

CITY OF ALEXANDRIA
OFFICE OF HISTORIC ALEXANDRIA

1315 DUKE STREET COMPREHENSIVE PLAN

Alexandria, Virginia 22314

SMITHGROUP



April 30, 2024

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SECTION 1.0

EXECUTIVE SUMMARY

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1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

In the fall of 2022, SmithGroup was hired by the City of Alexandria Office of Historic Alexandria (OHA) through a City IDIQ contract to provide OHA with a community informed Comprehensive Plan for the Museum at 1315 Duke Street that would serve as a road map for how to improve the visitor experience and rehabilitate the building.

1315 Duke Street was acquired by the City of Alexandria in 2020 and OHA stewards the property. OHA had previously contracted SmithGroup in 2021 to prepare a Historic Structure Report (HSR) to document the history of the building and site, identify conditions of the building and systems, and to make treatment recommendations for the restoration, preservation, and rehabilitation of the structure. The HSR confirmed prior research and the Period of Significance from 1828-1861 - as identified in the National Register nomination - the time at which the building and site served as an epicenter of the domestic slave trade in the Chesapeake Region and beyond. 1315 Duke Street is significant for its association with Franklin & Armfield, once the largest slave-trading firm in the United States, and for its decades-long affiliation with the domestic slave trade in Virginia. The Period of Significance includes the years that Franklin & Armfield either leased or owned the property, participating in the domestic trade of enslaved people.

OHA hopes to rehabilitate the building to be fully utilized as a museum that tells the story of the domestic slave trade on the site, within the Chesapeake Region, and across the United States. Informed by the Stakeholder Engagement sessions that were part of the Comprehensive Plan process, it is recommended that the interior spaces will serve as educational exhibit spaces, museum support space, and community gathering space.

This Comprehensive Plan, based on community and stakeholder engagement provides the following:

- Confirmation of the mission of the Museum and its mission statement.
- Recommendations for the name of the Museum based on the mission recommendations.
- Recommendations for a phased approach for the rehabilitation of the structure with consideration for future expansion.
- A suggested interpretive plan with themes and modalities for a future exhibit throughout the building that were coordinated with rehabilitation efforts.

ACKNOWLEDGMENTS

FUNDING SUPPORT

This Comprehensive Plan project was made possible with support from the following foundations:

- The Bruhn Morris Family Foundation
- Collis-Warner Foundation

PROJECT TEAM

The project team for the Comprehensive Plan was led by OHA leadership and complemented by other City of Alexandria representatives from the Department of Project Implementation (DPI).

The consultant team assembled to support OHA in the development of the Comprehensive Plan for 1315 Duke Street was as follows:

- SmithGroup *Architecture, Planning, Historic Preservation, Design*
- Proun Design LLC *Interpretive Content and Exhibit Design*
- Brocade Studio *Storytelling*
- Cummings *Cost Estimating*

1.2 PROJECT SUMMARY

STAKEHOLDER ENGAGEMENT

A critical part of developing the Comprehensive Plan was to make sure that the Alexandria community was invested in the process to ensure that the future Museum at 1315 Duke Street was reflective of that community. OHA and SmithGroup led a series of work sessions with the intent of achieving the following:

- Understand community priorities
- Build trust
- Gain insight on future Museum spatial and experiential qualities
- Build consensus
- Inform the overall project design

In addition to a survey that reached over 400 participants, a series of 3 rounds of Stakeholder Engagement workshops were held that included representatives from the Alexandria community, educators, and students. Each set of workshops built upon the discussions and ideas teased out of the previous workshops with an interest in getting feedback on a Museum mission, a Museum name, a reimagined visitor experience, and potential future exhibit content and layout.

SPACE NEEDS

SmithGroup met with OHA staff twice to discuss how OHA is organized, how they envision operating this Museum, and what space requirements they think are needed for its administrative support. These sessions reviewed the existing space requirements and limitations and how these space requirements might be adjusted or augmented to better support the Museum in the future. The existing and future space requirements were summarized and accompanied by floor plans showing current and suggested future layouts. The future spaces needs were inclusive of:

- Staff offices (both shared and private)
- Reception/ welcome area
- Retail space
- Staff kitchenette
- Multi-purpose room
- Building support spaces
- Exhibit space
- Contemplative space for reflection

The existing collections storage spaces shared amongst OHA's museums was evaluated as part of this space needs process and it was determined that given the space constraints within the existing Museum building, only limited collections should be stored there. However, this evaluation did highlight the need for a more detailed study of the OHA collections, how they might be consolidated, and what the proper environmental controls might be.

MISSION & NAME

Subsequent to the Stakeholder Engagement workshops, SmithGroup and OHA staff integrated feedback from those sessions into the following recommend Mission Statement for the Museum:

RECOMMENDED MISSION STATEMENT

At (name of Museum) we...

- **Seek to give voice to and honor the humanity of the enslaved trafficked through the site and elevate their stories within Alexandria and our nation's historical narrative.**
- **Recognize the Power of Place through the preservation of this site, a direct link to the trauma of the domestic slave trade.**
- **Confront the legacies of slavery and use this site as a catalyst to create a more perfect union.**
- **Acknowledge that Black Lives Matter, in the past, the present, and into the future.**

No consensus was arrived upon during the workshop discussions regarding the name for the Museum; however, there was interest in having the name be reflective of the use of the site as a slave pen and warehouse from which thousands of enslaved men, women, and children were trafficked to the deep South. After SmithGroup and OHA staff integrated feedback of the Stakeholder Engagement sessions into name iterations, the following is the recommended name:

RECOMMENDED MUSEUM NAME

THE ALEXANDRIA SLAVE PEN MUSEUM

1.3 KEY FINDINGS & RECOMMENDATIONS

FINDINGS

VISITOR EXPERIENCE

The following highlights related to the Museum Visitor Experience came out of both the Stakeholder Engagement workshops and the OHA staff work sessions:

- **Audience** – The exhibits for the Visitor Experience should cater to heritage tourists, the City of Alexandria Community, and middle and high school students with the intent that the Museum will continue to serve as a destination for educators.
- **Accessibility** – The building should be as universally accessible as possible for both visitors and staff. Focus should be made on addressing the entrance, vertical circulation, and access to the Basement.
- **Visitor Flow** – The current flow within the building should be improved so that it is more intuitive to a visitor and maximizes the understanding of the historic portions of the building (South Block, Central Block and North Block) while also increasing exhibit footprint.
- **Space for Reflection** – Given the heavy subject matter suggested for exhibits, it is important to incorporate a space for pause and reflection, perhaps on the roof or in the Basement.
- **Exhibit Content** – The exhibit content should have a logical flow from floor to floor that allows for room for interjecting personal stories.
- **Interpretive Expansion** – There is more content than can be accommodated in the existing footprint of the building and expansion within the nearby neighborhood should be considered in the future.
- **Understanding Context** – The Visitor Experience needs to highlight not only the importance of this building and its contribution to the slave trade, but also how it was part of a larger site and is the only portion that remains from the Period of Significance.
- **Connectivity to Other Sites** – This Museum is part of a network of other Museums and sites within Alexandria that help to tell African American history within the City.

BUILDING ALTERATION NEEDS

The recommendations from the HSR were revisited in the context of Stakeholder Engagement input and Visitor Experience considerations. The following are highlights of suggested building alterations:

- **South Façade** – The south façade should be returned to its appearance during the Period of Significance, inclusive of modifying the roof and windows and reintroducing a center pair of doors to the right of the existing entrance to support enhancing the Visitor Experience.
- **Building Envelope Work** – Implement work to the roof, masonry, windows, and skylights that will secure the building envelope and keep the building dry.
- **Interior Flow/Interior Spaces** – Relocate the existing restrooms and IT closet to improve north to south visitor flow and enhance the Visitor Experience. Improve interior layout to accommodate OHA staff needs and community meeting needs.
- **Accessibility Upgrades** – Provide accessibility upgrades that will create a more welcoming Visitor Experience. Provide an accessible front entry. Improve stairs with new handrails. Introduce a ramp at the Second Floor to mitigate the existing floor level changes. Upgrade the elevator to potentially access the Basement and Fourth Floor.
- **Systems Upgrades** – Due to recommended interior modifications and identified deficiencies, various building systems upgrades should be made:
 - **Electrical Consolidation** – The existing electrical service is a remnant of when the building had multiple occupants, and should be consolidated and properly enclosed.
 - **Mechanical Consolidation** – Currently the building has multiple AC units and condensers as a remnant of when it was an office building. In coordination with opening up the floor plans, the mechanical units should be consolidated and centralized to provide more efficient and effective environmental controls.
 - **Fire and Life Safety Adjustments** – The fire alarm and fire protection systems will need to be adjusted as floor layouts are altered.

RECOMMENDATIONS

The building alterations are recommended in phases as a strategy for supporting adequate time for fund raising, agency approvals, and implementation. A more comprehensive range of phasing is described in Chapter 4 of this report; however, below are the consolidated recommendations that seemed most feasible from an implementation and funding standpoint.

PHASE 1 – IMMEDIATE RENOVATIONS

This work should be implemented immediately and includes returning the South Façade to its appearance during the Period of Significance and making repairs to the building envelope.

PHASE 2 – BUILDING ALTERATIONS TO IMPROVE VISITOR EXPERIENCE & ACCESSIBILITY

These recommendations focus on improving accessibility and addressing issues of Visitor flow and Museum administrative functions and should be implemented in the near term after Phase 1 repairs have been completed. Due to the disruption in operations that will be caused by the implementation of these changes, it is recommended that these changes occur simultaneously for efficiency and cost purposes.

Option 1: Second Floor Accessibility – Correct the structural problems with the existing stair to the Second Floor and install a ramp to mitigate the one step difference between the north and south portions of the Second Floor.

Option 2: Improve Visitor Flow/ Improve Interior Spaces – Relocate the existing restrooms to open up the flow of each floor for the Visitor Experience. Infill existing skylights to maximize exhibit space on each floor. Provide updates to staff areas and provide a multi-

purpose room and supporting kitchenette. Upgrade mechanical systems and consolidate electrical systems to be code compliant.

Option 3: Basement Accessibility – Extend the elevator down to the Basement to increase accessibility. As part of this work, incorporate a new mechanical room that supports consolidating the mechanical systems.

Option 7: Interpretive Environment Upgrades – Upgrade the existing exhibits within a renovated space to augment the Visitor Experience. Exhibits would be installed in the Basement, First, Second (partial), and Third (partial) Floors.

PHASE 3 – EXPANDED INTERPRETIVE ENVIRONMENT

These recommendations consider how the interpretive experience can grow beyond the footprint of the existing building in the future.

Option 1: West Façade Interpretive Installation – Expand the interpretive experience to the exterior west wall along the alley.

Option 2: Parking Area Interpretive Installation – Create an interpretive experience in the parking area along the alley that expands the understanding of the historic extent of the site.

Option 3: Expanded Exhibit Space – Consider expansion in close proximity to the site to support more exhibit space, administrative space, collections storage, and community gathering space.

OPTIONS DEEMED NOT FEASIBLE

PHASE 2 – BUILDING ALTERATIONS TO IMPROVE VISITOR EXPERIENCE & ACCESSIBILITY

Option 4: Fourth Floor Accessibility – While it is important that office space be accessible, the cost and impact to the structure for extending the elevator to the Fourth Floor, as well as the challenge of receiving approval by the Alexandria Board of Architectural Review (BAR), rendered this option not feasible.

Option 5: Full Accessibility/ Relocate Elevator – While relocating the elevator further south allowed for close to full accessibility to every floor it would have a significant impact on the original historic south block. This option was also not recommended as it was deemed to be quite expensive.

Option 6: Rooftop Reflection – While the idea of creating a rooftop reflection area accessible from the Fourth Floor was talked about significantly during the Stakeholder Engagement workshops, it posed challenges to accomplish structurally and would be costly to create.



Figure 1.1: Phase 1 - Restoration of South Elevation to the Period of Significance



Figure 1.3: Phase 2 - Option 3 - Basement Accessibility - Extending Elevator to Basement



Figure 1.2: Phase 2 - Option 2 - Improve Visitor Flow - View of First Floor Looking North

1.4 ESTIMATED COSTS

The following represents estimated costs for the recommended options outlined above. A more detailed breakdown of these estimates and how they were developed can be found in Section 5.0.

RECOMMENDED

Phase 1 – Immediate Renovations	\$1,448,851
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RECOMMENDED

Phase 2 - Building Alterations to Improve Visitor Experience and Accessibility	
Option 1 – Second Floor Accessibility	\$42,418
Option 2 – Improve Visitor Flow/ Improve Interior Spaces	\$2,134,513
Option 3 – Basement Accessibility	\$464,389
Option 7 – Interpretive Environment Upgrades	\$2,176,900

OPTIONS DEEMED NOT FEASIBLE

Phase 2 - Building Alterations to Improve Visitor Experience and Accessibility	
Option 4 – Fourth Floor Accessibility	\$255,435
Option 5 – Full Accessibility/ Relocate Elevator	\$1,410,335
Option 6 – Rooftop Reflection	\$873,775

FUTURE CONSIDERATIONS

Phase 3 – Expanded Interpretive Environment Upgrades	
Option 1 - West Façade Interpretive Installation	\$214,950
Option 2 - Parking Area Interpretive Installation	\$202,309
Option 3 - Expanded Exhibit Space*	TBD*

**Cost is dependent on purchasing vs leasing*

1.5 NEXT STEPS

PHASE 1 - EXTERIOR RESTORATION

The exterior restoration work, inclusive of restoring the South Elevation to its appearance during the Period of Significance should be implemented as soon as possible via negotiation of price with a local preservation contractor.

