Our FAQs have been geared towards leasing, says Nersesian
- Holenstein: Maybe it is time to think about having a “construction blog” or related FAQ pertaining to the redevelopment. It should be posted. Maybe the speaker can provide her list of questions and we can take action to address what is happening, what is current, what construction efforts are underway.
- Glaser: We can certainly consider ways to ask Warren to create a place on the website that can address such concerns. And you will hear at noon about the park’s new website which is extraordinary.
- McLay: Email is a great way to communicate with us. Warren sends out emails to a group. Maybe there needs to be an email blast we send out to MAST parents or consider a press release.
- Elmiger recommends sending it to the PTSA President Veronica Dwyer.
- Warren asks her to email us the addresses which should be included in the NPS email blast taking into consideration privacy concerns.
- **Brian Samuelson**, first lessee of Fort Hancock. Big plug for his website Sandy Hook Rentals.com. Being the first Lessee was painful but thanks for calling the Director and for making this happen.
- Warren explains that all links to newscasts are on his (Brian Samuelson’s) website.
- Samuelson lets us know that he has received over 1000 hits to his website Sandy Hook Rentals.com and sees it picking up momentum.
- Public Comment is closed at 11:48 am. Committee watches Fox 5 news segment and News 12 NJ segment on Fort Hancock.

Back to the construction handbook

- The construction handbook will be posted on the FACA site. The handbook will be amended as we move along.
- Tyler volunteers to look at the construction handbook.
- McLay: When we worked on this before Grant came to the park, McLay made efforts to define the process. It started as a Sandy Hook document but has grown into a park wide document. We will be working with MT on permitting and inspections and see the need for an Exhibit addressing SAHO vs other units of the park.
- Glaser asks if the handbook requires Northeast Region or Washington approval.
- Grant: Not for the handbook. There will be parts of the process that do require NERO or even WASO approval but they do not need oversight of the handbook. Their concern is that we follow the applicable law, regulation, and policy.
- Glaser: This can be used as a national model. I imagine there are not a lot of models out there that can provide this kind of comprehensive information.

- McLay: WE did look at Golden Gate and Grand Canyon handbooks in developing this.
- Grant: We want to be able to rely on this document for years to come.
- McLay: Our leasing program is probably the most active, with the exception of Golden Gate, in the country.
- Holenstein, Welch and Dan Saunders are on the handbook work group. Tyler and Burry have also agreed to be on this sub-committee.
- Nersesian: Though it is only 19 pages, we should consider whether it is enough information for a lessee, too much, too little.
- Agreed that we should have a one page of “dos and don’ts.”
- Grant: The document is void of graphics right now. I anticipate that we will have timelines or presentations showing milestones.
- Tyler: Timing is important to address in this document. Does this address maintenance?
- Grant: No - that is addressed in the lease.
- Glaser: So what is the next step? Does this need to go to the whole committee? I am interested in circulating it widely as fast as we can.
- Walsh: I have comments, so does Dan, and others on the sub-committee have not looked at it yet.
- Holenstein We should try to set goals for completing things. Kudos to getting this out/completed and moving it along. What is our next goal? Do you have the resources you need and the time to complete it?
- Grant: If we can get final comments and the document finalized by the end of the month, we are right on schedule. If the working group can turn it around by next Friday, we can wrap it up and begin applying this process to the first lease. Our first Lessee is ready to go.
- Glaser asked if we received reaction from the first Lessee on this document.
- Grant: He has not seen it other than what he has heard at this public meeting.
- Glaser thinks we should ask the first lessee to look at it.
- GATE and the Committee agree that we will work on finalizing it and getting it out sooner.
- Grant: The partnership/launch meeting we will schedule will get it resolved in terms of what works/does not.

Working Lunch and Presentation about GATE’s app which is expected to launch May 26.
Presentation will be shared on FACA Website.

- Nersesian’s Update: Building 9, bricks have come off the back. We had an architect and engineer out to look at all buildings and are seeking a solution to anchoring bricks on the buildings. We will take care of this issue holistically as a park and not by placing this responsibility on lessees. We are also looking at the types of large procurements we should consider as a common to all solution so we can avoid taking a building by building look. We are working on building out a five year plan which should address our priorities. This may allow us to assemble a professional team with specific capabilities such as masons and carpenters instead of having different contractors have to come out for each building, I hope that by the next meeting we will have something more concrete to roll out. We would like to determine how to button the buildings up so we can roofs on

them, windows, or board them up, so that we can avoid further deterioration while the leasing program is underway.

