

ALEXANDRIA ARCHAEOLOGICAL COMMISSION

ANNUAL REPORT

for

FISCAL YEAR 2014: JULY 2013 - JUNE 2014

I. SUMMARY

The Alexandria Archaeological Commission (AAC) had another active year pursuing its three-fold mission of preservation, education, and advocacy for Alexandria's archaeological and historic resources as advanced by the City of Alexandria Strategic Plan. Though the requirement for the number of Commission meetings per year remains at ten, the AAC maintained its commitment of holding twelve meetings, one on the third Wednesday of every month, to address the many archaeological developments, projects, and opportunities that occur throughout the year. One primary focus of the AAC has been the continuing Waterfront Plan progress, including its support for the formation of, and participation in, the Art History Implementation Committee. The AAC also continued to provide representation to the Freedmen's Cemetery Memorial development and the Fort Ward Park archaeology project. In a spirit of cooperation with the other arts and history related City commissions, the AAC is also participating in a joint project to survey and determine ownership and historical significance of city alleys. The AAC was founded in 1975 and celebrated its 39th anniversary in February 2014.

Led by AAC member Jake Hoogland, the AAC updated its Strategic Plan for FY2014. **In pursuit of achieving AAC's long-range goals, the Commission continues to use, as its guiding principles, the City of Alexandria Strategic Plan with emphasis on Goal 7: Alexandria is a caring and inclusive community that values its rich diversity, history and culture, and promotes affordability.** The members have agreed to retain the four goals originally developed for the AAC Strategic Plan in FY12 involving (1) People - Alexandria Archaeology staffing, volunteers, and the history community; (2) Archaeology Museum/Lab/Education Center/Storage; (3) Resource Management - funding and resources; and (4) Archaeology, History, and Preservation. Archaeology Staff were once again invited to provide input into the formation of objectives under each main goal. The updated plan continues to look to the future of archaeology in Alexandria. The AAC also coordinated with Alexandria Archaeology staff who developed the Alexandria Archaeology Work Plan, that details the various projects and missions Alexandria Archaeology seeks to accomplish in the near future. The AAC plans to use this comprehensive work plan as a guide and resource for upcoming advocacy, and incorporated it into the 2014 update to the Alexandria Archaeological Commission Strategic Plan. The AAC is grateful for this unified effort between the Commission and City staff.

The AAC continued its tradition of learning about different historic places and preservation-based issues this year. Guided by Archaeologist Garrett Fesler and Collections Manager Paul Nasca, the AAC was led on a thorough tour of Alexandria Archaeology's Storage Facility at 801 South Payne Street during the August 2013 meeting. Discussions took place regarding the goals and challenges of maintaining state of the art conditions for archaeological artifacts. Additionally, the AAC enjoyed lectures from Acting City Archaeologist Fran Bromberg, Museum Educator Ruth Reeder, Archaeologist Garrett Fesler, and Archaeology Volunteer Rebecca Siegel regarding important times and locations in Alexandria's history, such as a chronological background to the ongoing Shuter's Hill excavation (February 2014 meeting), the extensive findings and discoveries made at the Slaughterhouse Archaeological Excavation on the grounds of Jefferson-Houston Middle School (September 2013 meeting), Alexandria's involvement in the War of 1812 (November 2013 meeting), and a thorough informational walkabout at Fort Ward with regard to its historical significance and interpretation, as well as the promise of future projects (June 2014).

II. AAC ACTIVITIES CONDUCTED/PARTICIPATED IN FY2014

The Archaeological Commission pursued a variety of activities during FY2014. These activities are set forth below and are organized within headings taken from the AAC's Strategic Plan.

A. GOAL I - PEOPLE

AAC Membership: The AAC welcomed new members Mark Ludlow (At large) and longtime Archaeology volunteer Rebecca Siegel (Planning District II), and looks forward to their contributions to the Commission.

Commission Collaboration and Partnership: The AAC has continued to advance its mission of collaborating with fellow commissions and working together on areas of common focus and shared significance. In accordance with this effort, the AAC has reached out to other history commission chairs to reinstate the Joint Chair meetings that began in the fall of 2012. Several important projects have commenced as a result of these meetings, such as the Alexandria Alley Working Group, which is conducting an ongoing comprehensive public survey of the defining historical and architectural features of alleys throughout the city, garnering significant public interest and assistance. They have coordinated with City officials, such as Michelle Oaks, Historic Preservation Planner II of the Department of Planning and Zoning, and their efforts are leading comprehensive findings broken down by block numbers. The idea was born out of a discussion between AAC Chair Vincent LaPointe and the chairs of the other history related commissions. The study is being led by Historic Alexandria Resources Commission (HARC) member Michael Commisso. Seth Tinkham represents the AAC on the survey group.

The AAC also welcomed Emily Baker, Director of the recently formed Alexandria Department of Project Implementation (DPI), and Rich Baier, Director of the Department of Transportation and Environmental Services (TES), to its September 2013 meeting. The discussion focused around the ways in which the AAC can most effectively communicate and coordinate with other City offices, as well as outside contractors, on all future projects and events. With special

importance paid to the DPI's role in the implementation of City projects related to the Waterfront Small Area Plan, the AAC looks forward to partnering with these important offices with regard to projects concerning historic locations, discoveries, and resources.