PHASE 2 - BUILDING ALTERATIONS TO IMPROVE VISITOR EXPERIENCE & ACCESSIBILITY

These improvements will require design documents. OHA should work with an architect to develop designs for these recommendations that can be bid to a local contractor with expertise in Historic Preservation.

This work will require closing the Museum for a period of time, due to the extent of disruption to the existing building fabric.

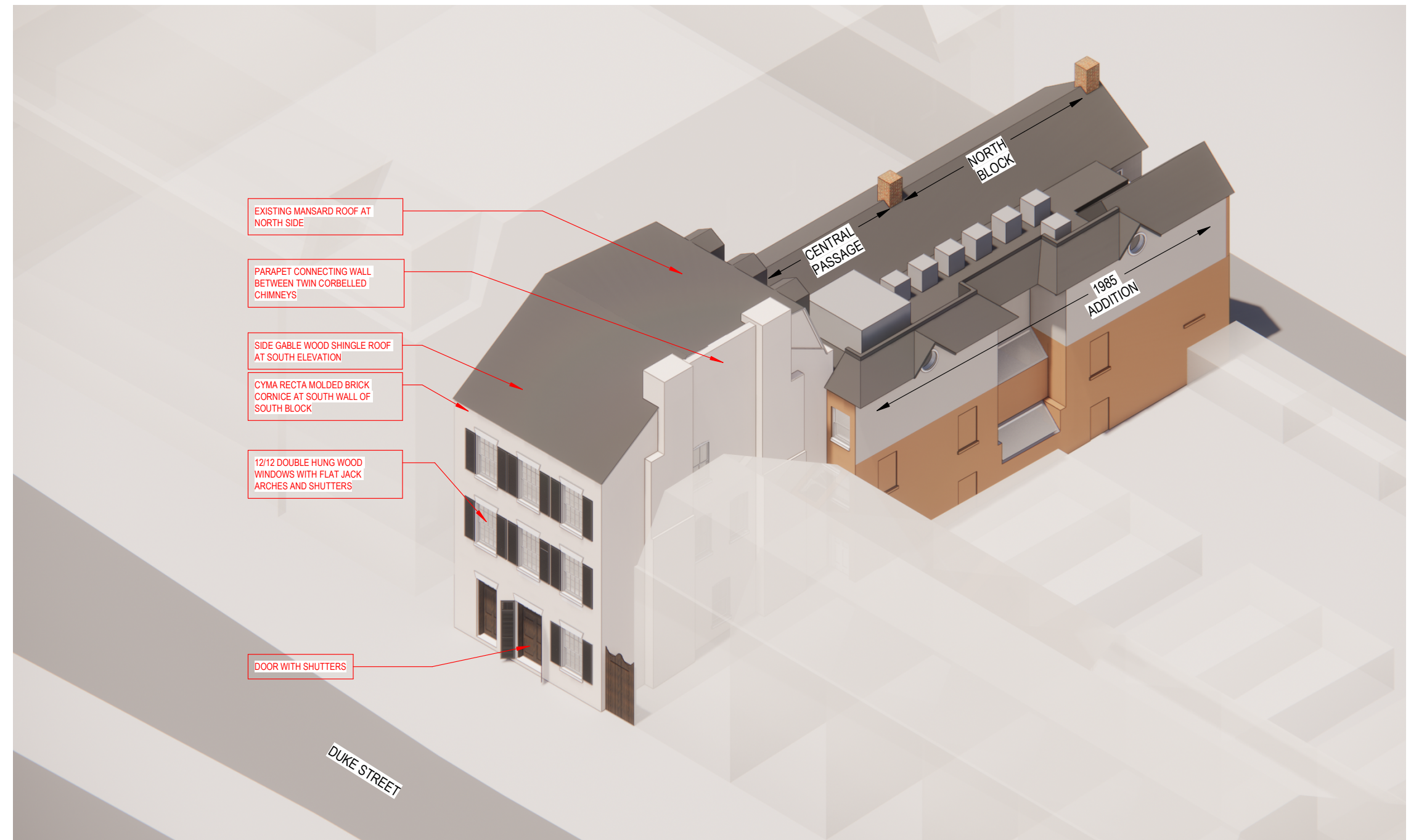


Figure 1.4: Phase 1 Diagram Showing Restored South Elevation to the Period of Significance

FURTHER RECOMMENDATIONS & STUDIES

Several additional studies and analyses are worth implementing to inform next steps at 1315 Duke Street. Some of these studies were recommended in the HSR and have not yet been implemented but should be before the Comprehensive Plan recommendations are carried out.

Collections Study – As was identified in Section 2.0 of this report, the current OHA collections are spread across several facilities and should be consolidated for better stewardship. It is recommended that a study be conducted to better analyze the collections and to make recommendations to accommodate them in a more holistic way.

Estimated Cost - \$20,000.

Additional Paint and Finish Analysis – While the HSR provided a preliminary paint analysis, there were recommendations for additional analysis that might clarify signage on the south façade, authenticity of the molded brick cornice, and the period of construction of components of the Central Passage West and East Walls.

Estimated Cost - \$15,000.

Additional Investigative Probes – Additional probes would help to verify a range of items including: the original fireplace locations, First Floor flooring, original Stair 1 location and supports, and various masonry infills.

Estimated Cost - \$10,000.

Archaeological Investigations at Central Passage – Prior to the elevator being extended down to the basement, archaeology should be conducted between the South and North Blocks.

Estimated Cost - \$80,000.

Research Topics – The HSR identified that additional research should be conducted to connect Alexandria’s domestic slave trade and the utilization of the railroad. In addition, oral histories should be taken of 20th century residents of the apartments and offices.

Estimated Cost - \$15,000.



SECTION 2.0

PROJECT BACKGROUND

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2.0 PROJECT BACKGROUND

2.1 PROJECT OVERVIEW

The Office of Historic Alexandria (OHA) pursued this Comprehensive Plan for the Museum at 1315 Duke Street with the intent of developing a mission for the building and site and establishing long term rehabilitation, restoration, and preservation goals that align with this mission. The OHA wanted to make sure this process was inclusive, embraced as much of the City of Alexandria Community as possible, and specifically made space for listening to the African American Community.

The OHA had initial thoughts that the Museum at 1315 Duke Street would become a place that reframes white supremacist history, would allow space for racial reconciliation, and would serve as an educational center on slavery within the Chesapeake region and nationally, but wanted to have the community further shape these thoughts through their input.

The goals of this Comprehensive Plan, based on Stakeholder Engagement, were to provide the following:

- Provide recommendations for the mission of the Museum.
- Provide alternative recommendations for the name of the Museum based on the mission recommendations.
- Provide a phased approach for the rehabilitation of the structure with consideration for future expansion.
- Provide interpretive themes and modalities for future exhibits throughout the building that have been coordinated with the rehabilitation efforts.

The development of this Comprehensive Plan needed to be heavily informed by community Stakeholder Engagement in partnership with the OHA. The community participants were representatives from the City of Alexandria community, the descendant community, the African American Community, students, and peer institutions.

SITE & SURROUNDING CONTEXT

For purposes of developmental clarity in the 2021 HSR, the description of 1315 Duke Street was divided into four components: The South Block, the Central Passage, the North Block and the 1985 Addition. During the Period of Significance, Period 2, the South Block was only three stories with a Basement and gabled roof. Similarly, the North Block was only two stories tall. It is unclear what the appearance of the Central Passage was during the Period of Significance. Today, the South Block is four stories with a Basement and the Central Passage, North Block, and 1985 Addition are all three stories tall. The mid portion of the 1985 Addition is recessed to allow for stepped skylights.

It is important to note that today, the only structure that still exists from the Period of Significance is 1315 Duke Street. All the supporting structures that contributed to the site being an epicenter of the domestic slave trade no longer exist, making this structure incredibly important for the interpretation of the tragic events that happened on the larger site.

The existing site is bounded to the west by a pedestrian alley that is part of the adjacent property, to the north by a parking lot owned by the City, and to the east by an adjacent three-story town house (1311 Duke Street) that is privately owned. The west pedestrian alley acts, in part, as a fire separation distance requirement for the windows of the adjacent property that face the property line. Along the public vehicular alley across from 1315 Duke Street to the north are seven parking spaces that are part of the OHA's property.

To the west of 1315 Duke Street is the Reingold Building (1321 Duke Street) that was constructed in 1985. This four-story building is roughly 22,800 GSF and is currently designated as Class B Office space. It was renovated in 2012 and privately owned.

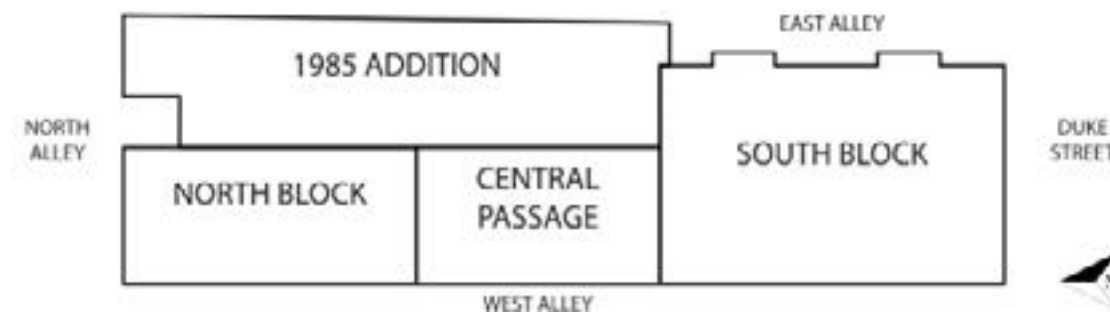


Figure 2.1: Diagram of Building Components/Nomenclature



Figure 2.2: Site Context Photos

During the Period of Significance, the site ownership encompassed all properties fronting Duke Street from South West Street to South Payne Street. The site also extended past the alley to the north encompassing properties four lots deep that fronted South West Street and South Payne Street. In addition to the 1315 Duke Street structure, there were slave pens to hold enslaved men and women and support buildings.

CONNECTIVITY TO OTHER SITES

1315 Duke Street is only one of many sites that the OHA stewards within the City of Alexandria. These sites collectively tell an important history of the City and its people. Many of these sites have direct connection to the continuity of the stories that can be lifted up at 1315 Duke related to African Americans and the enslaved. The following are the eight museum sites that the OHA interprets, stewards, and staffs:

- Alexandria Archaeology Museum - 105 North Union St, #327
- Alexandria Black History Museum - 902 Wythe Street
- Alexandria History Museum at The Lyceum - 201 South Washington Street
- Fort Ward Museum and Historic Site - 4301 West Braddock Road
- Freedom House Museum - 1315 Duke Street
- Friendship Firehouse Museum - 107 South Alfred Steet
- Gadsby's Tavern Museum - 134 North Royal Street
- Stabler-Leadbeater Apothecary Museum - 105-107 South Fairfax Street

As of 2023, the City of Alexandria established the Division of African American History (DAAH) to educate, inspire, mentor, and elevate Black History and Cultural Heritage in the City of Alexandria. To achieve this, DAAH works to ensure African American history is part of Alexandria's official narrative, museum exhibitions, programs, and outreach. These goals are implemented by a culturally sensitive, informed, and diverse OHA staff. The DAAH has review of all interpretative text, programming plans, community engagement, and sensitivity training. The DAAH encourages Black and other students of color to join the museum and preservation professions through internships and

PERIOD 5A & 5B (1924-2020): SOUTHEAST VIEW

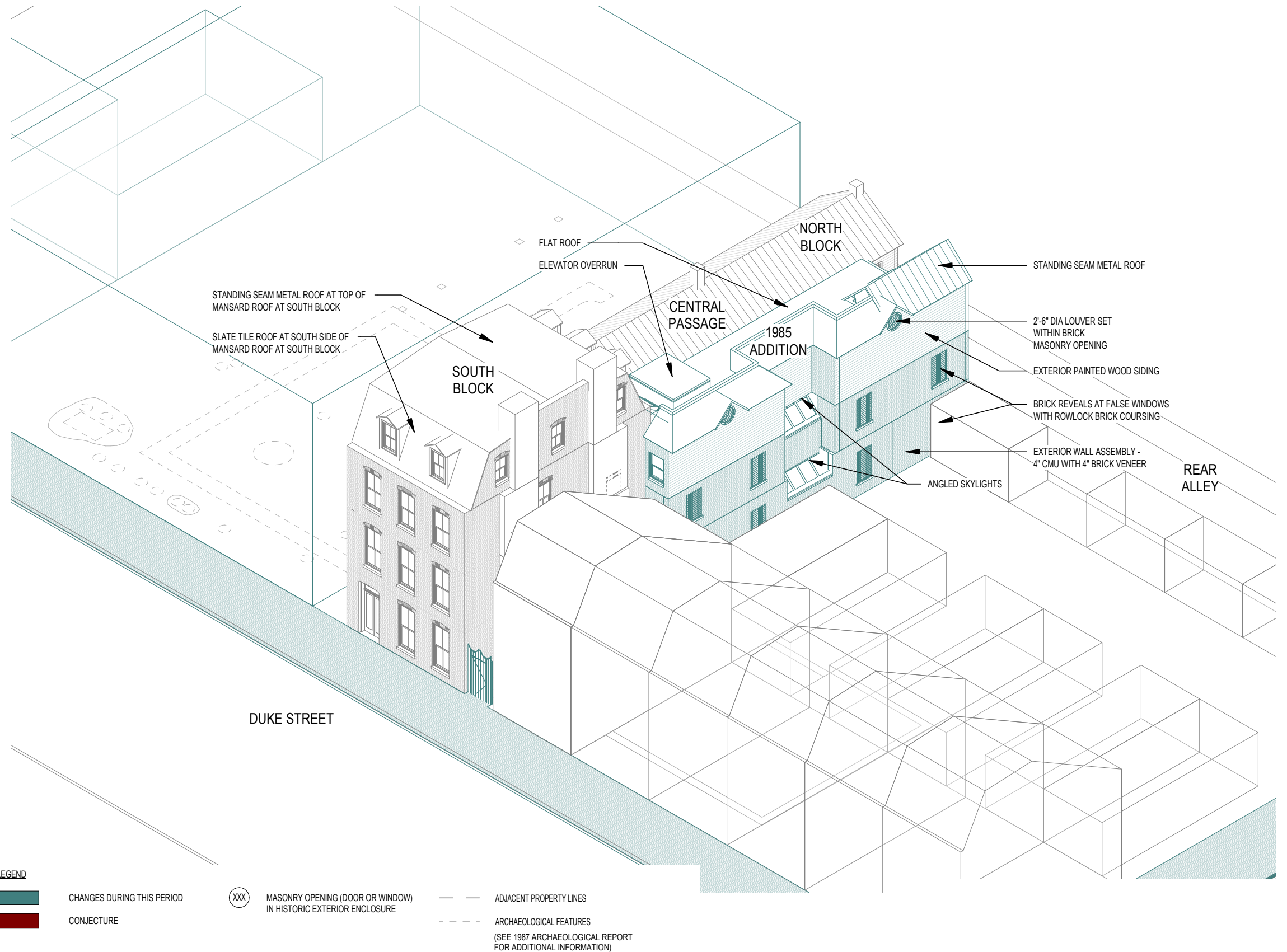


Figure 2.3: Axonometric Diagram of Existing Conditions

mentoring. The DAAH is a welcoming and safe space for Black staff to share experiences and seek assistance or advice while employed with the City of Alexandria.