- As you have heard, we are working with Monmouth County School District to see if Building #23 can be reconfigured for MAST use as a gym/multi-purpose facility. The County is working to fund this program based on architectural evaluation now underway. We are also talking to NOAA and the State of NJ about Building #74 and the Marine Science Lab. Our arrangement is with the State of NJ and NOAA is a subtenant. NJ wants to leave and NOAA wants to consolidate to one building (in the lab). We are working with both parties to find a solution. Our Lease is with the State of New Jersey but NOAA is a valuable partner to us and we want them to stay.
- Walsh: So that is one additional vacant building we have to consider?
- Nersesian: Yes, if the State leaves.
- Stevenson: Would you be open to having roofing contractors “donate” roofs?
- Nersesian: Yes. We do not have the funding or capacity to do all roofs at once or take on anything of that scale but we need to look at how we can take on at least one or two a year and how to best accomplish it. If there is a way to augment that and bring in donation, provide recognition, that is great.
- Stevenson: Not just roofing, but shingles.
- Cohen has seen this done with windows in other parks.
- Glaser: This topic touches upon getting donation from whoever might be willing to contribute. This is a topic we should address later in our groups and in our discussion about non-governmental fundraising.
- Stevenson recommends these types of donations and partnerships be kept as separate topics.
- Grant: One of the things we are doing is actively engaging our regional office. That is where a lot of project money starts. Folks from the Regional office were on site last week to look at our buildings and it is important the group realizes we are doing what we can to build effort up the chain, to engage, and to keep the communication open.
- Glaser: Is there a specific answer as to who is responsible for what with respect to buildings. What if a Lessee is undertaking a renovation and the brick façade falls off. Is the Lessee responsible?
- McLay: The lessee is responsible legally.
- Welch: How does that square with what the Nersesian just said about not leaving that responsibility on the Lessee?
- Nersesian: We are looking at the areas most critical to address and what we might do to prevent further deterioration.
- Welch: What if the Lessee is rehabilitating Building #21 and the façade falls off?
- Nersesian: I don’t have an answer right now.
- McLay: Legally, that obligation is on the Lessee but let’s not forget that the Lessee is able to offset the value of the capital improvement against rent.
- Welch: We should have some internal discussion about that.
- Tyler: It is basically a triple net lease with a requirement that a Lessee rebuild if the building collapses.
- McLay: Yes except that most triple net leases would not have a provision allowing the Lessee to offset for capital improvements

- Welch: This is a discussion about current money vs future money and having unforeseen expenses. Internally you have to have a discussion about what that looks like.
- McLay: We are prohibited from entering in agreements that obligate future funds. That would violate the anti-deficiency laws. We can have conversations as specific instances/occurrences evolve.
- Cohen: Going back to Kate's suggestion, is what you refer to as advertising?
- Stevenson: It would be considered a donation and the donor would be free to specify they donated something to the park and the NPS would have to approve any advertisement. We can recognize a donor in accordance with policy (temporary recognition is allowed). We cannot name buildings after donors. The term of the recognition is commensurate with the value/significance of the donation.
- Nersesian: In case anyone is interested, our policy guiding donor recognition is being revised to allow for more flexibility. The comment period closes soon. BMD sent out link to policy/comment .
- Tyler: Roofing is a great consideration but NPS has to consider the standards. If you are looking for vendors that will do the repair and you need to preapprove certain building materials, there may be an incentive for a vendor to come in...
- Stevenson: You can say for example that asphalt roofing, with x tabs, of a certain size, is acceptable but you could not say that you prefer x company as a vendor.
- Welch talks about Fisher House. Fisher family donates houses to Walter Reade for example. Buildings become federal property but are donated. Should we look at that and see if it is applicable here or applicable to roofs.
- Stevenson: The NPS has authority to accept all the things we were just talking about. The Director's Order has rules that address same.
- Krauss: Would it be possible to put something on the first Lessee's property (sign such as Sandy Hook Rentals)?
- Nersesian: We want to be careful about signage and be careful about the proliferation but we can consider it
- Tyler: Maybe we can have a sign in the park stating that XYZ Development welcomes you to Sandy Hook.
- Nersesian: We can think about expanding content.
- Smith: Some of these ideas will fit into the small group discussion.