Ben Brenman Awards: The AAC selected four recipients for the 2013 Awards, which were presented by the Mayor and City Council on October 22, 2013. The recipients were: Mr. Boyd Sipe, who was selected for Outstanding Archaeologist regarding his work with Thunderbird Archaeology on the research for the Freedmen's Cemetery project; Mr. Michael B. Morey, President and Founder of Champlain Stone, Ltd., who was selected for Outstanding Private Donation regarding his unsolicited contribution of stones to mark the locations of graves under the sidewalk of Freedmen's Cemetery, as well as burials at Fort Ward; Ms. Char McCargo Bah, who was selected as Outstanding Genealogist for her continuing and remarkable work in identifying the lineage and descendants of those buried at Freedmen's Cemetery; and Ms. Laura V. Trieschmann, State Historic Preservation Officer at the Vermont Division for Historic Preservation, who was selected as Outstanding Historian for her dedicated work in researching and writing the history of Freedmen's Cemetery.

Volunteer Hours: In FY2014, Alexandria Archaeology was fortunate to receive outstanding support and enthusiasm from the community as evidenced by the 7,239.25 volunteer hours that were logged during that time span, with a total of 116 different volunteers contributing their energy and efforts to our cause. The AAC totaled 614.75 of these hours in its commitment to diligently review, advise, and advocate for the many important occurrences of archaeological discovery and areas of historic importance throughout the City of Alexandria.

The AAC is also mindful that these devoted volunteers are gracious and invested enough in the importance of Alexandria's historic preservation to contribute so significantly, though most have received little to no technical archaeological training; with this factor in mind, the issue of adequate staffing within Alexandria Archaeology and the Office of Historic Alexandria continues to be of paramount importance, as the ability to coordinate and contribute to the technical aspects of such work would facilitate a substantial benefit to archaeology in our city as a whole.

Acknowledgements: The AAC would like to express its deep appreciation for the longtime service of retiring commission members Ann Davin and Don Kent, both of whom stepped down from the AAC in November 2013, due to the term limit maximum. The Commission hopes they remain visible and vocal within the local community and will thereby continue their steadfast efforts to ensure the legacy of historical and archaeological excellence in Alexandria continues.

In addition, the continued sacrifice and devotion of volunteers as described above remains a source of pride within the Alexandria archaeological community. The number of hours expended is a small indication of the desire our community has to advancing historical initiatives and educational programs for all in Alexandria to access and enjoy.

B. GOAL II - MUSEUM, LAB, EDUCATION CENTER, STORAGE

Staff Presentations: As part of its strategic planning process, AAC invited staff members to present topics concerning the Archaeological Code and Community Archaeology throughout the year. Presentations were given by Paul Nasca, Garrett Fessler, Fran Bromberg, Rebecca Siegel, and Ruth Reeder. Discussions revolved around the impact of archeology on the city, the draw for visitors, growth of the program, and educational potential. Future needs of Alexandria Archaeology were discussed to include staffing and improvements to the museum, office, and lab facilities. There was also a discussion of the effect of development on archaeology and preservation within the city. The importance of continuous education and up-to-date awareness of city archaeological activity comprises an essential goal of the AAC. Specific topics which have arisen as a result of this process, such as the necessity of public education and awareness, are discussed in greater detail below. Through the comprehensive presentations given, an increased knowledge of the City's archaeological pursuits and their related histories significantly strengthens the AAC's ability to advise and recommend specific courses of action to the City of Alexandria. Through this commitment, the AAC hopes to devotedly fulfill its obligations and responsibilities.

Torpedo Factory Art Center and Archaeology Museum: Mary Jane Nugent continued as the non-voting AAC representative to the Torpedo Factory Art Center (TFAC) Board and has built upon her excellent working relationship with her fellow Board Members. She has facilitated the coordination and collaboration between the TFAC Board and the AAC to advance Strategic Plan Goal II, specifically devoted to further enhance the professional nature and stature of the Alexandria Archaeology Museum, as well as the labs, education center, storage facility, and all of their related functions. She remains heavily involved in all discussions coming before TFAC Board including the representation of Alexandria Archaeology's interest in their strategic planning process.

Also in line with Goal II of the AAC Strategic Plan, the AAC is committed to updating the museum to further attract visitors and enhance their experience. Discussions at Commission meetings have focused around various measures that could significantly help to achieve this end. According to the City of Alexandria FY2015 Budget, the number of visitors to Alexandria's historical museums in FY2014 totaled 189,395, representing a 5.4% increase from the FY2013 total of 179,682. In order to sustain and improve upon this continued growth, particularly with the Alexandria Archaeology Museum, it is essential to assess what creative improvements may be made. It is the belief of the AAC that an optimal step would be to hire an experienced consultant to undertake an appropriate study of the Museum, emphasizing ways to maximize the efficiency of the current space as well as the accessibility of all exhibits. This would be an important step for the immediate future. It is the ultimate goal of the Archaeological Commission, however, to meet the growing needs of both the ever-rising interest in our City's historical and archaeological resources, as well as to account for the space with which Alexandria Archaeology has to operate, thereby necessitating the eventual relocation of the museum to a more suitable and sufficient location.

C. GOAL III - RESOURCE MANAGEMENT

Budget Advocacy: The AAC extends its gratitude to the Mayor and City Council regarding the outcome of the FY2015 City Budget Process. In particular, the adjustments of (1) an additional \$25,000 to add seasonal staffing for the enhancement of public information access and the creation of exhibits; (2) an additional \$23,220 for part-time staff to support the Archaeological Protection Code activities as the waterfront development and other City projects begin; (3) an additional \$46,641 to be used for the reclassification of the existing Gadsby's Museum Director position into a Deputy Director position to support increased retail and special event revenues; (4) \$36,037 for the conversion of the part-time Records Management Analyst position to full time status in order to address the increased number of permanent, historic records in need of preservation and cataloging; and (5) \$24,920 in additional funding to allow for the Lyceum staff to properly care for City collections and enhance their related exhibitions, print materials, and public programming.