In addition to supporting the Black History Museum and 1315 Duke Street, this Division also oversees:

- *Watson Reading Room* – 906 Wythe Street
- *Alexandria African American Heritage Park* – 500 Holland Lane
- *Contrabands and Freedmen Cemetery Memorial* – 1001 S. Washington Street

Other related OHA stewardship sites include:

- *Murray-Dick-Fawcett House* – 517 Prince Street
- *Alexandria Union Station* – 110 Calhoun Drive
- *Lloyd House* – 220 North Washington Street

As part of the Comprehensive Planning efforts the SmithGroup team took into account the interpretive stories these other sites are telling and how that might inform what stories the Museum at 1315 Duke Street Museum might tell.



Alexandria Archaeology Museum



Alexandria Black History Museum



Alexandria History Museum at The Lyceum



Fort Ward Museum and Historic Site



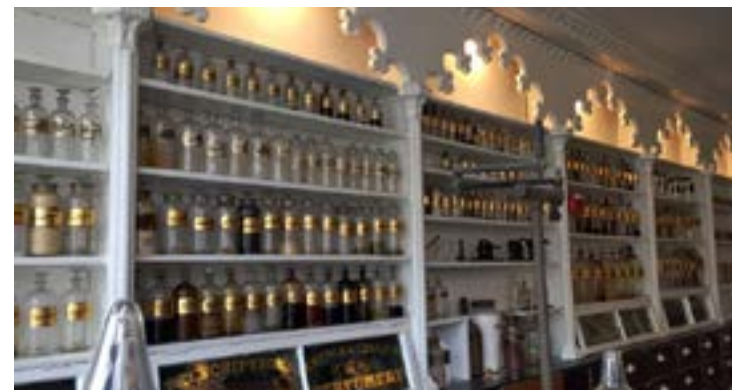
Freedom House Museum



Friendship Firehouse Museum



Gadsby's Tavern Museum



Stabler-Leadership Apothecary Museum



Watson Reading Room



Alexandria African American Heritage Park



Contrabands and Freedmen Cemetery Memorial



Lloyd House



Murray-DickFawcett House



Alexandria Union Station

Figure 2.4: OHA Stewarded and Associated Sites

PROJECT DATA

Current Building Name:	Freedom House Museum
Other Names Used:	1315 Duke Street Freedom House Museum at 1315 Duke Street Franklin & Armfield Offices
Property Location:	1315 Duke Street, Alexandria, VA, 22314
Property Owner:	The City of Alexandria – Office of Historic Alexandria
Historic Status:	National Register of Historic Places Listing June 2, 1978, Record Number 78003146 National Historic Landmark Listing June 2, 1978 Virginia Historic Landmark Listing October 16, 1979, VDHR Architecture ID – 100-0105 Archaeological Resource Site Number – 44AX0075
Original Construction:	c. 1812-1814
Period of Significance:	1828-1861
Architectural Style:	Federal/Second Empire
Current Use:	Museum/Office
Building Gross SF:	Basement: 922 gsf First Floor: 2,639 gsf Second Floor: 2,639 gsf Third Floor: 2,639 gsf Fourth Floor: 922, gsf TOTAL: 9,761 gsf

2.2 BUILDING HISTORY & PERIOD OF SIGNIFICANCE

The three-story brick townhouse at 1315 Duke Street was constructed between 1812 and 1814 as the residence of Robert Young, Brigadier General of the Second Militia of the District of Columbia. By 1828, it was leased by Isaac Franklin and John Armfield and used as a warehouse for enslaved people being extracted from the region and sent to the Deep South. Franklin and Armfield were pioneers in this business until 1837, exploiting over 8,500 African American men, women and children as enslaved labor for the southern agricultural economy.

Subsequent firms continued trafficking persons of color on this site. George Kephart & Co took over the business on site in 1837. A sign seen in Civil War-era photographs has the name of Price, Birch & Co, a firm that continued Franklin & Armfield's line of business after Kephart. During the Civil War, the building and adjacent sites were used by the United States Army as a military prison for deserters, the L'Ouverture Hospital for Black soldiers, and the barracks for those persons who fled the Confederate states and slaveholders and sought refuge with the United States Army. The building was subsequently converted to a multi-occupant boarding house, then apartments and modified yet again to become office space in 1984-1985.

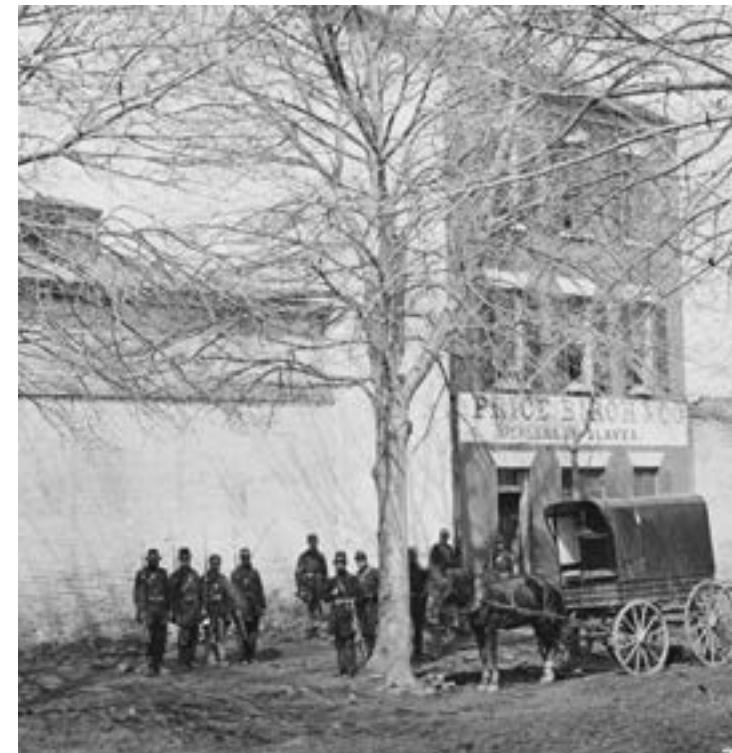
The Northern Virginia Urban league (NVUL) purchased the building in 1996 to serve as their headquarters and created a Basement exhibit in 2008 on the history of the site. The City of Alexandria purchased the property in March of 2020.

1315 Duke Street is being used by the OHA as a museum with offices on the Third Floor. The Fourth Floor is currently unoccupied. Upon purchasing the building from NVUL, the OHA provided a series of upgrades to the building. In March of 2020, OHA worked with the Department of General Services to renovate the building's interior. This work included Basement, alley, and skylight water remediation, creating ADA accessible unisex restrooms on the First Floor, updating the Second and Third Floor restrooms, upgrading

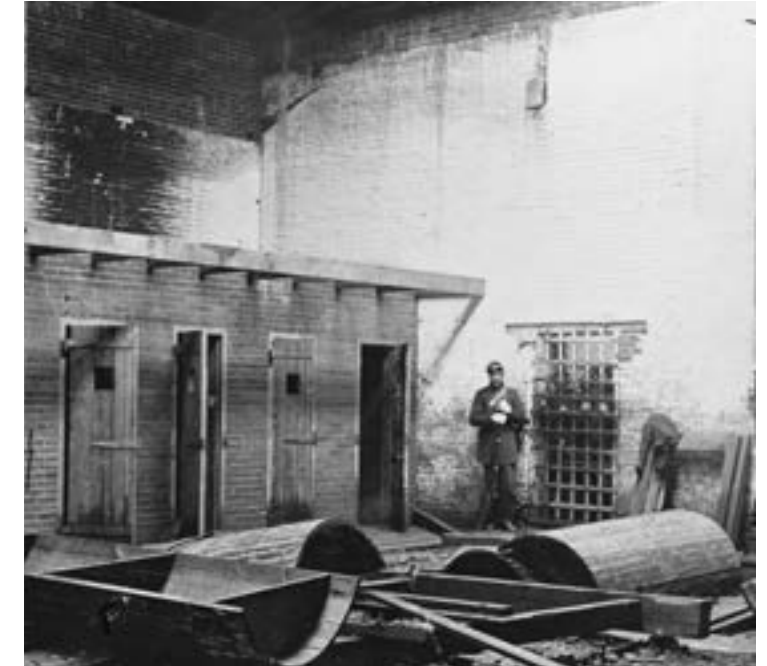
the electrical system, replacing seven HVAC units, repairing the non-functioning elevator and fully replacing the operating system, adding phone/internet/security systems, adding museum lighting throughout, replacing carpeting, refinishing hardwood floors, painting the building interiors and replacing the back door. Three levels of exhibits were installed, and the building was reopened to the public in 2022 as part of the City of Alexandria's Juneteenth celebration. OHA intends to restore the exterior in the fall of 2023 as guided by the Historic Structure Report, and plans for continued interior accessibility upgrades and new exhibitions to be completed by 2026.



Image of 1836 Franklin & Armfield's Slave Pen



Civil War Era View of Slave Pen



Civil War era interior view of the former men's yard.

Figure 2.5: Historic Images from the HSR

PERIOD OF SIGNIFICANCE

The Historic Structure Report completed in 2021 by SmithGroup thoroughly documented the developmental history of the site and its buildings. The HSR described five periods of development:

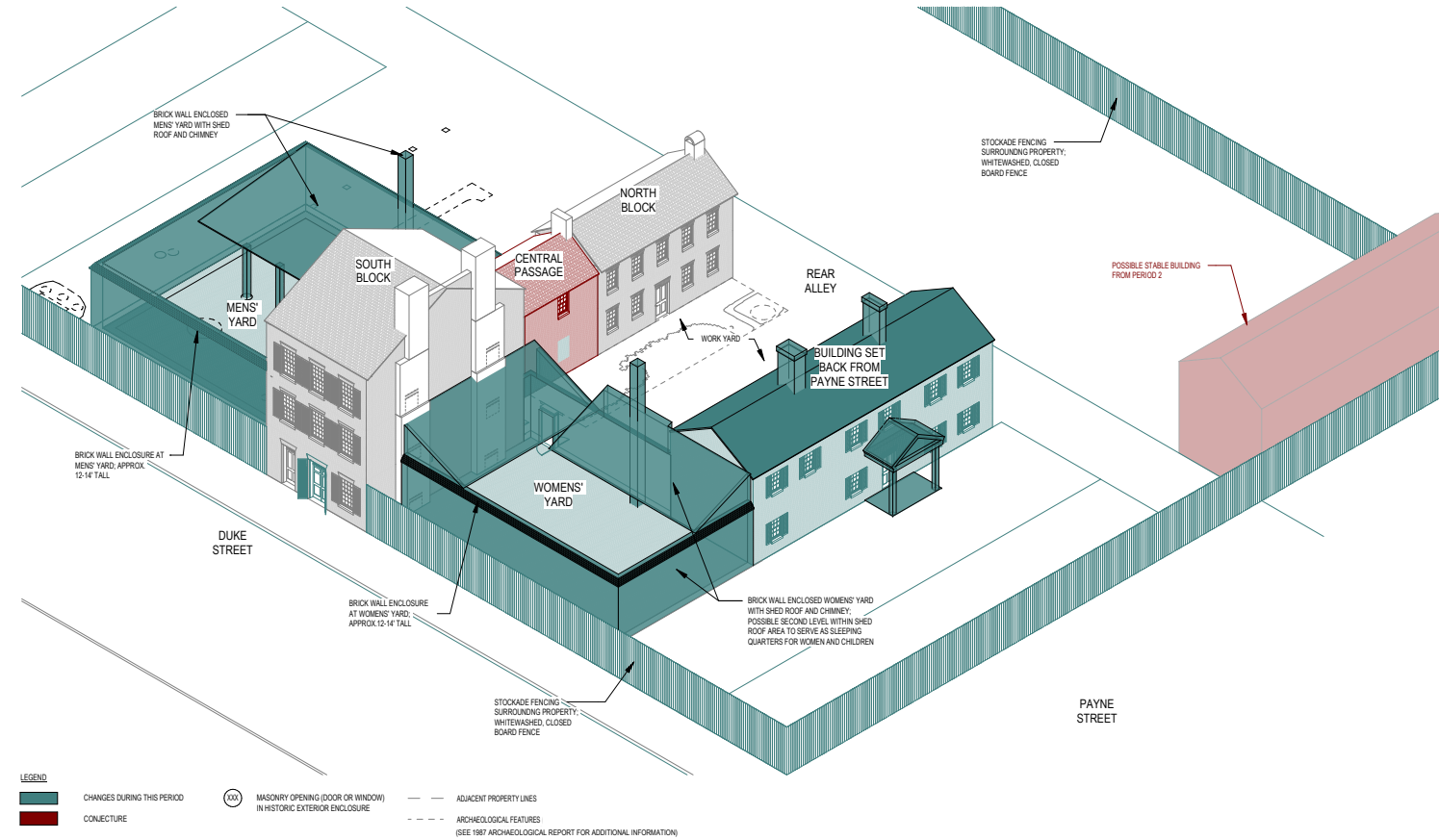
- Period 1 – Residential Use (1812-1828)
- Period 2 – Slave Pen (1828-1861)
- Period 3 – Military Occupation During the Civil War (1861-1866)
- Period 4 – Boarding House and Apartment Use (1866-1984)
- Period 5 – Office Building and Museum Use (1984-2020)

The National Register of Historic Places listing in 1978 established the Period of Significance to be from 1828-1861 (Period 2) as did the 2021 Building Property and History document developed by the OHA staff. The HSR research corroborated that Period of Significance. The community concurred with this Period of Significance during the Stakeholder Engagement workshops that were part of the Comprehensive Planning process.