Frequency and scheduling

- Welch asks Warren to step forward as John does the scheduling for the committee.
- Holenstein asks if the RFP is out on the MLS.
- Nersesian: No, it is not. We started a conversation about utilizing the Real Estate community and got interrupted. That is a great topic for discussion.
- McLay: We cannot pay commissions.
- Holenstein: Maybe you could have a sponsor. If you are not on MLS, you are not using something that is pretty common and readily available.
- Glaser asks us to wait and discuss this topic in a small group. This is a very important topic.
- Cohen: Carolyn Wray said that she would like to represent the park in this endeavor.

- Glaser: I'd like to have a small group report out on this topic. I think it goes deeper than MLS.
- McLay: In the past, we have done it with facilities that can be leased immediately and were ready for occupancy. We had to do a competitive solicitation with a requirement the Lessee pay the broker's commission. I am not sure a Lessee is willing to pay a broker on top of already making investments. As we continue to fine tune the leasing program and related costs, we might be able revisit this at a later time.
- Nersesian: Asks if we might consider a Broker who might want to make a donation.
- McLay: We have to think about the Ethics considerations and whether a Committee member is a prohibited source. In response to Nersesian's comment that we will soon have in house Real Estate professionals, Pam explains that some BMD staff will soon be licensed realtors.
- Welch: Going back to the meeting schedule, we are considering moving away from the August 19th meeting and rescheduling the now proposed October meeting to September.
- Stevenson and Stephanie Murray want to know if we can revisit Fridays as the day on which meetings are held.
- Co-Chairs: We'd have to go back to the Committee as a whole and find out what works by consensus.
- Smith: So one of the possibilities is that you send out a poll asking which day of the week works best for you. To all committee members and asking committee members about specific dates if we are looking at more than just Fridays.
- Welch: Do we want to talk about October and December dates? If we move them, we run into holidays.
- Nersesian: I'm not sure we want an October meeting if we are having a September meeting.
- There is discussion about dates... spacing of meetings.
- Smith asks the group to do a bit of offline thinking about what a good day of the week might be or spacing about meetings.
- The group shows hands as to preference for Fridays or other days.
- Nersesian asks if the group feels we really need to have meetings every six weeks or is eight weeks ok.
- Welch recommends virtual meetings to get consensus or create documents. He is not seeing anything that requires meetings right now. The real property management concerns articulated by the Nersesian are not something the FACA committee has to weigh in on.
- Smith asks the groups to hold this until we have the small group meetings from which there may be recommendations that require us to come back as a group with a more specific frequency.
- Agreed that this topic is tabled for the moment.
- Further discussion about Friday meetings ensues.
- Holenstein points out the same 12 or 13 people are always at the meetings while the rest are satellites. Send out a survey.
- We will circle back on this topic.
- Stevenson: We should consider skipping the July meeting.

- Murray also wants to know if this really needs to be 6.5 hour meeting. We keep losing people after lunch. Maybe we need to condense the meetings
- Stevenson recommends a more condensed and specific agenda with a Facilitator that keeps us on specific tasks rather than time.
- Glaser: Pulls the focus back to the agenda.

Message from absent member Margot Walsh

Glaser: Margot Walsh sent the co-chairs a letter and asked them to read it. The contents of the letter are as follows:

May 9, 2016

Dear Gerry and Shawn:

I am sorry to miss the meeting on top of the good news of the Park's first lessee. However, I would like to share my thoughts with you as I know that your agenda will include a discussion on the future direction of the project.

From my perspective, we are between a rock and a hard place, as the say. On the one hand, we have the positive breakthrough of a lessee. (It would be good for the public to have more clarity on what the building will be used for.) On the other hand, we have the unwanted publicity that another building has virtually collapsed. Unfortunately, this portends to be an ongoing reality that will accelerate more quickly than the prospects for lessee contracts.

After more than three years in promoting the attributes of locating at Ft. Hancock, the excitement of "newness" has for the most part worn off. If we had expectations that we would have a surge of contracts, it would have happened by now.