The AAC was very disappointed, however, that the vital creation of a Director of Development position within the Office of Historic Alexandria, whose responsibility would be to focus on non-City financial resources for museum operations, services, and departmental initiatives, was completely eliminated from the final City of Alexandria FY2015 Budget after its inclusion in the latest stages of the FY2015 Proposed Budget prior to the add/drop stage. It is believed that this position's inclusion within the initial drafts indicate City Council's awareness of the need for such a role to adequately advocate for our city's historical resources and efforts. The AAC hopes that City Council understands the benefit of having a qualified person devoted to directing the amassment of non-City funds to aid all of Historic Alexandria's ongoing programs and undertakings. The creation of this position was recommended by the American Association of Museums Accreditation Site Review Committee, an especially important source for advice as the Office of Historic Alexandria remains only one of eight municipal organizations across the country accredited for their museum systems (the Archaeology Museum and related functions being included in that accreditation, as emphasized in Goal II of the Strategic Plan). Furthermore, the AAC would like to note its continued commitment to restoring and receiving the necessary funds for the Fort Ward Archaeology Project. This project has been a focal point for the AAC over the course of the last two budget processes, and will remain so as a fulfillment of Alexandria Archaeology's mission to ensure the discovery and enhancement of Fort Ward's historical significance and interpretation of the full range of its resources. The AAC will revisit the topic of funding for the Fort Ward Archaeology Project as early in the budget process as possible for FY2016.

Friends of Alexandria Archaeology: The AAC held its annual joint meeting with the Friends of Alexandria Archaeology (FOAA) in April. This was structured as a truly joint meeting and discussions surrounded common goals, collaboration between the groups, and the possibility of combining efforts for future fundraising for Alexandria Archaeology.

D. GOAL IV - ARCHAEOLOGY, HISTORY, AND PRESERVATION

Alexandria Waterfront Plan/Art History Implementation Plan: The AAC continued to participate in the public debate regarding the progress on all Waterfront area plans and development. Commission Member Jake Hoogland remained as the AAC's representative on the Alexandria Waterfront Commission and Ted Pulliam continued to represent the AAC on Planning and Zoning's ad hoc Waterfront Art History Implementation Committee. Through their dedicated service to these two bodies of oversight, the AAC has remained informed of Olin Studio's latest developments and designs, as well as the examination of their adherence to the Small Area Plan. The AAC renews its commitment to being as involved as possible with the many extensive projects ahead, especially with the significant prospect of historically significant findings resulting from ground disturbance in that area of the city. The Flood Mitigation Project and the Landscape & Architectural Design projects will be similarly monitored and efficient communication with the city will arise should anything of potential importance be uncovered. In January of 2014, Chair LaPointe authored and passed on a letter of support for the Waterfront Art/History Implementation Plan as an expression of gratitude from the AAC for all of the Committee's hard work.

The AAC is also appreciative of Carr Hospitality's willingness to present and discuss their new hotel design plans for 220 S. Union Street at the October 2013 Commission meeting. A discussion was held regarding the most effective ways to incorporate history, particularly any artifacts or pieces uncovered during the building's prospective development, within the boutique hotel's space. The Master Plan Development Guidelines and Criteria for the property were also discussed, with focus paid towards the location adjacent to Union Street. The AAC is encouraged by Carr Hospitality's continued interest in using history within the concepts and designs of their hotel and will continue to communicate with the group to ensure its inclusion throughout the forthcoming stages.

Freedmen's Cemetery: The AAC continued to keep abreast of the issues regarding the Contrabands and Freedmen's Cemetery Memorial. Katy Cannady has represented the AAC on the Memorial Dedication Committee. Based on the identification of over 86 graves found under the cemetery's Washington Street sidewalk, and in confirmation of the commitment to mark all identified graves, the AAC successfully worked with the City to insure ensure that these graves will be marked. Each location of a discovered grave will be marked by stone set among the bricks in the sidewalk. The AAC was grateful to receive the donation of the bricks for the sidewalk by Mr. Michael B. Morey, President and Founder of Champlain Stone, Ltd. The AAC has been closely monitoring the installation process, as well as the maintenance procedures occurring throughout the Cemetery, and notes that these stones have not yet been set. The AAC will continue to monitor and support all processes ahead of the September dedication.

Fort Ward: Commission member Janice Magnuson began her representation of the AAC on the Fort Ward Park and Museum Advisory Group in 2013 and has helped guide the AAC's continued advocacy for further funding towards the ongoing Archaeology at Fort Ward. The Commission has worked with City staff to review the Fort Ward Park and Museum Area Management Plan, which presents a detailed outline of natural and cultural resource initiatives to help facilitate identification, interpretation, and preservation of historical resources. The AAC is particularly

interested in promoting opportunities for education and visitor-experience enhancement. Along with the identification process, the AAC is also interested in assessing and improving gravestone conditions. The AAC will closely follow a new group to be formed to work on interpretive planning for the park. In coordination with the progress of the management plan's implementation, the AAC hopes that the Fort Ward Archaeology Project will soon receive the funding necessary to continue in order to further promote the park's historical and educational experience.