The Period of Significance for a historic property is based upon the length of time that the resource made the contributions or achieved the character on which significance is based. For properties associated with events that have made a significant contribution to the broad patterns of history, the Period of Significance is usually the span of time when the property actively contributed to the events. For architecturally significant properties, the Period of Significance is typically the date of construction.

1315 Duke Street is significant for its association with Franklin & Armfield, once the largest domestic slave-trading firm in the United States, and for its decades-long affiliation with the domestic trade of the enslaved in Virginia. The Period of Significance for this building and site is defined as 1828 to 1861. This interval includes the years that Franklin & Armfield either leased or owned the property, encompasses its use as a slave pen by George Kephart, Price, Birch & Co, and other merchants participating in the domestic trade of enslaved people, and corresponds with the Period of Significance identified in the National Register of Historic Places nomination form.

PERIOD 2A & 2B (1828-1859): SOUTHEAST VIEW



PERIOD 2C (1859-1861): SOUTHEAST VIEW

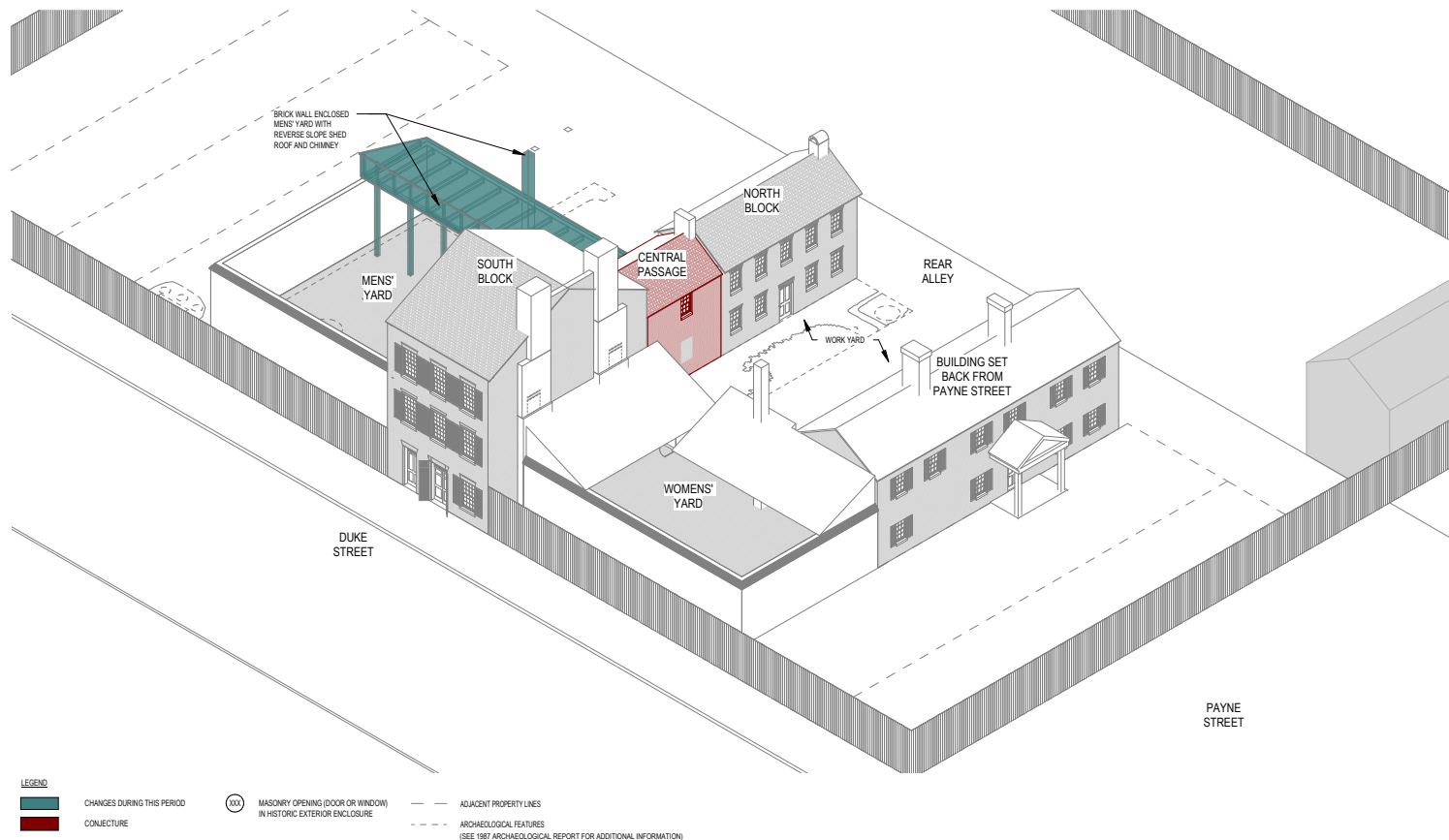


Figure 2.6: Diagrams of Period 2 - Period of Significance

2.3 BUILDING LIMITATIONS & CHALLENGES

LIMITATIONS & CHALLENGES

The HSR identified a range of building limitations and challenges that should be addressed when considering the holistic and phased renovation of the building.

- **Accessibility** – There is an existing interior elevator that does not provide full access to all floors. It provides access to the First, Second, and Third Floors of the north portion of the building. However, it does not provide access to many spaces of the South Block - the Basement, the Second Floor conference room, the Third Floor offices, and the Fourth Floor. The floors are also uneven and present tripping hazards for those with balance and mobility issues.

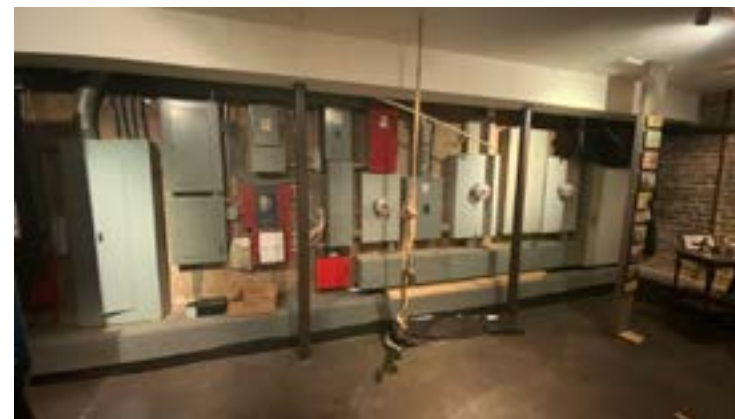
Entrance to the building off Duke Street is not fully compliant to accessibility code. While there is a designated accessible parking spot in front of the building, navigation from the spot into the building could be improved.

- **Interior Flow** – As a result of the location of the elevator and restrooms, the building has an awkward circulation from front to back, limiting a visitor’s flow as part of an exhibit experience. The location of the restrooms and elevator could be rethought to improve the Visitor Experience and flow through the building.

- **Building Exterior** – There are a series of issues with the masonry, wood elements, and metal components that should be addressed as part of future renovation planning. The masonry is cracking, has loose mortar, open mortar joints, and biological growth. Wood elements have lost paint and are deteriorating. Metal downspouts are corroding and in some cases are missing.

- **Code Compliance** – Several interior code deficiencies need to be addressed such as railing and tread layouts for Stair 1 and Stair 2.

- **Mechanical/Electrical/Plumbing Upgrades** – Various improvements to existing cooling/dehumidification should be provided such as consolidating mechanical units to provide a more centralized system that has better control systems. An emergency backup system such as a generator should be considered that can support the elevator and emergency/egress lighting.
- **Fire and Life Safety Upgrades** – Various sprinkler and fire alarm system deficiencies should be corrected as per the recommendations in the HSR, such as correction of sprinkler head locations. Fire alarm deficiencies such as adding additional smoke detectors in the Basement should be addressed.



Electrical Wall - Basement



Wood Siding - North Elevation



View at Central Passage



View at Entry Corridor



Front Entrance

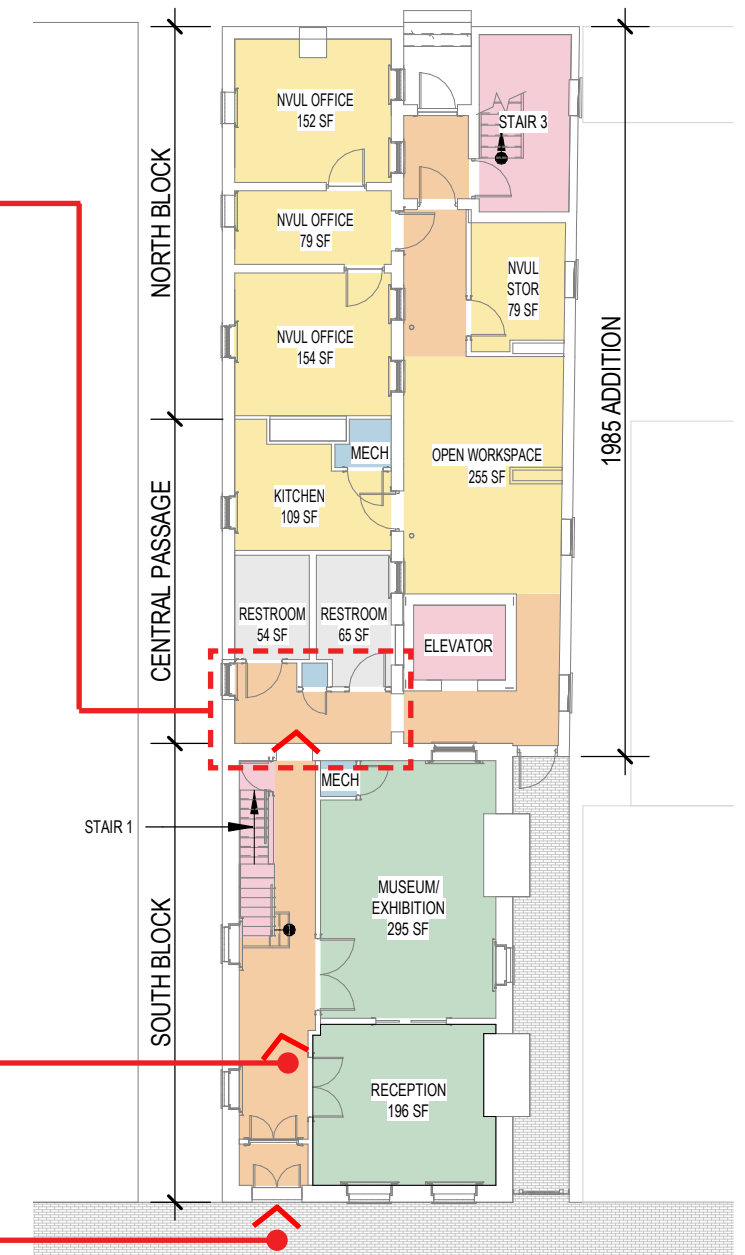


Figure 2.7: Existing First Floor Plan

PRESERVATION EASEMENT & HISTORIC DISTRICT

There is a deed of gift easement from March of 2009 that was established by the Commonwealth of Virginia Board of Historic Resources (VBHR) when the Northern Virginia Urban League (NVUL) owned the property. The purpose of the easement was to protect the significant historic, architectural, archaeological, and cultural resources associated with the building. 1315 Duke Street is located within the Old and Historic Alexandria Historic District. The easement limits the use of the building, but the use of the building as a Museum falls within those limitations. As a result of the easement, changes will need to be reviewed and approved by the Virginia Department of Historic Resources (DHR). As the easement states:

The Building shall not be materially altered, restored, renovated, or extended, except in a way that would be in keeping with the historic character of the Property and consistent with the applicable Secretary of the Interior's Standards for the Treatment of Historic Properties, and provided that the prior written approval of the Grantee to such actions shall have been obtained.

