

Application for License – Nobska Light Station

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Application for License – Nobska Light Station

I. A. Applicant Name and Description of Organization

Name of Applicant Organization and Representative

Town of Falmouth, Massachusetts ("Town")
Julian M. Suso, Town Manager

Names of Non-profit Collaborators

Friends of Nobska Light ("Friends"), supported by:

Falmouth Historical Society, Inc., d/b/a Museums on the Green ("FHS")
Historic Highfield, Inc., d/b/a Highfield Hall and Gardens, Inc. ("Highfield")
Woods Hole Historical Museum ("WHHM"), a division of Woods Hole Public Library
Woods Hole Community Association, Inc. ("WHCA")

Description of the Organization

Falmouth is a town in Barnstable County, Massachusetts, United States; Barnstable County is coextensive with Cape Cod. The population was 31,532 at the 2010 census, making Falmouth the second-largest municipality on Cape Cod. It's estimated that the population at least triples during the summer months. Falmouth is a year-round community with a diversified economy and a demonstrated history of dependable public and private support for its libraries, health facilities, arts and other cultural organizations. Falmouth is governed by a Board of Selectmen, a representative Town Meeting, and a professional Town Manager. The Selectmen approved the development of this application at a meeting on July 28, 2014, and authorized submission to the United States Coast Guard (USCG) at their regular business meeting on December 8, 2014.

The Town of Falmouth collaborated with the non-profit corporations named above in the planning and assembly of this application. If chosen as the licensee, the Town will enter into an agreement with a new, non-profit entity, the Friends of Nobska Light, which is comprised of representatives of the collaborating non-profits. An IRS application for non-profit status for the Friends is already in process. The Friends will rely on revenue from membership fees, income from an endowment, donations, and gift shop sales.

The Town's goals for Nobska Light Station are:

1. Rehabilitate and maintain the structures and conserve the surrounding landscape.
2. Enable public access and enjoyment.
3. Educate the public about the history of the lighthouse and provide housing for historic artifacts related to the lighthouse and its context in Falmouth and the Islands.

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I. B. Proof of Non-Profit Status: Not Applicable to the Town of Falmouth

I. C. Town of Falmouth proposed use of historic lighthouse

Nobska Lighthouse is a regional icon of major historical significance and a cherished local landmark. Its seaside location commands one of the best views in Falmouth and abuts one of the Town's seven designated historic districts. The Town's and the Friends' intention is to open the lighthouse and its grounds to the public for purposes of education and enjoyment.

Exhibits - The former light keeper's house will become a public information facility to showcase a permanent exhibit on the history of the lighthouse and changing exhibits on the maritime history of Falmouth, Woods Hole, Martha's Vineyard, the Elizabeth Islands and the ocean waters surrounding these locales. Special exhibits will be created to commemorate important maritime and other historical events of the region. Public restrooms will be added. Other possible enhancements include restoring some rooms to their original appearance, installing lighting, display cases, installing one or more flat screen TV displays, and providing a small gift shop.

The exhibits will include documents and artifacts from the collections of the FHS and WHHM that each currently lacks room to display. For example, both FHS and WHHM have in their archives the collections of lighthouse keeper logs, maps, charts, and other related material. The United States Coast Guard ("USCG") may have artifacts it wishes to display to showcase its long history with the site. Individuals and other organizations in the town and region will be asked to give or loan items they own that help tell the history of the lighthouse and its work.

Programs - Starting in the third year of the project, one of the responsibilities of the fulltime director of the Friends will be planning and implementing educational programs to attract visitors of all ages to the site. Programs will be planned in conjunction with local schools, senior centers, and other arts and cultural organizations.

Events on the Grounds - Nobska Light Station and views from the light are among the most desirable backgrounds on the upper Cape for special events. Good conservation practices will be observed in maintaining the grounds to preserve the native vegetation and the current, open appearance of the lighthouse. A family friendly picnic area will be provided to the rear of the property and the grounds will be available for weddings, memorials, and other similar private events. No fee will be charged but a donation will be suggested.

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Staffing - Operating expenses are anticipated to range from \$59,450 in year one to \$200,019 in year five. Most of the operating budget will go to staffing and supporting the uses of the building. There will be no programmatic staff in the first year. In years two to five, there will be one full-time Director, and two part-time staff, (an Administrator and a Volunteer Coordinator). Volunteers will provide the person power needed for tower visits and visitor information. Legal and accounting services will be on a fee for service basis. The operating budget will also include funding for marketing and other print materials and website creation and maintenance.