Park Planning: The Department of Recreation, Parks, and Cultural Activities has continued its progress regarding the improvement plans for parks in Alexandria. The AAC remains concerned about the impact these changes could have to possible archaeological resources and areas of historic significance within these parks. The Chinquapin Park and Holmes Run Parks are of particular interest due to their importance and potential for archaeology. Janice Magnuson and Mary Jane Nugent have been appointed by AAC to attend planning meetings regarding the proposals for the aforementioned parks, and have discussed the various changes and development ideas that have come about through the planning process. The AAC remains acutely aware that any ground disturbance occurring at these locations could bring about the need for archaeological survey and subsequent interpretation.

The Jefferson-Houston Elementary School Construction Site: Following the significant archaeological finds at the Jefferson-Houston Elementary School construction site in FY2013, recently appointed AAC member (and longtime Archaeology volunteer) Rebecca Siegel and Archaeologist Garrett Fesler provided an extensive presentation of the subterranean slaughterhouse excavation to the AAC at the October 2013 meeting. The full findings and processes involved were discussed and special interest was placed on the implications for our understanding of early Alexandria and the layout of the City at that time. Rebecca Siegel also submitted a formal paper on the archaeological findings to the Virginia Archaeological Conference. The AAC followed the process of the excavation and identification of the slaughterhouse with great interest and has explored ideas to interpret the site within the context of the new school building. The AAC has since received word from staff that the school has committed to displaying educational information related to historical interpretation of the discovery. The AAC would like to ensure that this important measure occurs and will follow up to offer its support. On a final note, the AAC thanks Garrett and Rebecca for all of their remarkable efforts during the course of this excavation and subsequent scholarship.

Oronoco Street Drain Project/West's Point Pier: The AAC continued to review and address the incidents related to the Oronoco Street Drain Project into FY2014. Following the unadvised removal and destruction of potentially-historic wharf timbers during the environmental remediation project at West's Point last Summer, Emily Baker, the Director of the City's newly created Department of Project Implementation (DPI), Rich Baier, the Director of the Department of Transportation and Environmental Services (TES), and J. Lance Mallamo, the Director of the Office of Historic Alexandria, visited the AAC at its September 2013 meeting to speak about the newly created department, as well as how the city can best communicate and coordinate with the AAC on all future projects. Ms. Baker, who has served as the City Engineer for over a decade, will oversee the design and construction of new City projects along with her new staff. According to Rich Baier, the number of citywide capital projects has reportedly gone up tenfold

within recent years, and Ms. Baker, along with DPI (and in collaboration with City of Alexandria Departments of Planning & Zoning and Parks & Recreation, among others), will oversee the implementation of the Waterfront Small Area Plan. Following this thorough and productive discussion, the AAC is encouraged to work with the various departments overseeing the waterfront development to ensure that all findings with potential for historical significance will be treated with the utmost care and integrity.

In addition to the September 2013 meeting, AAC Chair Vince LaPointe drafted and submitted a letter with AAC approval (reviewed during the December 2013 meeting) to the Mayor and City Council regarding the events that transpired. The AAC is grateful for the responses it received from City Council members, and is further assured by the expressions of support and concern with regard to past and future development projects.

Public Education and Outreach: One topic that has taken on significant importance, particularly within the past fiscal year, is that of public education and outreach in relation to Archaeology. At the May 2014 meeting, Acting City Archaeologist Fran Bromberg updated the AAC on a swiftly rising problem related to the private removal of potentially historic artifacts from private land. It has been stressed to the AAC that this issue also relates to larger problems regarding Occupational Safety and Health Administration standards as well as the loss of significant archaeological evidence due to the untrained, uneducated, and undocumented extraction of materials (often as a result of ground disturbance caused by those not owning the property). In order to address the shortage of sufficient and readily offered information related to the proper consideration of historic properties and artifacts found therein, the AAC formed the Public Education subcommittee to help provide resources promoting a safe and effective understanding of the archaeological process and its importance. It is the sincere hope of the AAC that this committee will assist the public in learning and appreciating the importance of careful archaeological method and professional care.

III. GOALS FOR FY2014

I. People

An opportunity exists to improve the staffing within the Alexandria Archaeology program while better utilizing a dynamic volunteer group and promoting cooperative efforts within the Alexandria history community.

Objectives

1. Advocate for the improvement of staffing levels within Alexandria Archaeology.
 - a. Work with City Council to replace staff as vacancies occur.
 - b. Explore methods to:
 1. Restore staffing lost due to budget cuts.
 2. Provide for alternative funding sources through fundraising, grants or other methods (see Goal 3).

2. Make effective use of volunteers in:
 - a. Museum Staffing
 - b. Research
 - c. Field Work
3. Explore, advocate, and promote cooperative efforts with other Historic related Commissions within Alexandria

II. Museum, Lab, Education Center, Storage

Recognizing that the Office of Historic Alexandria is only one of eight municipal organizations across the country accredited for their museum systems and that the Archaeology Museum and related functions have been included in that accreditation, an opportunity exists to build upon that recognition and further enhance the professional nature and stature of the Museum and its related functions.

Objectives:

1. Advocate for the maintenance of the current Archaeology Museum and offices in the Torpedo Factory pending completion of objective 2 below.
 - a. Advocate for funding of renovations to current space and exhibits (needed as interim measure as current museum has not been updated in over 15 years).
2. Explore opportunities for the expansion of the Alexandria Archaeology Museum, offices, and storage.
 - a. Advocate for and obtain funding for a professional needs assessment to recommend space requirements, site, exhibits, and funding estimates for new facility
 - b. Explore, promote, and advocate for space options within the Torpedo Factory.
 - c. Explore, promote, and advocate options for an entirely new facility located outside the Torpedo Factory while stressing the importance of a continued presence In relationship to the Waterfront so that the story of Alexandria can be told through interpretation and explanation of its archaeology.