It also states the for the interior :

Character-defining historic interior architectural elements of the building, and as described in the Baseline Documentation Report...including mantels, windows, window frames, doors, door frames, stairs, staircases, baseboards, and hardware shall not be altered or removed from the Property without the prior written approval of the Grantee.



Figure 2.8: Historic Bird's Eye View of Alexandria

EXISTING SPACE USE

The existing building at 1315 Duke Street was acquired from the NVUL by the City of Alexandria in March of 2020. Under the terms of sale, the City provides NVUL with complimentary office space on the First Floor through March of 2025. After that time the space will be available for full museum interpretive use. The current gross square feet of the building per floor is as follows:

- Basement: 922 gsf
- First Floor: 2,639 gsf
- Second Floor: 2,639 gsf
- Third Floor: 2,639 gsf
- Fourth Floor: 922, gsf
- TOTAL: 9,761 gsf**

Since acquiring the building, the OHA has made some interior upgrades to the existing building including:

- Water remediation at alley and skylight and basement
- Restroom upgrades to comply with ADA requirements
- Electrical Systems upgrades
- HVAC Unit replacement
- Elevator repairs
- IT upgrades for phone, internet, and security
- Museum lighting upgrades
- Carpet replacement and wood floor refinishing
- Repainting of all spaces
- Upgrades to the existing kitchenette on the First Floor

The current uses of the building are reflected on the matrix and floor plans on the following pages.

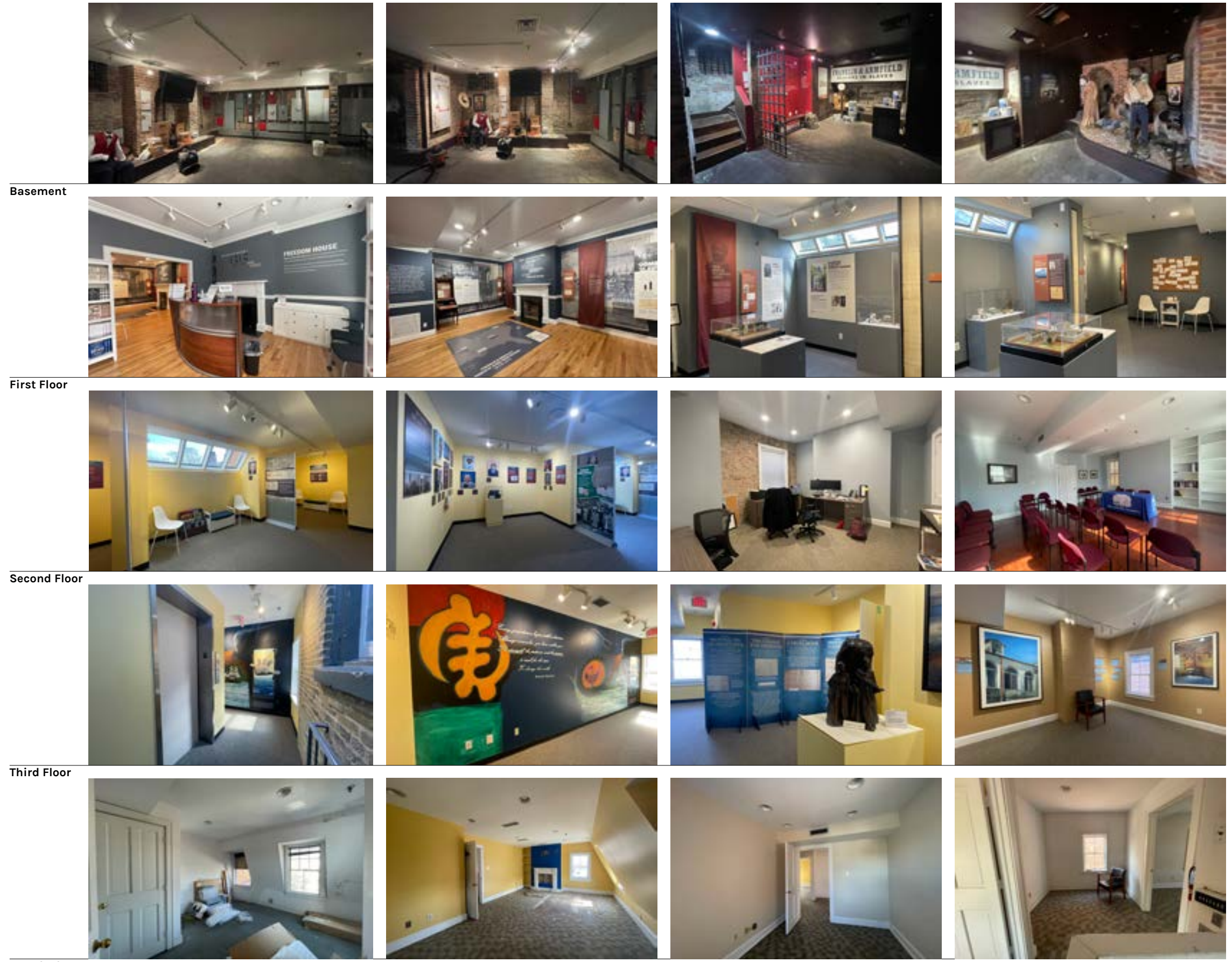


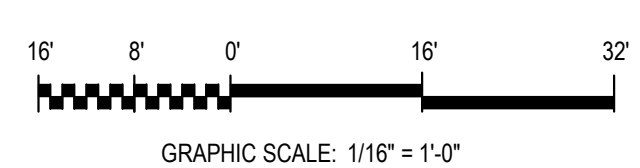
Figure 2.9 - Existing Conditions Photos per Floor

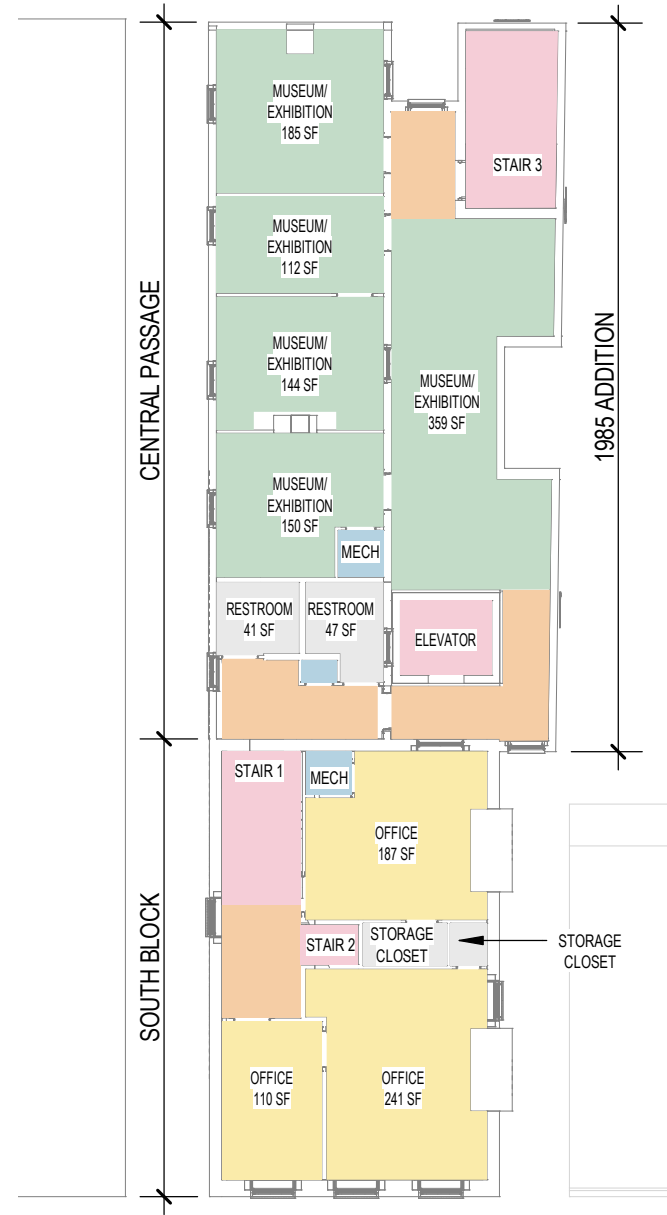


PROGRAM & OCCUPANCY USE LEGEND

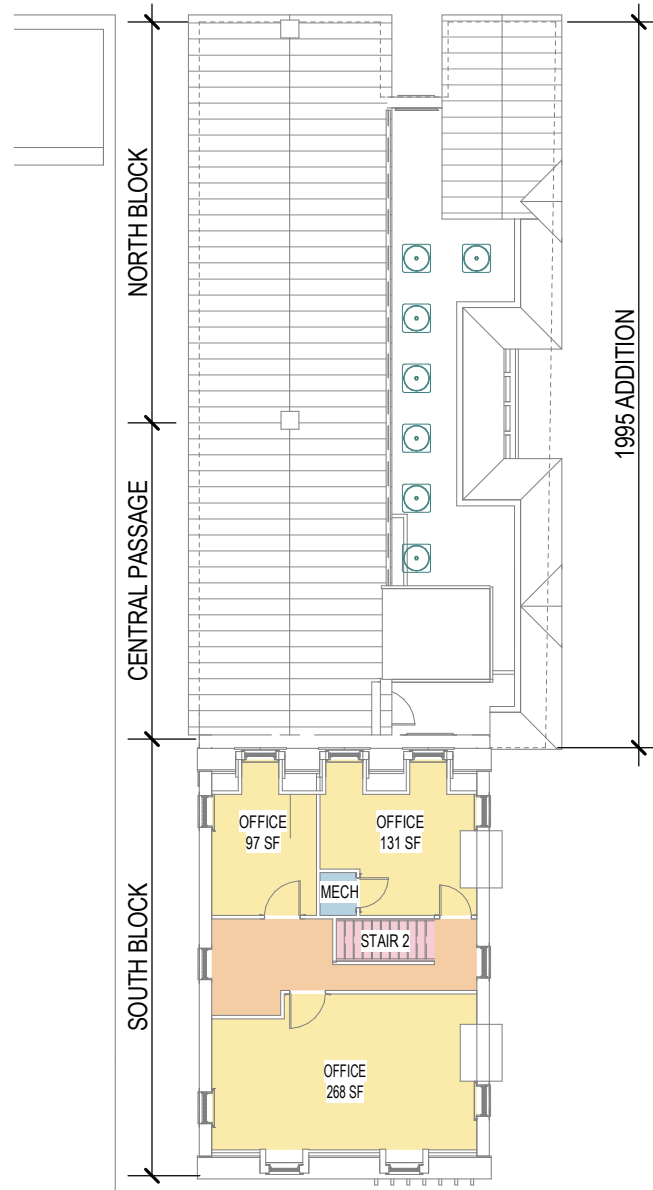
 MUSEUM/ EXHIBITION	 OFFICE/ BUSINESS	 VESTIBULE/ CORRIDOR
 RESTROOM/ STORAGE	 STAIR/ ELEVATOR	 MECHANICAL

Figure 2.10: Existing Floor Plans Reflecting Space Use

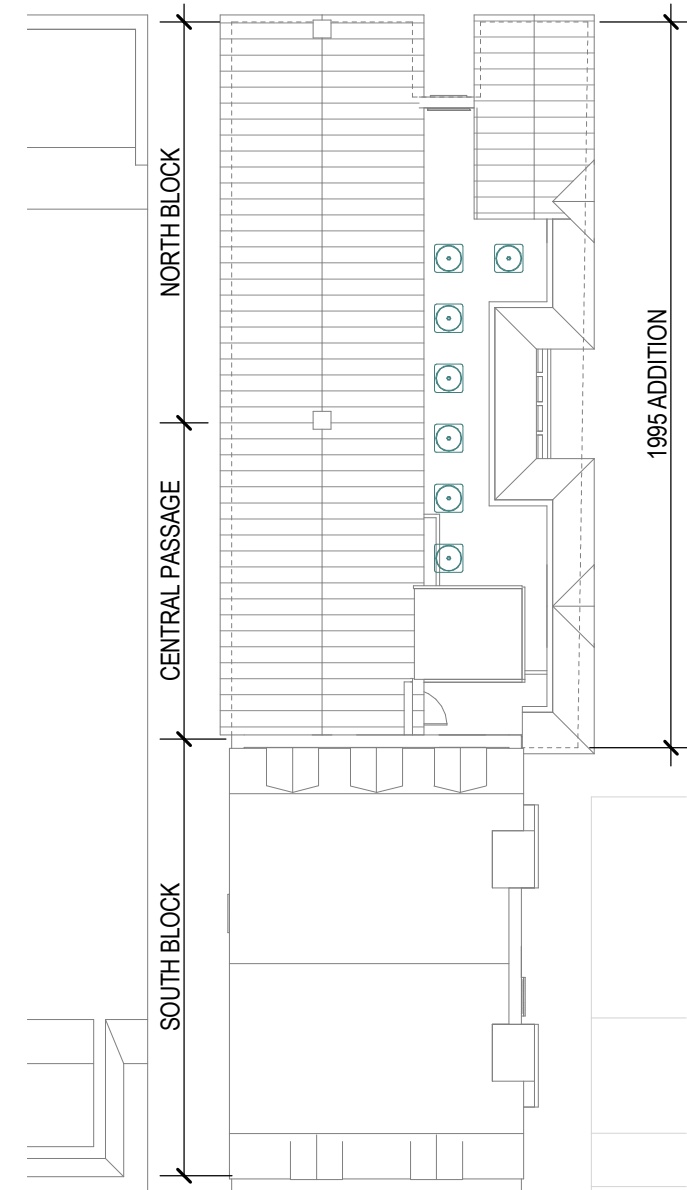




THIRD FLOOR PLAN









FOURTH FLOOR PLAN



ROOF PLAN

PROGRAM & OCCUPANCY USE LEGEND

 MUSEUM/ EXHIBITION	 OFFICE/ BUSINESS	 VESTIBULE/ CORRIDOR
 RESTROOM/ STORAGE	 STAIR/ ELEVATOR	 MECHANICAL



GRAPHIC SCALE: 1/16" = 1'-0"