This situation requires that the Park and the Advisory Committee seriously consider alternative resources for developing a community at Ft. Hancock. We need to discuss introducing a community developer, a reputable company outside the Park's circle of advisors. We have done the groundwork by determining the guidelines for historic restoration, the community of interests, the financial requirements and the prime area to develop. The template is there – it does not lend itself to being exploited. We should invite developers to apply – just as we advertised for private citizens to apply. One lessee at Ft. Hancock after 3 years does not a community make and we should not fool ourselves that we have turned the corner.

It is time to move on. Thank you for the opportunity to share my thoughts and concerns.

Margot Walsh

- Glaser points out this letter was unsolicited but provided by Margot when she learned she could not be here for the meeting.
- Smith: One more thought about dates, etc. We can do an evaluation and send a survey that asks people that range of questions (days, length, and frequency) and address it that way.

Facilitator introduces small group topics

Small Group Topics

- Lessons Learned and Building on Momentum from First Lease
- Expanding and Building on Partnerships:
 - Public partners (BCC, etc)
 - Public/private (roofing contractors, etc)
- Engaging the Real Estate Community
- Governance
- Others?

Report Out:

- Action items or key recommendations to help accelerate action

- Glaser explains: What does Governance of this new community mean? Is it an entirely new governing structure? Is it a trust (not like the Presidio)? There must be a governance model that guides continuation of this activity once the FACA Committee is no longer the mechanism by which it is done. Is it time to think about other approaches such as what Margot refers to? We considered a master developer and threw that out but it has been two years now and maybe we should revisit that.
- McLay: Would argue that having rolling RFPs allows developers to put in proposals for any or all of the buildings. There is nothing preventing anyone from putting in a proposal for all the buildings.
- Glaser agrees but thinks we need to discuss the pros and cons of developer action or attention in the construct of a small group.
- Smith: We should consider the whole toolbox and address the construct that might apply a building by building approach but which may accelerate a larger process. We should talk about that.
- Hill: Some of the obstacles we have overcome were addressed by discussion and consensus. If a master developer comes in, we should revitalize the approach, but master developers have had an opportunity from day one.
- McLay: Agrees. There was nothing precluding a master developer from participating/submitting proposals. Unless we are talking about revisiting the use map -
- Glaser: We might consider revisiting the use map.
- The group discusses having small group discussion by conference call or by circulating documents.
- Linda Cohen revisits the redevelopment of Fort Hancock under Jim Wassel which was supported and partially funded by people in the local community. Linda is not sure we will be able to get support for a developer once again.

- McLay: I am not going to say to you that we have not been approached by developers. There is some reason they are not submitting a proposal. Perhaps it is not financially viable.
- Mercantante: Why does the Committee think this is going to happen fast? We have one lease signed and that will open the door. There is nothing preventing a developer from coming in. We do not need to reinvent the wheel. The opportunity is open to a developer and if they are interested, they will come.
- Cohen points out that the Fort Monmouth redevelopment took seven years to get going.
- McLay: A lot of other government projects similar to this are fee owner projects. We have a different set of challenges to face. We are still recovering from Sandy. We can appreciate Walsh's frustration; we have all been there but now is not the time to feel defeated. We have a step forward.
- Murray: Have we thought about what happens if we don't have someone in all of these buildings? What if only two or three of the buildings are occupied? What happens next? Maybe we should work more with 501 c 3s or consider undertaking those projects ourselves?
- McLay: We are working with 501c3s, we are working with the County on a number of buildings, we are putting resources in Building 7. This is not a back-up plan. We are pursuing these options now. We are not waiting.
- Murray: We concentrate so much on leasing the buildings and maybe we should focus more on what we can do as a Committee.
- Nersesian and McLay agree and are in wholehearted support.
- McLay explains that if we could find roofing and windows and secure the shell of the building, it would protect the buildings and provide a lessee with more security that it is the interior only that needs to be addressed. We cannot solicit donations. The Committee has the power to get the word out.
- Holenstein: I don't think there is a master developer that is going to step in and save us but the opportunity is there for the taking. I saw a lot of momentum today with all the presentations given. One of the most important things we do is show up, give the public the opportunity to see us in action, and give the public the opportunity to speak. One of the failures of the last RFP is that it was not as transparent a process. This is the way to go.
- Tyler: The folks that are watching are waiting for the first Lessee to open the place. This lease is creating a lot of activity. Wait until he actually has people in the building. That will change a lot of things. I thought the master developer was great but nothing happened. This will be a very different thing when the first rentals are occupied.
- Glaser: Shifts the group's attention back to the small group discussion slide and what we have learned from signature of the first lease. Are there somethings we can just brainstorm about that made it work for that first Lessee? For example, he is very proud to talk about how this is a summer rental opportunity. That building is the only duplex at