III. Resource Management

An opportunity exists to improve funding for the Alexandria Archaeology program through a variety of sources.

Objectives:

1. Continue to advocate for improved funding for the Alexandria Archaeology program from the City of Alexandria.
2. Explore and initiate alternative funding sources for Alexandria archaeology through:
 - a. Fundraising

b. Grants

3. Continue to partner with Friends of Alexandria Archaeology (FOAA) for alternative funding sources using the benefit of FOAA's 501(c)3 non-profit status.

IV. Archaeology, History, and Preservation

An opportunity exists to define the future of the Alexandria Archaeology and to improve preservation of historical assets and better interpret the history of Alexandria.

Objectives:

1. Explore and define the future mission and vision of the Alexandria Archaeology.
2. Support the development and implementation of a Comprehensive Historical Interpretation plan for the Alexandria Waterfront.
3. Explore opportunities for the expansion of the Alexandria Archaeology Museum, offices, and storage. (See Goal 2)
4. Advocate for continued and enhanced funding and participate in the archaeology and future historical interpretation and development of Fort Ward Park.
5. Promote planning for and implementation of future interpretation and preservation of, and education through the archaeological and historical resources in the City of Alexandria.
6. Promote continued enforcement of the City of Alexandria Archaeology Code.

In addition to the Goals and Objectives presented above, the Commission has developed specific action items that are consistent with the Strategic Plan as well as the Work Plan for the Alexandria Archeological program. These action items will enable the Commission to assist with the continuation of a highly valued Archeological program within the City of Alexandria's overall mission of preserving the historic and cultural resources of the community.

AAC Strategic Plan Action Items:

- Continue to advocate for a sustainable budget in support of a viable archaeological program for the City of Alexandria, and seek other funding sources such as grants or donations to support the work of the program.
- Explore establishing a public history and archaeology contingency fund for OHA. This fund could be used to support signage, interpretation of resources, and related needs for management of the cultural resources throughout Alexandria.
- Take active steps to organize efforts that will preserve existing but neglected cemeteries within the City. An initial step will be to develop a problem statement that defines the nature and extent of neglected or orphan cemeteries within the city and possible steps to remediate issues.
- Support actions to reach out and increase awareness in the community, other commissions, and history groups about the cultural resources of Alexandria. These actions could include

support of exhibits and museum education, development of additional publications, and appropriate celebrations of the program achievements.

- Support staff on a project specific basis using the skills and interests of members of the Archaeological Commission as well as others.

IV. RECRUITMENT, LEADERSHIP SELECTION, AND SUCCESSION

The Archaeological Commission recruits members by referral and the recommendation of sitting members, by advertisement on the City's website, and/or by other City organizations they will represent. In addition, the Archaeological Commission seeks an active presence throughout the City, holding its scheduled meetings at widespread locations to allow the public to learn more of its activities and opportunities. Both Commissioners and staff attend historically related events, presentations, tours, etc., at which they may promote AAC and also service on the Commission. Nominees are encouraged to attend Commission meetings prior to formal application to City Council to help inform them of current issues, and the activities and makeup of the Commission. The AAC's brochure is distributed and appears on the OHA/Alexandria Archaeology website.

The Archaeological Commission chooses its officers by simple majority vote from among nominees proposed at the October AAC meeting: Chair, Vice-Chair, and Secretary. A slate of officers is presented for this vote by the Slate Committee in September. Any additional names may be included from the members before the October vote. Individual members may not nominate themselves. Terms are not staggered. The leadership serves a one-year term, and an unexpected vacancy if filled for the remainder of the term. Leaders may serve again at the discretion of the Commission, but must be re-nominated in competition with other nominees and chosen again by simple majority.

In the absence of the Chair, the Vice-Chair acts in its stead at AAC meetings and representing AAC at other meetings. Individual Commissioners also act in a leadership capacity, heading subcommittees or representing AAC at Council, or at the meetings of other City commissions and organizations. Service on these committees helps prepare Commissioners as future officers of the AAC.

V. STRUCTURE OF THE ALEXANDRIA ARCHAEOLOGICAL COMMISSION

The Alexandria Archaeological Commission serves in an advisory capacity to the Mayor and City Council on matters relating to the City's archaeological resources and related issues within the City. Included among the AAC's responsibilities are the establishment of goals and priorities which contribute to the history and heritage of colonial, federal and historic Alexandria; propose local ordinances and state statutes to the City Council and the City Manager which promote the goals and aims embodied in Ordinance No. 3733; plan, develop and recommend short-, mid-, and long-term archaeological plans and programs for the City; encourage the integration of archaeological and historical information and site preservation into master plans and development efforts; study and make recommendations to City Council with respect to additional

activities involving the City's archaeological program and artifacts; promote the use of the highest professional standards by Alexandria Archaeology staff; and enhance the visibility of the City of Alexandria as a leader in archaeology throughout Virginia, the United States, and the world.

AAC meetings are held at least 10 times per year, on the third Wednesday of every month at 7 p.m. at the Alexandria Archaeology Museum and, several times a year, at other sites of interest to the Commission. The fourteen (14) members of AAC include five (5) members at large, three (3) citizen members representing each of the City's three planning districts, and six (6) members representing various City organizations.