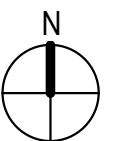


Figure 2.11: Existing Floor Plans Reflecting Space Use

EXISTING PROGRAM		
Space Type	Estimated SF	Notes
OHA ADMINISTRATIVE SPACE		
NVUL Office	152	First Floor
NVUL Office	79	First Floor
NVUL Office	154	First Floor
Kitchen	109	First Floor
NVUL Office	79	First Floor
Office	134	Second Floor
Conference	392	Second Floor
Office	187	Third Floor
Office	241	Third Floor
Office	110	Third Floor
Office	97	Fourth Floor
Office	131	Fourth Floor
Office	268	Fourth Floor
PUBLIC SPACE		
Museum/Exhibition	221	Basement
Museum/Exhibition	400	Basement
Reception	196	First Floor
Museum/Exhibition	295	First Floor
Museum/Exhibition	255	First Floor
Museum/Exhibition	149	Second Floor
Museum/Exhibition	251	Second Floor
Museum/Exhibition	136	Second Floor
Museum/Exhibition	364	Second Floor
Museum/Exhibition	185	Third floor
Museum/Exhibition	112	Third floor
Museum/Exhibition	144	Third floor
Museum/Exhibition	150	Third floor
Museum/Exhibition	359	Third floor
RESTROOMS & STORAGE		
Restroom	54	First Floor
Restroom	65	First Floor
Restroom	53	Second Floor
Restroom	41	Third Floor
Restroom	47	Third Floor
CIRCULATION		
Vestibule/ Corridor	426	First Floor
Vestibule/ Corridor	300	Second Floor
Vestibule/ Corridor	284	Third floor
Vestibule/ Corridor	111	Fourth Floor
INFRASTRUCTURE		
Mechanical	29	Basement
Elevator Machne Room	47	Basement
Mechanical	16	First Floor
Mechanical	9	First Floor
Server Room	41	Second Floor
Mechanical	13	Second Floor
Mechanical	12	Second Floor
Mechanical	15	Third Floor
Mechanical	14	Third Floor
Mechanical	11	Fourth Floor
	6938	

Figure 2.12: Existing Program and Space Use Summary Per Floor

HISTORIC PRESERVATION ZONES

SECRETARY OF THE INTERIOR'S STANDARDS TREATMENT ZONES

Per the 2021 HSR, Historic Preservation Treatment Zones based on the NPS Secretary of the Interior's Standards for the Treatment of Historic Properties establish the guidelines for the preservation, restoration, rehabilitation, and reconstruction of historic buildings by dividing the building and its spaces and components into logical treatment zones related to remaining historic fabric and spaces that have been identified through forensic analysis and research.

The following treatment zones have been applied to 1315 Duke Street for planning out future phased restoration work and are reflected in the Comprehensive Plan floor plans and elevations diagrams that follow this narrative. These treatment zones consider the level of historic or architectural significance of the space or building component, the remaining historic fabric, the character defining features, the proposed use, and code regulations.

- **Preservation Zone** - Preservation is defined as the act or process of applying measures necessary to sustain the existing form, integrity, and materials of an historic property. Work, including preliminary measures to protect and stabilize the property, generally focuses upon the ongoing maintenance and repair of historic materials, and features rather than extensive replacement and new construction. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a preservation project. However, new exterior additions are not within the scope of this treatment.

Preservation zones at 1315 Duke Street are distinguished from Restoration zones by having been identified as historic (dating to Periods 1-4) but that were not or could not be definitively pin-pointed through research and forensics to the Period of Significance (Period 2 - 1828-1861), where documentation was lacking to be able to restore this fabric to the appearance of that Period of Significance, or where it was infeasible to remove historic fabric added subsequent to the Period of Significance. An example of this is the interior stairs from the First through Third Floors of the South Block that are clearly old but cannot be definitively identified as the construction and layout that existed during the

Period of Significance. Another example of this is the Third Floor of the North Block where clear documentation shows that it was added after the Period of Significance but due to Museum programmatic needs it will not be removed.

Treatment Guidelines – Treatment involves repair, protection, and stabilization. The character and qualities of this zone should be maintained and preserved as a priority.

- **Restoration Zone** - Restoration is defined as the act or process of accurately depicting the form, features, and character of a property as it appeared at a particular period of time by means of removal of features from other periods in its history and reconstruction of missing features from the restoration period. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code required work to make properties functional is appropriate within a restoration project.

Restoration zones for 1315 Duke Street are areas where clear documentation is available to return building components to their appearance during the Period of Significance – Period 2, while removing other evidence of other periods. Examples of this are the south façade of the South Block where historic photographs are clear documentation of what that elevation looked like during the Period of Significance.

Treatment Guidelines – Based on good documentation, remove building elements added after the Period of Significance and recreate those building elements that are missing or had been previously removed while preserving those elements from the Period of Significance that remain.

- **Rehabilitation Zone** - Rehabilitation is defined as the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values.

Rehabilitation recognizes and integrates changes over time as well as invisible or unobtrusive contemporary interventions. At 1315 Duke Street the interiors have been modified significantly over time, so much of the spaces are designated as rehabilitation zones. However, where materials, features and spaces from the Period of Significance are missing or have been replaced with

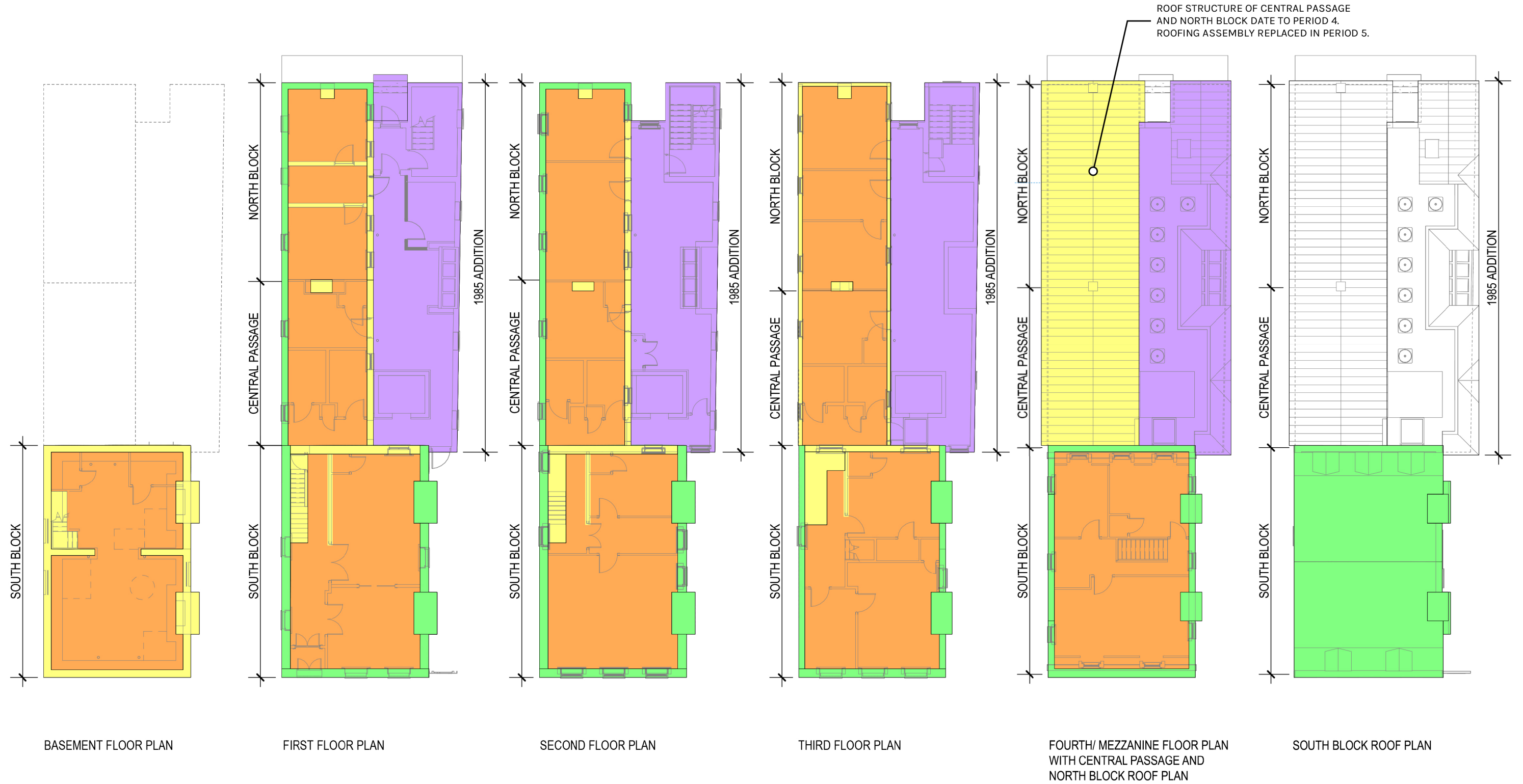
features that may now be considered historic due to their age, these later features should not be removed without justifying that it is necessary to interpret the significance of the property. Examples of this category are the existing offices spaces in the South Block where new partitions have been installed to create new offices, but some partitions pre-exist these installations and date to a previous period.

Treatment Guidelines – Undertake all work in this zone as sensitively as possible, however, contemporary methods, materials and designs may be selectively incorporated to accommodate new uses.

- **Adaptive Reuse Zone** - Adaptive reuse zones are not subject to the above three categories, are void of any historic elements and whose modification would not represent loss of character, code violation or intrusion to an otherwise historically significant structure.

At 1315 Duke Street, the rehabilitation zones apply to the areas that are part of the 1980s addition expansion as this is all new construction with no historic fabric.

Treatment Guidelines – Treatments in this zone, while sympathetic to the historic qualities and character of the building, may incorporate extensive changes of total replacement through the introduction of contemporary methods, materials, and designs.



HISTORIC PRESERVATION TREATMENT ZONES

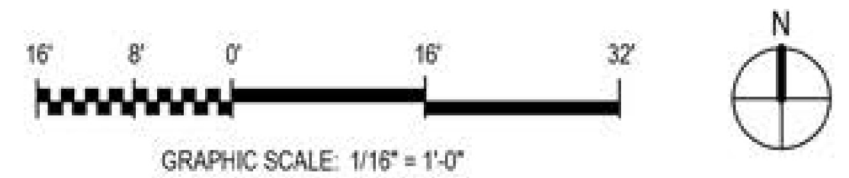
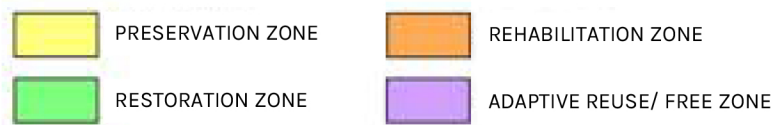
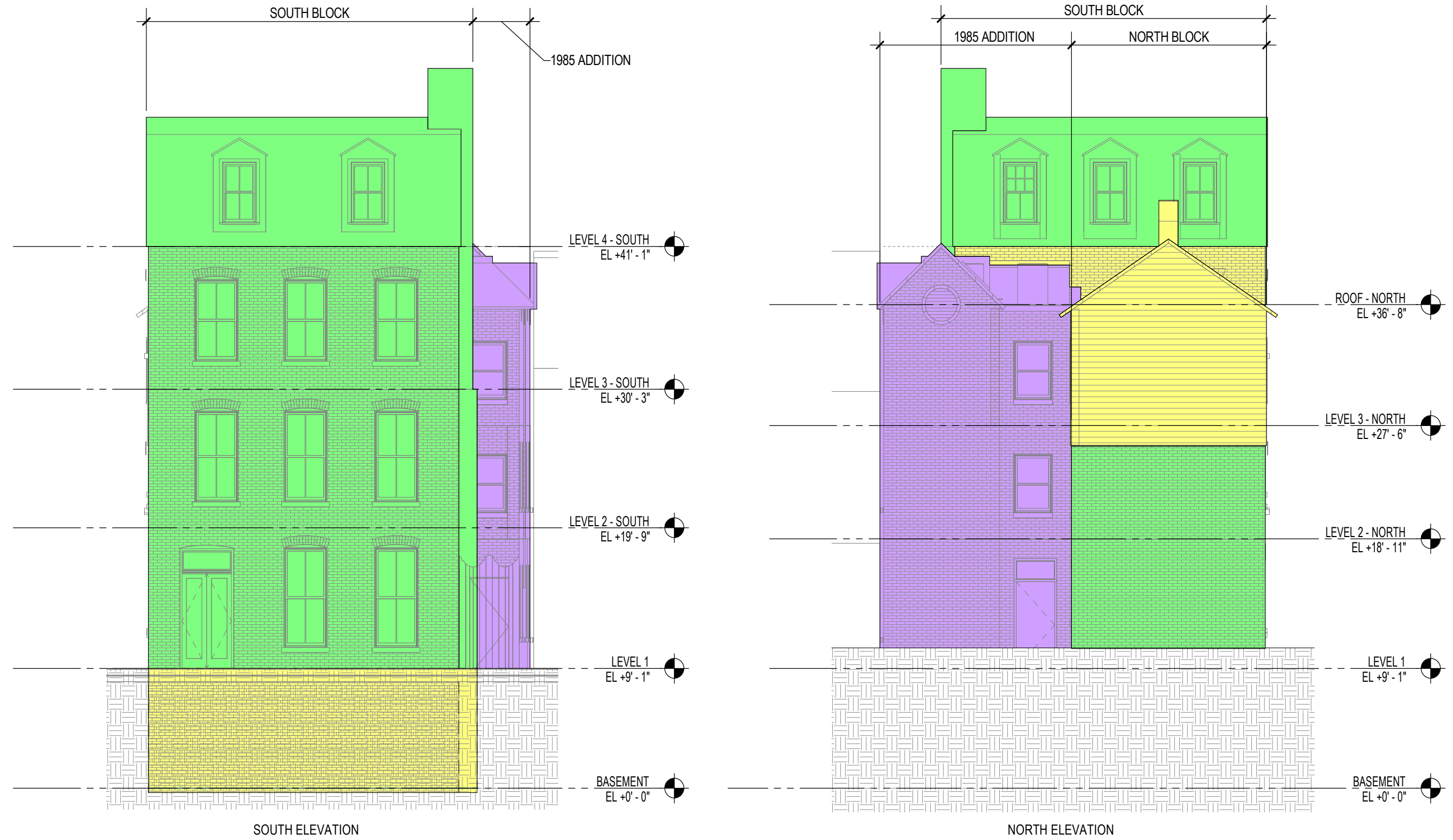