SAHO and it may have been attractive because he can rent one and live in one. What can you tell us in lessons learned about what that option means to him and what that means in terms of options as we consider the building next door.

- McLay: His website shows what he intends to do with it, he intends to use it a seasonal rental. The fact that he got over 1,000 hits to his website after one week show the interest people have in living or vacationing at Sandy Hook. In terms of lessons learned, LOIs are important in identifying the timeline and obligations relative to competing lease negotiations. Another thing we learned is that the selection of Lessees took longer than anticipated but the lease negotiation went relatively quickly. His commitment is related to his love of Sandy Hook. The building was selected because it was recently occupied and in relatively good shape.
- Tyler: There is a good spot to being first. You get to pick the buildings you want.
- Nersesian: This was one of the lower buildings in terms of flood elevation but that did not surface as a deterrent.
- McLay: Once we resolved the flood insurance issue, and it took us a while to get there, that issue was no longer a deterrent.
- Welch: He [the Lessee] is a command pilot for United. You have to be tenacious to do that. His love for Sandy Hook goes back to childhood and he is tenacious. This person persevered for a contract in spite of the fact that there were several parties negotiating for a lease. It is about a type of person and there is a market out there for this type of person.
- Stevenson: There are several of us who would really like to talk about the public private partnership. Would you excuse us while we start that discussion as a small group.
- Glaser wants to know what it was that made that building work for the first Lessee. What are the fundamentals on which we can capitalize when considering the buildings? His personal interest is commendable but what are other considerations that we need to know about that might make it viable for someone else? Does the financial model work for him? Is he renting one unit and living in the other or is he renting both?
- McLay: He can rent them both.
- Glaser: Can we consider renting room by room?
- McLay: Yes, we expanded the definition of residential use when we realized that we were being too restrictive. The “orange” district allows residential use that is compatible. That includes residential/office, summer rental, per room rental, etc.
- Holenstein: Does not think it is a good idea to break up into groups and fragment the meeting. The meeting is to talk as a group. It is a public meeting and sub-committees are sub-committees.
- Glaser: Point taken and if we want to move on to the next meeting, we should.
- Tyler: Thinks break off sessions are important to get to “kernels” that can be shared with the group.
- McLay: This is a public meeting and the public is supposed to hear the interaction. If we break out in groups, that is supposed to be done outside of the meeting.

- Murray: You have too many people in the room to talk about all the topics that you need to cover.
- Smith proposes we use this discussion to spur working groups that meet offline. If we want to address working groups at the FACA meeting itself, we need to put that on the agenda.
- Mercantante: Having the working groups is a good idea but we can't have that once the public meeting starts. In the future, we might want to have the working groups meet in the morning at 9 am and report out at the public meeting which will start one hour later.
- Holenstein: Sounds like people are frustrated with the process but that is not something that is new at the meeting. This is another attempt to deal with this topic. I don't think the process is broken. We need to follow the process, have the groups, work offline in between the meetings but we don't need to fix it if it is not broken and right now we are breaking it.
- Smith wants to propose that we move forward and have a conversation since we are all here. Talking about the process seems to increase the level of frustration. We can take this process issue up with the co-chairs and planning team but will now move ahead to talking about the topic. Facilitator opens the floor to Stephanie Murray and Kate Stevenson.
- Stevenson: There needs to be someone who can accept dollars or donations on behalf of the park service. Park service has full authority to accept donations. Kate knows that NPF and Coalition to Protect America's Parks would be willing to accept grants or donations for GATE and are 501 c 3 organizations. Also, there are for profit entities that have donations in place such as Target which spends approx. 15% of its profits in local communities. We could do a capital campaign but we would need an organization to run it and the policy surrounding capital campaigns requires you to have a certain percentage of funds in the bank before you can announce it. We can approach individual donors in the community or we can work to fundraise ourselves. I am not sure how successful we can be.
- Cohen asks if we (the Committee) can establish our own FACA 501 c 3. Is that the same as establishing a Trust?
- Stevenson: Sure. No.
- Holenstein: Can you put it in a form of a recommendation to NPS?
- Stevenson: No. NPS cannot fundraise.
- Holenstein: Respectfully requests we forego fundraising ourselves. We were created to advise not to fundraise. We need to talk about how our actions will result in a recommendation to the NPS. That is our job. I am not against doing anything as long as it can be done in the form of a recommendation to the NPS.
- Glaser: If I had to craft a recommendation it would be to let the park know we recommend the park find a vehicle by which fundraising could be accomplished.