Elections are held in October of each year. The Commission officers consist of a Chair, Vice-Chair, and Secretary. Due to changes in membership and elections, person serving on the Commission may be listed in more than one representative or leadership capacity.

The following people served on the Commission during Fiscal Year 2014:

MEMBERS AT LARGE:

Ann Davin (Term Limit met, November 2013); Mark Ludlow (Appointed, December 2013)

Ralph Rosenbaum

Elizabeth (Indy) McCall, Vice Chair

Edward (Ted) Pulliam

Jake Hoogland

PLANNING DISTRICT MEMBERS:

Planning District I: Vincent C. LaPointe, Chair

Planning District II: Donald Kent, Jr. (Term Limit met, November 2013); Rebecca Siegel (Appointed, February 2014)

Planning District III: Janice Magnuson

ORGANIZATION REPRESENTATIVES:

Alexandria Association: Kevin McCandlish

Alexandria Historical Society: Georgia (Katy) Cannady

Alexandria Society for the Preservation of Black Heritage: S. Kathleen Pepper

Chamber of Commerce: Ellen Hamilton, Secretary

Friends of Alexandria Archaeology: Mary Jane Nugent

Historic Alexandria Foundation: Seth Tinkham

Appendix A

ALEXANDRIA ARCHAEOLOGICAL COMMISSION STRATEGIC PLAN 2014

Guiding Principles: In developing this Strategic Plan the Alexandria Archeological Commission has been guided by the Strategic Plan adopted by City Council for the City of Alexandria in June 2010 with special emphasis on goal 7 of the city plan. Specifically:

1. Alexandria has quality development and redevelopment, support for local businesses and a strong, diverse and growing local economy.
2. Alexandria respects, protects and enhances the health of its citizens and the quality of its natural environment.
3. A multimodal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Alexandrians.
4. Alexandria is a community that supports and enhances the well-being, success and achievement of children, youth and families.
5. Alexandria is financially sustainable, efficient; community oriented and values its employees.
6. The City protects the safety and security of its residents, businesses, employees and visitors.
7. Alexandria is a caring and inclusive community that values its rich diversity, history and culture, and promotes affordability.

Goal 1: People

An opportunity exists to improve the staffing within the Alexandria Archaeology program while better utilizing a dynamic volunteer group and promoting cooperative efforts within the Alexandria history community.

Objectives:

1. Advocate for the improvement of staffing levels within Alexandria Archaeology.
 - a. Work with City Council to replace staff as vacancies occur.
 - b. Explore methods to:
 1. Restore staffing lost due to budget cuts.

2. Provide for alternative funding sources through fundraising, grants or other methods (see Goal 3).

2. Make effective use of volunteers in:

- a. Museum Staffing
- b. Research
- c. Field Work

3. Explore, advocate, and promote cooperative efforts with other Historic related Commissions within Alexandria

Goal 2: Museum/Lab/Education Center/Storage

Recognizing that the Office of Historic Alexandria is only one of eight municipal organizations across the country accredited for their museum systems and that the Archaeology Museum and related functions have been included in that accreditation, an opportunity exists to build upon that recognition and further enhance the professional nature and stature of the Museum and its related functions.

Objectives:

1. Advocate for the maintenance of the current Archaeology Museum and offices in the Torpedo Factory pending completion of objective 2 below.

- a. Advocate for funding of renovations to current space and exhibits (needed as interim measure as current museum has not been updated in over 15 years).

2. Explore opportunities for the expansion of the Alexandria Archaeology Museum, offices, and storage.

- a. Advocate for and obtain funding for a professional needs assessment to recommend space requirements, site, exhibits, and funding estimates for new facility.
- b. Explore, promote, and advocate for space options within the Torpedo Factory.
- c. Explore, promote, and advocate options for an entirely new facility located outside the Torpedo Factory while stressing the importance of a continued presence in relationship to the Waterfront so that the story of Alexandria can be told through interpretation and explanation of its archaeology.

Goal 3: Resource Management

An opportunity exists to improve funding for the Alexandria Archaeology program through a variety of sources.

Objectives:

1. Continue to advocate for improved funding for the Alexandria Archaeology program from the City of

Alexandria.

2. Explore and initiate alternative funding sources for Alexandria archaeology through:

a. Fundraising

b. Grants

3. Continue to partner with Friends of Alexandria Archaeology (FOAA) for alternative funding sources using the benefit of FOAA's 501(c)3 non-profit status.

Goal 4: Archaeology, History, and Preservation

An opportunity exists to define the future of the Alexandria Archaeology program and to improve preservation of historical assets and better interpret the history of Alexandria.

Objectives:

1. Explore and define the future mission and vision of the Alexandria Archaeology program areas.
2. Support the development and implementation of a Comprehensive Historical Interpretation plan for the Alexandria Waterfront.
3. Explore opportunities for the expansion of the Alexandria Archaeology Museum, offices, and storage. (See Goal 2)
4. Advocate for continued and enhanced funding and participate in the archaeology and future historical interpretation and development of Fort Ward Park.
5. Promote planning for and implementation of future interpretation and preservation of, and education through the archaeological and historical resources in the City of Alexandria.
6. Promote continued enforcement of the City of Alexandria Archaeology Code.

In addition to the Goals and Objectives presented above, the Commission has developed specific action items that are consistent with the Strategic Plan as well as the Work Plan for the Alexandria Archeological program. These action items will enable the Commission to assist with the continuation of a highly valued Archeological program within the City of Alexandria's overall mission of preserving the historic and cultural resources of the community.