Figure 2.13: Historic Preservation Treatment Zone Diagrams - Floor Plans

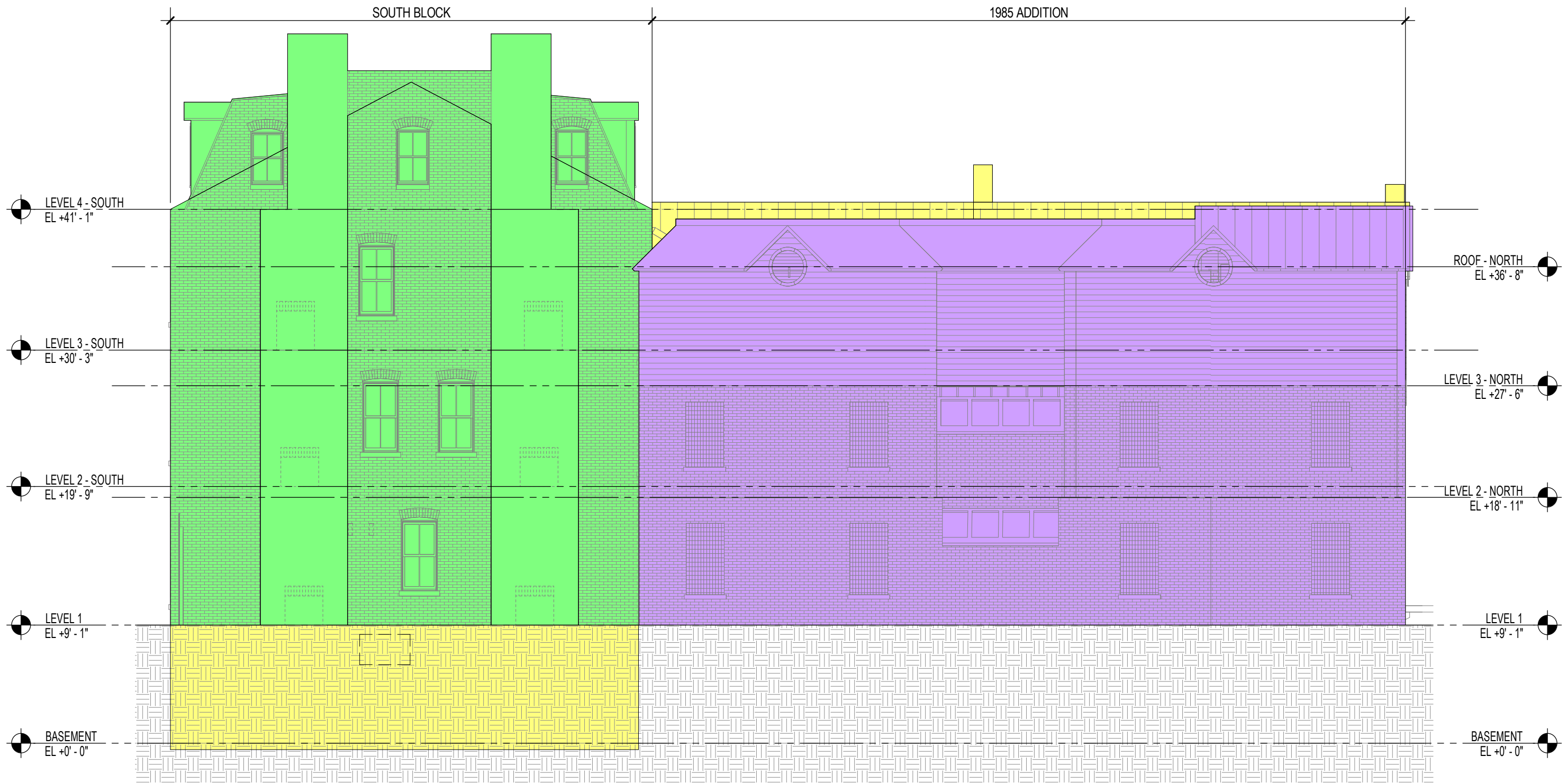


HISTORIC PRESERVATION TREATMENT ZONES



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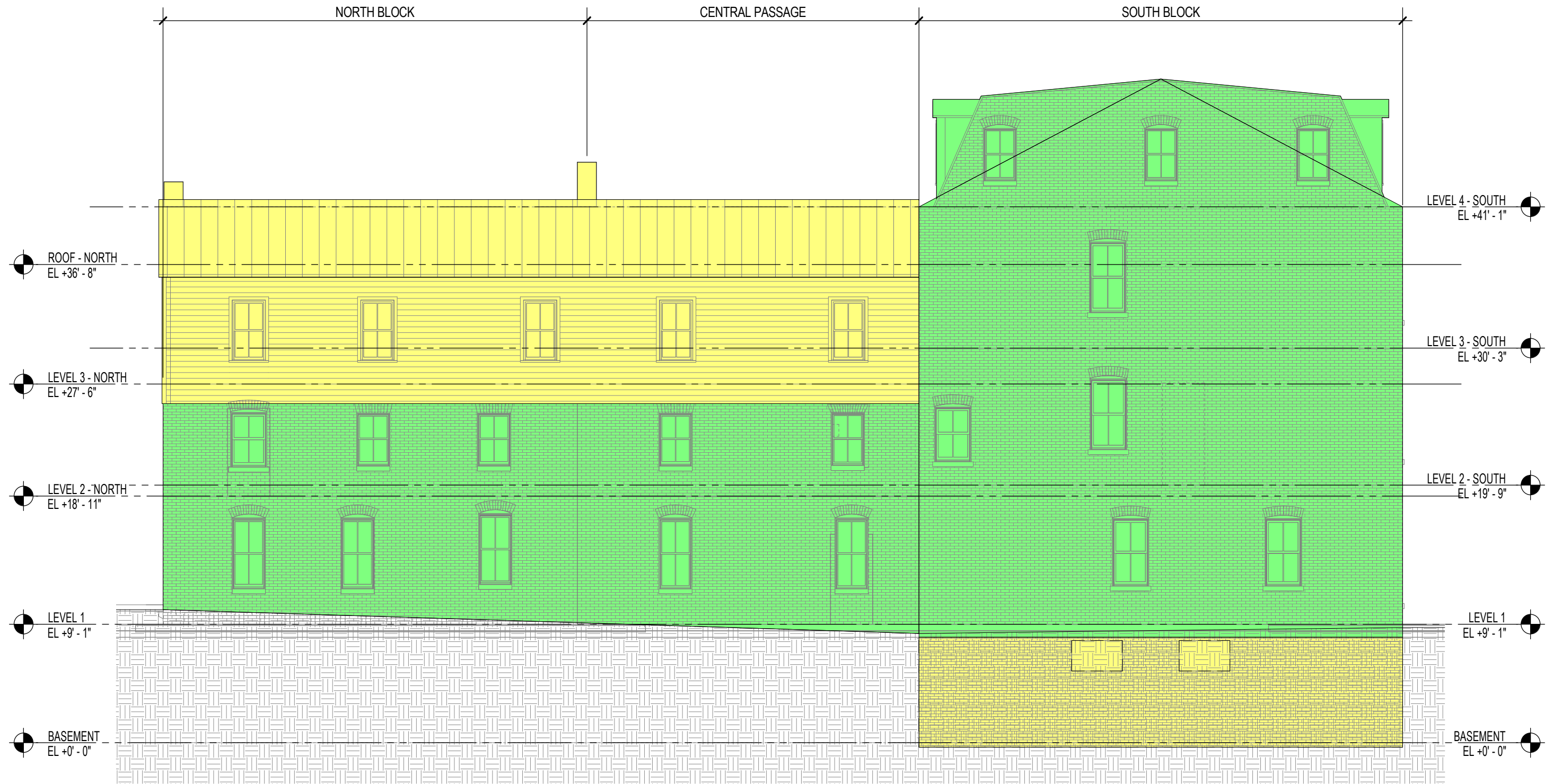
Figure 2.14: Historic Preservation Treatment Zone Diagrams - Elevations



HISTORIC PRESERVATION TREATMENT ZONES



Figure 2.15: Historic Preservation Treatment Zone Diagrams - Elevation



HISTORIC PRESERVATION TREATMENT ZONES

- PRESERVATION ZONE
- RESTORATION ZONE
- REHABILITATION ZONE
- ADAPTIVE REUSE/
FREE ZONE



GRAPHIC SCALE: 1/8" = 1'-0"

Figure 2.16: Historic Preservation Treatment Zone Diagrams - Elevation

COLLECTIONS ASSESSMENT

The OHA oversees a robust collection of historic artifacts and documents that support their museums. Included in their collections are: books, papers, drawings, furniture, building parts, and other objects. Given the range of the items in the collections, the OHA has a series of locations that support the storage of the collections. SmithGroup wanted to understand how the collections were managed and stored as some of these collections are directly related to supporting the 1315 Duke Street mission and might be more appropriately stored, in the future, in proximity to 1315 Duke Street.

- **Alexandria Black History Museum Collections Storage** - SmithGroup visited the Alexandria Black History Museum at 902 Wythe Street and viewed the archival storage in the Basement. This space has had recent water infiltration that has threatened the collections. Paper resources were stored mostly in flat files with a range of large objects as well as archival boxes for papers stored on shelves. There was a cabinet for flammable solvents related to objects conservation which was highlighted by the staff as a continued need for the future. The space was very tight with a small workspace for receiving, processing, and preparing new items.
- **Watson Reading Room** - SmithGroup visited the Watson Reading Room at 906 Wythe Street with the OHA staff. What had previously been an open reading room with tables and chairs in the center and booklined shelves around the perimeter had been rearranged to accommodate collections on rolling shelves that were moved out of the Basement of the Alexandria Black History Museum due to recent flooding. What became clear was that if or when these shelves are returned to the Basement of the Black History Museum, it makes an already a very tight space into something even more congested for collections access, management, and conservation.
- **Archives and Records Center** - SmithGroup toured the City of Alexandria Archives and Records Center at 801 S. Payne Street with the OHA staff. The OHA uses several rooms within the Archives and Records Center for museum off-site storage.
 - **Room 43: OHA Collections Storage** - This is a shared facility and includes items from the collections of the Black History Museum, Lyceum, Gadsby's Tavern

Museum, Apothecary Museum, and Fort Ward. The room is climate controlled with a security system which also records visitors to the room. Objects are stored on open shelves, hanging racks, and specialized dollies.

- **Room 45: OHA Non-Collections Storage** - This is a shared room with climate control to store exhibit cases, event supplies, large architectural fragments, and back stock of shop merchandise.
- **Room 28: Archaeology Storage** - This room is used exclusively by Alexandria Archaeology to store excavated materials from throughout the City. The room is climate controlled with a security system and visitors to the room are recorded.
- **Temporary Processing Room: Carlton Funn Collection** - This separate room within the Archives and Records storage area is used as a processing room to catalog, photograph, and properly store the more than 1,500 educational posters of the Carlton Funn Collection.
- **Other OHA Museum On-site Storage Facilities** - Collections storage rooms are located on-site at Gadsby's Tavern Museum, Alexandria Archaeology, The Lyceum, and Fort Ward. These climate controlled and secured spaces hold furniture, ceramics, glass, paper, and other site specific items that are not able to be stored in Room 43. The archives for the Apothecary Museum are stored at the Lloyd House.