I. D. Type and level of public involvement in proposed preservation effort and subsequent use, including public access plan

Public Involvement in the Preservation Effort - The public is already involved in the preservation effort. A meeting convened by the WHCA soon after the USCG's announcement of its intention to excess the lighthouse drew more than seventy-five individuals and representatives of several historic, arts and community organizations. All expressed a strong desire to maintain Nobska as it is and in local hands while improving access and utilizing its educational potential. Given this importance to the town, and given the strength and depth of the interest shown by the local community, the Town Selectmen formally approved the Town's applying to license Nobska Light Station for purposes of preservation and public access. The Selectmen are aware that conditions will be imposed on the licensee by the United States Coast Guard.

The Town and representatives of four well-established non-profit collaborators worked together on this application. A new non-profit, the Friends of Nobska Light, is being formed to manage the Nobska Light Station under an agreement with the Town. The Board will be comprised of representatives of the collaborating entities. Drawing on their combined contacts in the community and demonstrated expertise in fundraising, the Friends of Nobska Light anticipates raising \$4 million within a five-year period for renovation, maintenance, support for operating funds, and an endowment to sustain the Nobska Light Station and preserve its land.

The initial fundraising will engage Falmouth and regional residents of all ages in donating to fund the restoration and maintenance. Local businesses will be encouraged to make pro bono donations of goods and services to both the restoration and on-going maintenance.

The four collaborating entities will lend their expertise to the restoration effort. The Friends will reach out to other membership organizations in person, in print, and digitally. A coordinated media strategy will deliver the story of Nobska and the fundamental

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importance of its preservation. Using local media (newspapers, magazines, radio, community television), the message about Nobska Light Station will be presented in a strategic time frame to engage the public and to keep the need for support present in the public consciousness. Regional media (city newspapers, regional magazines, network television) will present the story of Nobska Light Station beyond the immediate area. A national and international presence can be established by an on-line campaign using social media outlets. Crowd-funding sites and a well-designed website using key words for search engine optimization will be incorporated in the media plan to attract other donations. Domain names (Nobskalight.org and Nobskalight.us) have already been purchased to ensure their use for a website if, as hoped, this application is approved.

Public Involvement in Subsequent Use - The public will have full access to the renovated lighthouse and grounds. The two-plus acres of open space surrounding the lighthouse will be preserved but made more accessible for individuals with mobility issues as well as safer for off street parking. A picnic area will be added to better attract people. Local schools will be engaged to bring K-12 students to learn local history.

The public will be involved at several levels: as members of the Friends enjoying stakeholder pride; as tourists enjoying the view from the land and the tower; as donors contributing to renovate and maintain the structures and land; as sources of ideas about the use of the lighthouse and the resources accessed there; as visitors learning from and enjoying the exhibits and site; as artists using the site to paint and draw; as young students using the site as a history and art classroom; as older students and adults using the historical resources for research purposes; as guests participating in weddings and memorial services that may be held on the site; and as volunteers directing and staffing the site and helping with its upkeep. Programming at the site will be coordinated with that of non-profit collaborators to the benefit of the public and the organizations involved.

Public Access Plan - The Friends' goal is to ensure that the Nobska Light Station is open to the public. Access may be limited to the grounds and tower until construction on the keeper's house is complete. During that time, portable restrooms will serve the public. Handicapped accessible restrooms will be provided in the light keeper's house as part of the renovation. Appropriate ramps will be provided to access the first floor of the residence; the upper floors will be used for archival and office space, so public access is not planned for these areas.

In the past, the United States Coast Guard Auxiliary has allowed access to the lighthouse by scheduling times for the general public to ascend the tower for the spectacular views of Vineyard Sound. However, we understand that regulations prohibit the USCG Auxiliary from continuing this vital public service if the property is under the management of a non-

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USCG entity. Accordingly, the Friends will assemble trained volunteers to enable safe access by the public to the tower.