Actions:

- Continue to advocate for a sustainable budget in support of a viable archaeological program for the City of Alexandria, and seek other funding sources such as grants or donations to support the work of the program.

- Explore establishing a public history and archaeology contingency fund for OHA. This fund could be used to support signage, interpretation of resources, and related needs for management of the cultural resources throughout Alexandria.
- Take active steps to organize efforts that will preserve existing but neglected cemeteries within the City. An initial step will be to develop a problem statement that defines the nature and extent of neglected or orphan cemeteries within the city and possible steps to remediate issues.
- Support actions to reach out and increase awareness in the community, other commissions, and history groups about the cultural resources of Alexandria. These actions could include support of exhibits and museum education, development of additional publications, and appropriate celebrations of the program achievements.
- Support staff on a project specific basis using the skills and interests of members of the Archaeological Commission as well as others.

APPENDIX B

ALEXANDRIA ARCHAEOLOGY WORK PLAN Coordination with Alexandria Archaeology Commission February 2014

I. PRESERVATION

	A. CODE IMPLEMENTATION AND SITE PRESERVATION					
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Continue Code Review	X					
Continue coordination with Planning Dept.	X					
Monitor construction activities, as needed	X					
Oversee archaeological consultants <i>a. Write Scopes of Work</i> <i>b. Conduct site visits</i> <i>c. Review reports</i>	X					
Excavate for non-code projects, as needed	X					
Deal with issues related to looting	X				Looting of wells in Old Town has been reported, need to collect more information and educate public	Newspaper articles by staff and AAC; public education initiatives
Continue and improve use of GIS for preservation planning,	X				Can be accomplished through more staff training plus hiring of skilled employee	Possible funding to hire someone in FY2015 for code-related work through

reports, etc. <i>a. Update archaeology preservation layer, review for quality, post online</i> <i>b. Create layer of cemetery locations</i> <i>c. Create layer showing areas investigated</i>		X				City Code Enterprise Fund
Coordinate with Department of Project Implementation (DPI)	X				Meeting with Emily Baker and staff	Funding for archaeology needed for City projects; funds to be incorporated into contracts before they are put out to bid
Initiate Cemetery Preservation project: <i>a. Clean-up</i> <i>b. Survey</i> <i>c. Assessment</i> <i>d. Conservation</i> <i>e. Management</i>	X X	X X X	X X X	X X	<ul style="list-style-type: none"> • Should be a high priority project for the City; eg. Lebanon Union and Methodist Protestant owned/cared for by City but in poor condition; • Coordination with RPCA—open space—clean-up-RPCA and OHA together-Spring for Alexandria • Possible FOAA project; needs coordinator, great for recruitment of new volunteers, could lead to lots of publicity • Some abandoned cemeteries (several on City 	Funding needed for coordinator, GPS equipment, possible archaeological investigations; attempt to get a grant?

					property) may require archaeological investigations to determine boundaries	
Update Standards		X			Always falls to bottom of pile	Full staffing needed
Create Guide for Developers to the Code		X			Always falls to bottom of pile	Full staffing needed

On-going—essential tasks of the program

Short term—within 1-2 years

Mid-term—within 3-5 years

Long term—will be continuing 5 years from now

		B. CURRENT PROJECTS				
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Fort Ward	X				Outstanding Fort Ward reports due in part to lack of full staffing; some reports to be completed by the end of this month	Funding needed for development of a full interpretive plan and implementation of the interpretive recommendations in the management plan prepared by the consultant; to begin implementation, archaeological funding needed for FY2015
<i>a. History report</i>		X				
<i>b. Ottery reports— Stage 1 and Drainage</i>		X				
<i>c. Walkway report</i>		X				
<i>d. Cemetery report</i>		X				
<i>e. Inventory of Historic Resources</i>		X				
<i>f. Stage 2 report</i>		X				
<i>g. Planning, including archaeological excavation to implement interpretive goals of management plan prepared by consultant</i>		X	X	X		
<i>h. Management</i>	X					

Freedmen's Cemetery <i>a. Report reviews and final production</i> <i>b. Website</i> <i>c. Dedication planning</i> <i>d. Continue to look for descendants</i> <i>e. Sidewalk stones</i> <i>f. Signage for sidewalk</i> <i>g. Management</i>	 X X	X X X X				
Waterfront Development <i>a. Private development</i> <i>b. Landscape Plan</i> <i>c. Flood Control</i> <i>d. Art/History Integration Plan</i> <i>e. Oversight of archaeological contractors</i> <i>f. Coordination with VDHR</i>		X X X X X X	X X X X X	X X? X? X? X?	Will require extensive oversight of numerous projects	Full staffing needed; funding needed to implement Art/History Integration plan; ensure funding for city to fulfill archaeological requirements of code
Potomac Yard Metro <i>a. Oversight of archaeological contractors</i> <i>b. Coordination</i>		X	X	X		

<i>with VDHR</i>						
Site Registration, including backlog	X	X	X			
Park Planning <i>a. Archeological work prior to ground disturbance to aid in planning and protect potential resources</i> <i>b. Incorporate interpretive elements</i>	X				Coordination with RPCA	Ensure funding for archaeological work and interpretive elements, when necessary
Open Space Planning <i>a. Archeological work prior to ground disturbance to aid in planning and protect potential resources</i> <i>b. Incorporate interpretive elements</i>	X				Coordination with RPCA, includes cemetery preservation	Ensure funding for archaeological work and interpretive elements, when necessary
Non-Code Excavations <i>a. Fairfax Street</i> <i>b. Battery Rogers Hospital</i>	X	X	X			May require additional funding on a project specific basis
Unexpected Projects <i>a. Jefferson Houston slaughterhouse</i>	X					May require additional funding on a project specific basis