- Nersesian: There is an extension of that which is reaching out to the community for resources to help the effort. I don't think anyone is asking the Committee to become a 501c3 to fund raise but certainly asking you to reach out the community in which you live is an extension of your status as a Committee member.
- Glaser: Is there a path to an entity that could serve as a vehicle toward performing that function?
- Stevenson: Each of us had the opportunity to bring our expertise outside to bring something to this table, if we haven't we might ask what we are doing at this table. Mike Walsh asked his wife and BCC to bring something. I asked my husband. It wasn't a recommendation to the park. It was an action to make something happen and I see that as our responsibility to the park.
- Welch: We talked about real property functions with the park today and I have to believe we have had some input in that. It sounded an awful lot like what we have been discussing here over the past years. I see it happening. We are also members of our own organizations. We have members of AGFA, Sea Grant, and Sandy Hook Foundation sitting here and we can reach out to those organizations. I see our recommendations coming back to us and working out. My concern is that when we talk about money, the minute you put money in your hand, there is an obligation to spend it and there are processes that have to occur for that money to be spent. Our potential is to help execute rather than fundraise. What if we go to Target for example and they give us 15 MM. How do we manage that? Is it the Committee that can spend the money to fix a whole bunch of roofs? We are an organization of organizations and are representing the Committee at the table. The Committee itself touching money has no construct or provision and we should stay away from that. (Murmurs of agreement.)
- Mercantante: If a 501 c 3 is created, that is a vehicle to oversee money but we should not see it as just a vehicle to obtain money. We have opportunities to obtain services or materials. For example, the Stavola family of Middletown produces ¾ of the roofing materials produced in the US. Maybe we could approach them. Maybe we could approach realtors at Board of Realtors meetings. They can spread the word even if they don't earn a commission out of it. We should also consider State and County Builder associations as potential donors of materials. Maybe we need to look beyond capturing funds.
- Glaser: Adding to that, what are the potential impediments to doing just that because we have heard today that there are road blocks to endorsing a particular contractor or service provider. I'd like to know this group can overcome any impediments if we are going out and asking for donations, materials, or services.
- Stevenson: If we are going to ask Tony for shingles, for example, we just need to identify the type and quantity we hope to acquire.
- Smith: Coming up with recommendation for maximizing opportunities for these things to happen. Maybe asking Tony to approach the shingle manufacturer is not appropriate for

the Committee but maybe the Committee can create a structure by which such opportunities should be arranged.