Woods Hole Village is a one mile walk from Nobska Light Station. Most people are expected to come to Nobska Light Station by car. The project envisions exploring the potential elimination of the small parking area at the edge of Nobska Road in front of the lighthouse and expanding the parking area. The creation of an expanded, on-site public parking area will likely not be enough for the number of visitors anticipated to be drawn to the site once it is fully open to the public. During the summer months, the Cape Cod Regional Transit Authority's WHOOSH program runs a trolley service every 20 minutes from 9:30 am to 7:30 pm. to bring tourists to attractions in Falmouth including several in Woods Hole. Nobska Light Station will be a natural addition to their route and the Town will request this addition to the hop on and off tour.

The Cape Cod Commission estimates that 6 million people visit the Cape every year and Falmouth receives a significant share of these visitors. Trip Advisor, the web site consulted for places to see and things to do, rates Nobska Light as the number one attraction in Woods Hole. It is reasonable to project that, once open to the public, Nobska Light Station will attract ten to twenty thousand visitors between April 15 and October 15, averaging over 100 visitors every day. Given Nobska Light's local popularity and membership levels in the four collaborating organizations, membership in Friends of Nobska Light is estimated to start at 250 members in the first year and rise to 650 members by the fifth year..

I. E. Statement of Current Financial Capability

Funding for the restoration and operation of Nobska Light Station will come almost entirely from private sources, although some funding may come from the Town via the state's Community Preservation Act and other government grant programs. Town officials and the board members of the collaborating organizations judge that "saving" Nobska Light Station will be a very popular cause that will attract the initial funding needed to make the building sound again, estimated at just over \$800,000. Further, it is deemed feasible to raise an additional \$3,200,000 in endowment funds that will provide investment income to maintain the structures and conserve the site.

As early evidence of this strong level of local interest and support, although fundraising has not started, nonetheless a donor has already given Falmouth Historical Society \$7,500 for seed money for "saving" Nobska and promised more when the license is awarded. Further, an anonymous corporate donor has already pledged \$30,000 each year for five years.

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The four collaborating organizations have extensive fundraising experience on which they have based this plan. All four are membership organizations using the techniques the Friends plan to use to support Nobska Light: membership fees, mail solicitations, special event fundraisers, return on investments, suggested donations from visitors, and sales of gift items. See the Financial Statements or Form 990 of each collaborator in the Appendix.

The Town's Department of Public Works will provide some limited site maintenance services. The town's ownership of their properties has been useful to Highfield and WHCA in raising money from individuals, foundations, and state and federal sources because these donors can assume that if for any reason the lessees should seriously falter, the town will come forward to help create a solution that will preserve the cultural assets for the public.

I. F. Statement of Commitment to Preserve the Historic Lighthouse and Documentation of all Experience Related to the Rehabilitation or Maintenance of a Historic Property

Nobska Light Station is listed on both the State and National Registers of Historic Places. The Town of Falmouth and the organizations participating in planning this application are committed to preserve the historic lighthouse and conserve its grounds. The town's commitment to historic preservation is demonstrated by its active boards for this purpose, Falmouth Historical Commission and the Falmouth Historic District Commission, and its record of granting local Community Preservation Act funds to historic preservation. Falmouth is also recognized by the National Park Service as a "Certified Local Government" and is the only community on all of Cape Cod which has been designated as a "Preserve America Community" by the Advisory Council on Historic Preservation. In Falmouth, historic preservation is viewed as an end in itself, essential to the tourist economy, and to maintaining the community's quality of life.

Preservation experience - The Falmouth Historical Society, Woods Hole Historical Museum, Historic Highfield, Inc., and The Woods Hole Community Association have among them ten historic buildings they maintain and operate successfully for purposes of access, preservation, and education. Members of their respective boards are engaged in planning this application. Within the Town's structure, the Town manager, Julian Suso and his designee will monitor the lease to the new non-profit entity, Friends of Nobska Light, which is the same ownership/lease/and monitoring relationship the Town has with Highfield and two of the buildings operated by the WHCA. The Town owns the buildings and land, which otherwise may have gone derelict, and leases to the non-profits under terms similar to those used by the USCG with its licensees.

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Founded in 1900, **Falmouth Historical Society's** commitment and capacity for historic preservation are demonstrated by its preservation of two historic buildings, the 1790 Wicks House and 1735 Conant House, both on Falmouth Green. The Society operates them as The Museums on the Green to give public access to the two buildings. The Historical Society completed in 2013 a new, \$1.5 million structure on the museum's site to house a state of the art archive of documents and artifacts and a lively educational and supportive social program. The Museums on the Green have a staff of one full-time professional, six part time professionals, and over 200 volunteers. The Museums had 10,500 visitors in 2013. The Historical Society partners with The Falmouth Garden Club to maintain the gardens on the Museums' grounds and decorate Wick's House for Christmas.