		D. INCOMPLETE PROJECTS				
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Complete outstanding in-house reports: <i>a. Sugar House</i> <i>b. Lee Street</i> <i>c. 112 S. Royal</i> <i>d. 404 S. Royal</i> <i>e. Lloyd House</i>	X	X	X		Currently recruiting volunteers to help with this	Full staffing needed for completing this task and intense supervision of volunteers
Review status of all contract project; ensure completion of reports and transfer of all artifacts and field notes to collection		X				Full staffing needed

II. RESEARCH

A. FIELDWORK						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Continue Shuter's Hill excavation	X					Full staffing needed
A. HISTORICAL RESEARCH						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Continue Project Specific Historical Research <i>a. Fort Ward</i> <i>b. Freedmen's Cemetery Descendants</i> <i>c. Immigration project</i> <i>d. War of 1812</i>	X	X	X		Much work done by volunteers	Full staffing needed to conduct work, provide context, and supervise; Freedmen's Cemetery descendant research involves funding for genealogical research; immigration project may need funding

III. EDUCATION/ INTERPRETATION/PUBLIC OUTREACH

A. EDUCATION/PPUBLIC OUTREACH						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/ Comments	AAC Support
Adventure Lessons	X				Volunteers help Education Coordinator with lessons	Full staffing needed for supervision
Teach Field School	X					Full staffing needed
Hold Summer Camp	X					Full staffing needed
Publish reports on sites excavated, including Shuter's Hill; see incomplete project list	X					Full staffing needed
Participate in conferences, give lectures	X					
Work on Interpretive Signage for Heritage Trail	X					Full staffing needed to keep up with interpretive signage needs
<i>a. Ensure that signs are on web site</i>	X					
<i>b. BRAC</i>		X				
<i>c. Windmill Hill</i>		X				
<i>d. War of 1812</i>		X				
<i>e. Bruin</i>		X				
<i>f. Safeway</i>		X				
<i>g. Virtue</i>		X				
<i>h. Van Dorn & Pickett</i>		X				
<i>i. 106 S Union</i>		X				

		B. VOLUNTEER/INTERN/DOCENT COORDINATION				
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Supervising <i>a. Field</i> <i>b. Lab</i> <i>c. Research</i> <i>d. Education</i> <i>e. Oral History</i> <i>f. Interpretation</i>	X					Full staffing needed
Tracking applications	X					
Tracking hours	X					
Write Volunteer Manual		X				
Write up application process		X				
Docent Training					High priority	

C. FRIENDS OF ALEXANDRIA ARCHAEOLOGY						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Coordination	X					
Newsletter	X					
List Serve	X					
Membership	X					
Java Jolts	X					
D. WEBSITE DEVELOPMENT						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
General Updating	X					
Specific Projects <i>a. Freedmen's Cemetery</i> <i>b. Civil War Hospitals</i> <i>c. War of 1812</i> <i>d. Stoneware</i> <i>e. Immigration project</i>	X	X				Funding needed, especially for immigration project web development—with OHA

E. EXHIBIT DEVELOPMENT						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
25 Years of the Code		X				November 2014 anniversary, would like exhibit—may fundraise or use donations
Freedmen’s Cemetery		X				
War of 1812		X				
Jones Point			X			
Mystery Artifact	X					
Evaluate current exhibits for replacement		X				
Native American including Clovis		X				
F. SOCIAL MEDIA						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Facebook, Twitter, Tumbler	X					

G. ANNUALLY SCHEDULED EVENTS						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
GW Parade	X					
Family Dig Days	X					
Art Activated	X					
Art Safari	X					
Ornament Decorating	X					
Holiday Open House	X					
First Night						
H. SPECIAL EVENTS						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
War of 1812						
<i>a. August 31</i>		X				
<i>b. Bike Tour</i>	X					
<i>c. Cell phone tour</i>	X					
VAM Conference		X				
Freedmen's Cemetery Dedication—Sept. 6						

IV. MUSEUM AND COLLECTIONS

A. MUSEUM IMPROVEMENTS						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Upgrade/redesign museum cabinets, exhibit cases, sales area, possible conservation lab, etc.		X	X	X	\$75,000 CIP funds available 2014	More CIP funding in future budget cycles
Consider new location as waterfront development proceeds						In the new civic building on the waterfront? CIP
B. COLLECTIONS PRIORITIES						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Full Assessment Payne Street Collections			X			Funding will be needed
Change Torpedo Factory storage Room		X				
Conservation	X					Funding needed-specific artifacts to be identified
Update Database		X	X		High Priority	Funding needed
Photos/Slides/Field Records Assessment	X	X				

V.ADMINISTRATION

A. GENERAL						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Budget/Finances	X					
Hiring		X				
TAM and sales	X					
AAC Coordination	X					
Staff Coordination	X					
B. ORGANIZATION						
GOAL OR TASK	On-Going	Short Term	Mid-Term	Long Term	Issues/Comments	AAC Support
Library	X	X				
Maps	X	X				
Historical Photos		X				
Computer Files	X	X				
Scanning Project			X		Need to get many files digitized—field notes, historical information, photos, slides, publications	Will need to be funded—seasonal staff