- Mercantante: There is nothing wrong with putting opportunities out for consideration as long as you are mindful of the way in which it is structured. We have to make sure we are in compliance with regulations.
- Nersesian: We do have regulations that apply and would have to consider the structure by which this is done. We have to quantify what is appropriate, and determine what we require, so we are ready. We need to know from you all who is there, who can make the ask on our behalf, what kind of agreements need to be in place in order to that, and I would like to leave this meeting with a path forward as to how to do it.
- McLay: Shared the link to the proposed DO #21 and the comment page. There will be more donor flexibility once the revised DO is published. We are also going to the Eastern Monmouth County Chamber of Commerce breakfast on June 8th. We would also like to know about similar events a have a list of meetings you would like us to attend.
- Hill: I think we need to stay focused on the condition of the buildings and explain we want to save X and this is why, so that we are not piece-mealing the process. We want to be able to save the buildings . This is a great conversation and we need to stay focused.
- Glaser: I do want to get to the third topic...
- Smith wants to sum up and capture what Nersesian wants which is to leave this meeting with some next steps about what the community can contribute to the process.
- Mercantante wants to point out that donations to a municipal or governmental entity are not necessarily tax deductible.
- Krauss clarifies: he has not ever had a client make a donation to the federal government but will find out if donations to fed gov are tax deductible. Kate seems to think it is tax deductible. Pam points out that if you donate properties for preservation, it is tax deductible. This is something the CPAs will look into.
- Welch explains there are very specific statutes that address tax deductions with respect to federal entities.
- Smith summarizes what she thinks she heard the Committee wants :
 - Identify opportunities for the park to meet and present to potential partner or members of the community who the park should get to know that would be interested in meeting the objectives of reuse and preservation of FOHA. Identify who might go out and talk to the parties who present that opportunity.
 - Recommendation for the park to start to put together a list of materials they could use or need such as roof shingles
 - Identify or clarify who might be able to accept donations on behalf of the park service
 - Determine tax deductibility to fed gov.
- Holenstein: So what have we done? You just voiced a statement that is now going to be what? An Action Item?

- Smith: So this will be a starting point for working groups to build off line conversations that they could bring back to the Committee for recommendation.
- Nersesian: We did anoint a group to do this. There is a workgroup that is already formed around it.
- Smith: It is in the minutes from one or two meetings ago.
- Stevenson: Volunteers to spearhead this effort in terms of opportunity and contact for services and materials (she won't be at the June meeting).
- Glaser wants to see a recommendation from the Committee that the buildings should be listed on MLS. He wants the Committee to tell him why they can't get it on MLS if that is a problem
- McLay explains that unless someone can sponsor NPS or the Committee to list it, it has to be competed. She is not sure whether a broker will or can take on this action unless they get paid.
- Tyler explains that MLS works because people get paid.
- Glaser: Asks the Committee to come up with ideas that allow a listing to get posted on MLS.
- McLay: We can ask the Lessee to pay that cost.
- Tyler does not think that is something we want to do.
- McLay explains that we have done this in the past and it has worked but not in cases where this level of investment is required.
- Glaser: What is the way to get there? I don't think we can resolve this in the last 15 minutes of this meeting.
- There is a discussion about MLS and propriety. Tyler explains that if there is no commission to be had, no one is going to list it in MLS.
- Nersesian also explains that in MLS typically a commission is tied to the first months or years rent which in this case is zero.
- Glaser nominates Cohen and Wray to work on the MLS issue.
- Someone asks if there is public access to MLS? Someone else, to browse it, not to list.

Close out comments

- Krauss: Regarding a master developer, we should play out what is happening now.
- Tyler: Talking about the lease, suggesting a worksheet which he has sketched out (a lease expense worksheet, rent/payable to/cost associated with it (utilities) or formula to figure it out.
- Cohen: It might look like a long day, but for those of us who have been here since the beginning, this is the culmination of a lot of work. It is the beginning of a new future and we have to remember that.

- Nersesian: Thanks everyone for attending. This is a great milestone, we are picking up momentum. We still have a lot to do and to focus on but I love what I am seeing. We had a reporter here today, that is really positive. We have good news to report out. Thanks.
- Glaser: Great job by professional staff to get us here.
- Nersesian adjourns meeting at 3:17 P.M.

APPENDIX A: ATTENDEES

NPS: Jennifer T. Nersesian, Gateway National Recreation Area (GATE) Superintendent and Designated Federal Officer to the Committee;

Karen Edelman, GATE Business Services Division (BSD); James Grant, GATE Chief of Facilities and Project Management; Pete McCarthy, Sandy Hook Unit Coordinator (arrived at lunch time); Pam McLay, GATE Chief BSD; John Warren, GATE External Affairs; Michal Wisniewski, GATE BSD; Daphne Yun, GATE Public Affairs.

Committee: Gerry Glaser and Shawn Welch, FACA co-chairs; Lillian Burry, Linda Cohen (arrived at 10:30), Guy Hembling, Tim Hill, Michael Holenstein, James Krauss, Tony Mercantante, Stephanie Murray, Dr. Howard Parish, Dan Saunders, Kate Stevenson, Jeff Tyler, Karolyn Wray.

Facilitator: Stacie Smith.