Incorporated in 1919, the **Woods Hole Community Association** operates four historic properties; the Woods Hole Community Hall (1878), the adjacent Old Fire Station (1935), the Woods Hole School (1886), and the historic Swift Barns (1885). The Community Association makes the buildings available to the village for a variety of educational, cultural, and entertainment activities. The Community Association owns the Community Hall. The Old Fire Station and the Woods Hole School, a National Register Property, are leased from the Town of Falmouth by the Community Association, which provides for their maintenance and operation. The Swift Barns, now fully restored, were in derelict condition when the Community Association took them on as an historic preservation effort under a lease agreement with the Woods Hole Oceanographic Institution. The Community Association is a volunteer run organization, governed by an eighteen member board of trustees, with three part time employees. The Woods Hole School is used year round for children's educational programs serving more than 600 children and families. The Community Hall, with a capacity of 175 people, and Old Fire Station, with a capacity of 75 people, are used year round for classes, cultural, musical and theatrical programs, and as community meeting spaces. The use rates fluctuate, with winter use being at a low of three events a month in the Hall in January and February to daily events in the summer. The Old Fire Station sees a more consistent pattern of use with seven to ten user groups a week year round but with additional shows and events in the summer months.

The **Woods Hole Historical Museum** was founded in 1973 as a division of the Woods Hole Public Library "to establish and preserve a collection of objects and materials of cultural, historical, and artistic value." The archives include a general collection about the history of Woods Hole and the greater community, family collections, photographs, artifacts, an oral history collection and a library. The general collection contains documents of local organizations, business records, maritime logs, genealogies, and house histories.

The museum displays permanent and temporary exhibits, delivers programs and workshops, and is an active publisher of books and journals of historical interest. The museum campus includes three historically significant buildings: Bradley House (1804),

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the Yale Workshop (1892) and a former Swift Barn (1877) which houses the Small Boat Collection. The museum is staffed by two part-time professionals and more than 50 volunteers. The museum is governed by a Steering Committee.

First organized in 1994, **Historic Highfield, Inc.**'s commitment and capacity to historic preservation is demonstrated by their restoration of the former Beebe mansion and six surrounding acres and repurposing as a cultural center for arts of all kinds. Built in 1878 as a summer residence, the building and grounds passed through many hands until 2000, when the Town took the property by eminent domain. The group that had coalesced around saving the mansion formed a new non-profit that leased the property from the Town and raised \$8.5 million to renovate and maintain the building. Highfield continues to raise funds and is entirely responsible for the finances and operation of the mansion and its acreage. Highfield has a staff of one full-time director, twelve part-time professionals, and over 200 volunteers. It hosted 30,000 visitors in 2013.

Additional documentation of the preservation experience of each organization is attached. The 2013 Financial Statement or Form 990 of each of these organizations is attached. Also attached are the names of board members, a total of 65 individuals with strong commitments and connections in Falmouth. The four organizations provide a lively flow of educational, arts and cultural activities and rely on a basket of fundraising activities and so each has a well-developed repertoire of annual fund drives, grant seeking, special events, sales of cards and gifts, property rental and solicitations for bequests and individual donations. Each has a record of many years' standing of meeting their financial goals.

All restoration work will follow the Secretary of the Interior's Standards for Rehabilitation and Restoration, as codified in 36CFR 67 and the National Park Service's Lighthouse Preservation Handbook. The Town understands that the emphasis of these standards is to maintain historic materials and features through stabilization, conservation, and repair, and, if necessary, the replacement of extensively deteriorated portions of historic features. The non-profit collaborators embrace that goal. Unfortunately, many of the historic architectural features of the light keeper's house have already been lost through replacement over the years. Historically appropriate replacements for windows and other elements that may be deemed to need replacement will be used in the restoration. The founding organizations of Friends of Nobska Light have extensive experience restoring and maintaining historic structures. The USCG, the State Historic Preservation Officer, Falmouth Historic Districts Commission and the Falmouth Historical Commission will be consulted for their input as plans are made.

All work related to the rehabilitation will be documented and records will include related permits and inspection reports.

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II. A. Rehabilitation and Maintenance Plan, including proposed alterations (if any) consistent with the Secretary of the Interior's Standards for Historic Preservation

The Nobska light keeper's building is based on an architectural model adopted by the United States Lighthouse Service and used throughout the Northeast during the 1800s. Its 2.07 acre semicircular lot is ringed by a narrow two-lane road that circles around the point. The ground elevation at the lighthouse is fifty feet above mean sea level. The ground elevation drops about 15 feet to the Nobska Road in front of the lighthouse, and drops further to about 25 feet above sea level on both the eastern and western limits of the property at Nobska Road.

There are five structures on the lot: in the northwest corner a two car garage; in roughly the center of the lot, the two story house and the tower; and to the east two small one story structures, a radio beacon building and a paint locker/oil house. A driveway entering the site from the northwest corner connects the garage to Nobska Road and a small parking area. A second small parking area takes a bite out of the lot in front of the tower at the Point. A gate from this lot leads to the tower, but public access to the tower was limited and has now ended. There is no public access to the house or outbuildings. Fences surround the lot along the road and separate the area in front of the tower from the rest of wide lawn that surrounds the house.

Until 2013 Nobska Light Station was the residence of the Commander of the USCG Sector Southeastern New England. The wood-frame house has two parts, connected only at the ground level. The main part of the house was built in 1876 to a standard U.S. Lighthouse Service design. What appears now as the back wing was built in 1908-09 as a separate dwelling and joined to the earlier house sometime before 1950. The first floor of the house has five rooms, a bathroom, two stairwells, front and connecting hallways, and three porches. The second floor above the main building has three rooms and one bath, as does the second floor above the wing. Except for the stairway in the main part of the house, various renovations removed most of the 19th and early 20th century features from the interior.

The Town and Friends have inspected the property and have been provided with background information by the USCG. An initial site inspection has been done. While the house is habitable, significant work needs to be done, including:

- New roof
- New windows
- New shingles and trim
- Foundation repair

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- Wiring and heating - needs to be evaluated and may need replacement
- Interior cosmetics - needs fresh paint and, where advisable and possible, restoration to original detailing.

None of the work being considered will involve structural alterations. None of the work being considered is outside the footprint of the current structures and so there should be no potential for environmental or archaeological impact.

Contractors with experience in historic restoration and renovation will be hired for all construction work. The Friends will be fully responsible, under the agreement with the Town, for the operation and maintenance of the lighthouse property inside Nobska Road while the USCG will continue to be responsible for the operation of the light, the foghorn and the land between Nobska Road and the ocean. USCG plans to continue to use the two small buildings.

Rehabilitation and Maintenance Plan: General Information

- **Aids to navigation will be kept operational:** Under the license to the Town of Falmouth, the USCG will retain the operation and maintenance of the light and foghorn at the lighthouse. This will include the electrical connection that powers the light. Should the USCG determine that the light is no longer needed for navigation and maritime safety, the Town and the Friends may choose to maintain the light for historic preservation purposes in coordination with USCG. Should the USCG determine that the foghorn is no longer necessary for navigation and maritime safety, the Town and the Friends will coordinate the transfer of the foghorn and its facilities to the licensee, but may or may not continue the function of the foghorn.
- **The lighthouse tower will be maintained:** The 40' tower is made of iron rings and requires frequent painting. The tower will be prepped and painted at two-year intervals starting in the second year of the project as part of on-going maintenance.
- **Property boundary:** The Town and the Friends will be responsible for the operation and maintenance of the lighthouse property landward of Nobska Road.
- **The property will be maintained:** The Friends will maintain the buildings and grounds; secure and insure the property, pay for heating and other utilities (except for those associated with operating the ATONs), mow the lawns, remove snow, and clean the buildings. The Town Department of Public Works may assist with snow removal and limited site work.
- **Impact on USCG infrastructure:** The Town of Falmouth already has an easement on the road accessing Nobska Light Station. The site is served by the municipal water system. The Town and Friends understand that maintenance of the onsite septic system will be their responsibility.

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Year One: Planning Renovation - Capital Budget \$ 198,950

- Execute an agreement between the Town of Falmouth and the Friends of Nobska Light to manage and operate the Nobska Light Station
- Assess the site and buildings, document current conditions, and evaluate where preservation is possible and restoration is advisable.
- Engage a historic preservation consultant and architect/engineer to work with the Friends, the town's historical agencies, Falmouth Historical Commission and Falmouth Historic Districts Commission, and the State Historic Preservation Officer. The consultants will conduct a thorough evaluation of the structure, write specifications for restoration and/or rehabilitation and draw construction plans for the renovation of the house.
- Fire and security systems will be installed to safeguard people and the property as required by the USCG.
- Open the site and the tower to public access as feasible. Install portable restrooms for the public, workers and volunteers.
- The light keeper's house will be open only to volunteers and consultants working on this phase of the project.

Year Two: Construction and Limited Operation - Capital Budget \$822,736;

- Start construction to rehabilitate the house and complete two-thirds of the project within the year. The first work will be to make the structure weathertight and up to local code and state and federal standards for historic buildings. This is primarily exterior work: roofs, shingles, windows, and trim.
- Explore the potential removal of the off-road parking in front of the lighthouse tower and provide temporary signage redirecting the public to alternative on-site parking.
- Expand the on-site parking area to accommodate 10-12 vehicles; this change will require either minimal or no regrading.
- Paint the tower.
- Engage a landscape designer to plan an outdoor seating area for the public to enjoy the 270-degree view and a picnic area to the rear of the building.
- Open the site and the tower to the public (with construction areas closed) during the tourist season, April 15 to October 15.

Year Three: Construction and Expanded Operation - Capital Budget \$423,593

- Complete the final third of the rehabilitation project, primarily interior work to ready the house for use as exhibition space, office space and a gift shop
- Add public rest rooms to the first floor. Ramps and other alterations will be made to ensure accessibility for people with mobility issues.
- Install the seating and picnic areas and related hardscape and plantings.

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- Open the site and the tower and, for the first time, the light keeper's house to the public as soon after April 15 as possible until October 15.

Years Four and Five: Maintenance and Full Operation - Capital Budget \$242,291 and \$202,679 for a five-year total of \$1,890,249

- Paint the tower
- Open the entire property to the public April 15 to October 15.

II. B. Future financial plan to fund restoration and maintenance

The Friends will abide by the principle that no expense will be undertaken until the money has been raised to pay for it. Therefore, fundraising will consume most of the project's time, energy, and money the first year of the project. A professional fundraiser will be hired to plan and help implement a capital campaign and initiate a membership drive. The consultant will develop a compelling case statement, write and design the print materials, maintain campaign files and donor records, and assist in identifying potential individual, corporate, government, and foundation donors. Friends of Nobska board members and other volunteers will provide the person power for the campaigns. See the Operating and Capital pro forma budgets in the Appendix.

Capital Funds:

Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
\$225,000	\$1,350,000	\$1,200,000	\$725,000	\$500,000	\$4,000,000

The Friends will seek grassroots grants and donations from local private foundations and individual donors to provide seed money for initial start-up costs, then follow up with an on-going campaign for donations from townspeople across the economic spectrum and a major donor campaign. Friends will apply for government preservation funds and other grants at the federal, state and local levels. The remainder of preservation and restoration funds will be obtained through fundraising activities to tap independent and community foundations, service organizations, and corporations. The town-wide and regional campaign will also raise awareness, interest, and ownership in the project.

Of the amount raised, \$822,000 will be spent on the renovation, and the remainder will be invested as an endowment to sustain the project. Initially, the project will draw on capital funds to support operations to a limited extent. However, the goal of the capital campaign

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is to provide sufficient funds so that by the end of the fifth year, only a prudent portion of the investment return on the invested funds will be used to support the operating fund.

Operating Revenue:

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
\$59,450	\$190,540	\$179,065	\$200,947	\$200,019

The operating budget will be supported by donations from visitors to the lighthouse, donations through the Friends' website, membership fees, the on-going capital campaign and investment return on the endowment. Event donations and gift shop sales will yield small amounts each year. The Friends will host special events and benefits off site and, when appropriate, avail themselves of fundraising opportunities with collaborators.

Operating Expenses:

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
\$59,450	\$190,540	\$179,065	\$200,947	\$200,019

The first year expenses will be almost entirely for consultants to secure the expertise needed to raise money and plan the restoration. The second and subsequent year expense profile is fairly typical for a small non-profit open to the public: (based on year five) 46% personnel; 28% building & grounds; 9% curatorial/exhibits; 6% marketing; 6% administrative supplies and equipment; 3% legal and accounting services; and 2% gift shop merchandise.

Salaries proposed for the full-time director and part-time administrator and volunteer coordinator will be in line with those paid for similar positions in the region. The director will have responsibility for both day to day operations and programmatic planning, assisted by the administrator, who will maintain files, databases, and organize exhibit and visitor logistics. The Volunteer Coordinator will recruit, train, and support the 50 to 70 volunteers who will ensure there are three or more people in the public areas of the building when it is open to the public, guide visitors up and down the tower; patrol the grounds; and help with fundraising; programs, and events.

Fiscal Responsibility - The Friends of Nobska Light is in the process of applying for 501(c)(3) status from the federal government. The application will be submitted on January 2, 2015. Until that application has been ruled on, the Falmouth Historical Society, a 501(c)(3), has agreed to act as a fiscal agent for the Friends of Nobska Light so that the work outlined in this application can start as soon as possible.

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II. C. Statement of Technical Ability to Rehabilitate, Maintain, and Preserve the Lighthouse for the Term of the License

Quality of Work - Only architects, engineers and contractors with demonstrated experience restoring and renovating historic buildings will be employed in the construction work. Highfield, WHHM, WHCA, and FHS have very recent experience with historic restoration and good working relationships with professionals engaged in this work. A competitive process will be used to select the consultants and contractors, with priority placed on quality of work, experience with similar work, work completed on time within budget, and local roots. Work will be supervised by the Friends, aided by the State Historic Preservation Officer.

Management Plan - The technical ability to manage the rehabilitation, maintenance, and preservation of the lighthouse will come from the experience of the collaborating organizations. The Friends will be a membership organization led by a board of community volunteers drawn from the organizations that planned the project. Initially, there will be twelve seats on the board. Board members will serve three-year terms, and may serve up to three consecutive terms. The Board will elect a four person executive committee of a President, Vice President, Treasurer and Secretary. The Board will maintain records of its meetings and actions and finances, and these records will be open to the Town and reported annually to the organization's members. It is anticipated that membership in the first year will number about 250 and will grow to 650 members by the fifth year of operation. Of these, it's likely that from 50 to 80 will become very actively involved in the work.

II. D. State Historic Preservation Office Comments

On October 31, 2014, Town Manager Julian Suso mailed a "Project Notification Form" to Brona Simon, Executive Director of the Massachusetts Historical Commission and State Historic Preservation Officer to inform her of Falmouth's plans for Nobska Light Station. The PNF was delivered to MHC November 3, 2014. As of December 15, 2014, Falmouth had received no response from MHC/SHPO. According to MHC, if they do not respond within 30 days, the project may proceed as planned.

II. E. Applicant Shows Proof of Insurance

The town of Falmouth and the Friends are confident in their combined ability to provide the required insurance once the license is awarded. Please see the attached documentation from two insurance providers.

Application for License – Nobska Light Station

III. Application Summary

Nobska Lighthouse, now closed to the public, will be open at least from April through October to tell the maritime story of Falmouth through changing exhibitions, lectures, re-enactments, and events that draw the public to explore the lighthouse and its history and changing context over four centuries. Coast Guard history connected with the lighthouse will be an integral part of the story.

The public will have full access to the grounds and exhibits. Costs will be met through annual membership fees, donations to region-wide campaigns, gift shop sales, event donations, and investment return on endowment. The two plus acres of open space surrounding the lighthouse will be preserved but made more accessible for people with mobility issues and safer for off street parking. A picnic area will be added to better attract people. The trolley tour will be asked to include the lighthouse in the tours of historic Falmouth. Local schools will be engaged to bring K-12 students to learn local history.

In the first year the project will be managed and staffed by volunteers assisted by consultants as necessary to plan the renovation and raise money. In subsequent years, a full-time director, two part-time professionals and volunteers will staff the project. Friends of Nobska Light will be fully responsible, under the agreement with the Town, for the operation and maintenance of the light station property landward of Nobska Road while the federal government will continue to be responsible for the operation of the light, foghorn, and the land between Nobska Road and the ocean.

The Town of Falmouth believes it is the best candidate for award of the license to rehabilitate, maintain, and use Nobska Light Station. There are successful examples of excessed lighthouses licensed to municipalities and leased to non-profits organized to carry out the terms of the agreement between the municipality and the USCG. There is high interest in Falmouth to have local control. There is the demonstrated fundraising base in Falmouth to suggest that the plans for financing this worthwhile work are realistic.

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