Archives and Records Center



Archives and Records Center



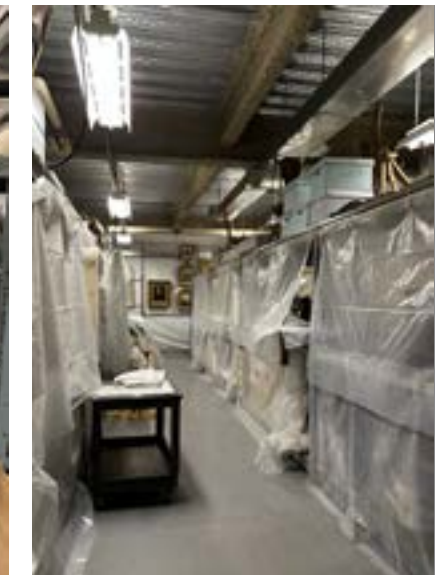
Black History Museum



Black History Museum



Black History Museum



Archives and Records Center



Watson Reading Room



Black History Museum



Archives and Records Center



Archives and Records Center



Watson Reading Room

Figure 2.17: Collections Existing Conditions Photos From The Three Collections Sites

COLLECTIONS CHALLENGES TO ADDRESS

- **Short Term Collections Proximity to 1315 Duke Street** – While not all the collections stored in the three locations mentioned previously are relevant to the 1315 Duke Street Museum, there was an interest to have some short term collections storage at 1315 Duke Street for the most relevant collections items, even if that meant a designated climate-controlled closet.
- **Long Term Collections Goal** – In thinking about future site growth, it is desirable to have more collections storage in close proximity to or connected to 1315 Duke Street to support the museum mission and potential future collections acquisitions.
- **Environmental Controls** – Only a portion of the current collections are in an appropriately climate-controlled environment. Moving forward, there should be consideration given to providing such controls as the collections are relocated and consolidated to support the 1315 Duke Street Museum.
- **Overall Need for More Space** – The preliminary survey clearly identified that OHA needs a larger facility to properly store and maintain their diverse collection.

In conclusion, there are many challenges with the storage of the wide-ranging collections that the OHA stewards. It is recommended that a more detailed analysis be conducted separate from this Comprehensive Plan that can provide a more detailed assessment for potential consolidation of the collections with a goal to improve access to the collection and the environmental conditions in which it is stored.

2.4 BUILDING PROGRAM NEEDS & REQUIREMENTS

OHA ORGANIZATION

In planning for the OHA staff space needs to be accommodated in the planning for the Museum at 1315 Duke Street building, SmithGroup reviewed the current staff organization of the OHA with the director. The OHA accommodates full-time, part-time, and volunteer staff in their various buildings to support their many museums and departmental operations. At a minimum, the renovated Museum at 1315 Duke Street should accommodate spaces for:

- Director of African American History – Full Time Position
- Assistant Director of African American History – Full Time Position (Vacant at this time)
- Curator for African American History – Full Time Position (Vacant at this time)

There will need to be additional space in the building to accommodate part-time staff, collections contractors and collections volunteers, and museum volunteers that support the Museum.

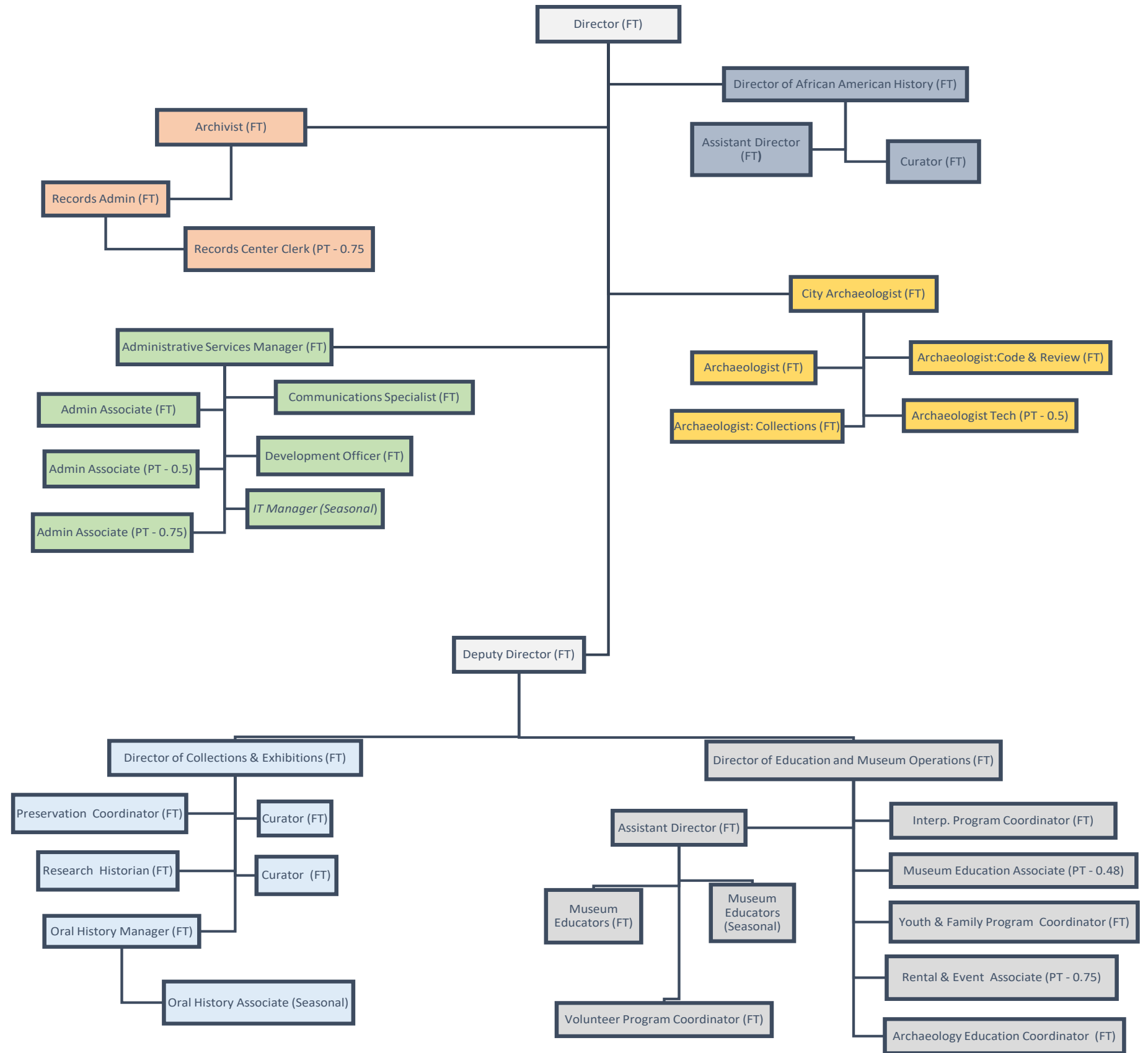


Figure 2.18: Organization Chart of the Office of Historic Alexandria - August 2023

FUTURE PROGRAM NEEDS

After visiting the current OHA museums and facilities and conducting interviews with the OHA staff, SmithGroup has developed the following list of space needs for the renovated Museum at 1315 Duke Street:

- **Staff Offices** – Minimum of three offices with seven workspaces. One private office is required for the Director of African American History. Workspaces should accommodate interns and support staff for the Division of African American History.
- **Flexible Shared Office Space** – Provide space for the flexibility to accommodate part-time/grant funded staff and front of house staff of up to seven.
- **Collections** – Collections for the African American Museum are currently distributed over several sites and include paper, books, clothing, furniture etc. as was summarized in the previous Collections Assessment. They require a more intentional storage strategy that is centralized, secure, dry, and in closer proximity to 1315 Duke Street. At a minimum a storage space with appropriate environmental controls is needed on site for the most frequently referenced collections items. However, a more comprehensive strategy for consolidated storage should be studied separate from this Comprehensive Plan.
- **Reception/Welcome Desk** – A space is needed for in-person welcome to visitors.
- **Retail** – A space must be designated to promote exhibit-based content for sale.
- **Staff Kitchenette** – There must be a space, separate from the public, designated to supporting the onsite staff related to lunch and food support – a kitchenette with microwave and refrigerator. This kitchenette is not meant to support catering.
- **Coat Room** – A coat room for staff and guests should be provided.
- **Exhibits Debriefing Space** – A space to accommodate 10 visitors for conversation and reflecting about the exhibits they have just seen. This function can occur within a designated area of the exhibit space.

- **Contemplative Space** – An area that is part of the exhibit experience that allows for visitors to pause and gather thoughts and emotions after having processed the serious matter of the exhibit.
- **Multi-Purpose Space** – A multi-purpose space to accommodate up to 25 visitors for presentations, discussions, and community gatherings.
- **IT Closet** – A properly conditioned IT closet dedicated to the distribution of technology throughout the building.
- **Janitorial Closet** – Dedicated closet that stores cleaning supplies for the building. A utility sink with space for mop bucket must be provided.
- **Fireproof Storage** – A designated area for storage of disaster supplies and flammable materials.
- **Trash** – Space for one residential-sized trash bin and one recycling bin.
- **Events Storage** – Storage for tables, chairs, ladders, and program equipment that support various events which should be in close proximity to the multi-purpose room.
- **Bus Drop Off** – Is it worth considering a designated bus drop off spot in the front of the building? This issue will need to go to the City Parking Board for approval.

The following represents a summary of the proposed future space program for the 1315 Duke Street Museum:

PHASE 1 PROPOSED PROGRAM		
Space Type	Net SF	Notes
Office 403	188	
Office 301	103	
Office 302	163	
Open Office 303	278	
2nd Floor - Kitchenette	40	
1st Floor - Coat Closet	25	
Gathering Space 201	529	
Contemplation Roof Garden	738	Roof Terrace
Exhibit 001	297	Proposed Exhibit Net = 3886 SF
Exhibit 002	412	
Reception/Welcome Desk 102	203	
Exhibit 103	271	
Exhibit 106	284	
Exhibit 107	407	
Exhibit 109	258	
Exhibit 203	293	
Exhibit 204	408	
Exhibit 206	241	
Exhibit 305	301	
Exhibit 306	468	
Exhibit 308	246	
Collections Storage 402	100	
General Storage 004	67	Proposed Gen. Storage Net = 119 SF
General Storage 212	26	
Events Storage 201A	47	
ADA Restroom 111	54	
ADA Restroom 208	54	
ADA Restroom 310	54	
Corridor/Vestibule	35	Basement
Corridor/Vestibule	384	First Floor
Corridor/Vestibule	336	Second Floor
Corridor/Vestibule	315	Third Floor
Corridor/Vestibule	47	Fourth Floor
AV/IT Closet 109A	19	
AV/IT Closet 206A	19	
AV/IT Closet 308A	20	
Elev Machine Room 004B	57	

Figure 2.19: Proposed Program Chart

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SECTION 3.0

**STAKEHOLDER ENGAGEMENT
PROCESS & KEY FINDINGS**

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3.0 STAKEHOLDER ENGAGEMENT PROCESS & KEY FINDINGS

3.1 PURPOSE

The OHA sought SmithGroup's expertise in Stakeholder Engagement to gain a deeper understanding of the community's aspirations for the future of 1315 Duke Street. For the 1315 Duke Street Comprehensive Plan project, SmithGroup conducted listening sessions with the OHA leadership and staff. Additionally, we sought feedback on a range of topics from the City of Alexandria community members and students both familiar with and unfamiliar with the Museum and its historic significance. Understanding why and how people experience the Museum today and how they want to experience the Museum in the future are critical components of the project's comprehensive planning process.

At its core, the purpose of the Stakeholder Engagement process was to:

- Understand community priorities and concerns.
- Build trust.
- Gain experiential insight regarding preferences for spatial qualities (e.g., circulation, sound, lighting, interactive exhibits, pause space, etc.).
- Build consensus.
- Inform the overall project design.



Figure 3.1: Stakeholder Engagement Workshop 1 Session Photo - Shiloh Baptist Church

3.2 CIVIC ENGAGEMENT PROCESS SUMMARY

GOALS

SmithGroup worked with the OHA to establish goals for the Stakeholder Engagement process and to define audiences who participated. The goals for the engagement were as follows:

- **Inclusion:** Diverse community perspectives will help build a Museum that reflects the community.
- **Listen & Learn:** The community was to bring thoughts and ideas to the process that otherwise might have been missed. They were to provide feedback on the following:
 - Museum missions and naming.
 - Understanding why people visit or do not visit the Museum.
 - Their impression of the current Museum and what they want to see in the future.
 - Preference for exhibit types—history focused, art focused, immersive media.
 - Preference for visitor exhibit sequencing—chronological, broken into nodes, etc.
 - Space types—educational, reflective, gathering.
 - Program offerings—lectures, presentations, genealogical research.
- **Incorporate:** Using stakeholder feedback, the Stakeholder Engagement Team was to identify the “must haves,” the “nice to haves,” and the “added benefits” to incorporate them into the Comprehensive Plan.

SURVEY

A survey was developed by the SmithGroup and OHA team as an initial start to gaining community feedback. The survey consisted of 11 questions that were focused on the familiarity of the community with the Museum, what they

would like to see at the site, who they thought the audience should be, and the background of the responders. The survey was launched online in December of 2022 and was left open for responses until the conclusion of the public Stakeholder Engagement workshops. There were over 400 responses to the survey. A few highlights from the survey:

- **Frequency of Visitation** – Most of the responders had never visited the site or had only visited it once.
- **What Visitors Saw** – For those who did come, the majority visited the exhibit in the Basement and over 50% had seen the temporary exhibit that opened in June of 2022.
- **Visiting Other OHA Sites** – Most of the responders had visited one or more of the other OHA stewarded sites.
- **Who Responded** – Over 78% of the responders represented City of Alexandria residents.
- **Site Offerings** – The top three things responders wanted to see at the site were: history focused exhibits, lectures & presentations, and community conversations.
- **Key Audiences** – The responders deemed the top three key audiences for the Museum to be: the local City of Alexandria community, K-12 students, and educators. Other key audiences that were highlighted were the descendants of those enslaved and the African American community.
- **Responder Demographics**
 - **Locale** - Over 78% of responders were from the City of Alexandria
 - **Age** - The majority of the responders were between 35 and 75 years of age.
 - **Race** – Over 70% of the responders were white with 14% being African American.

Identify the top three things you'd like this site to offer space for:

Answered: 363 Skipped: 6

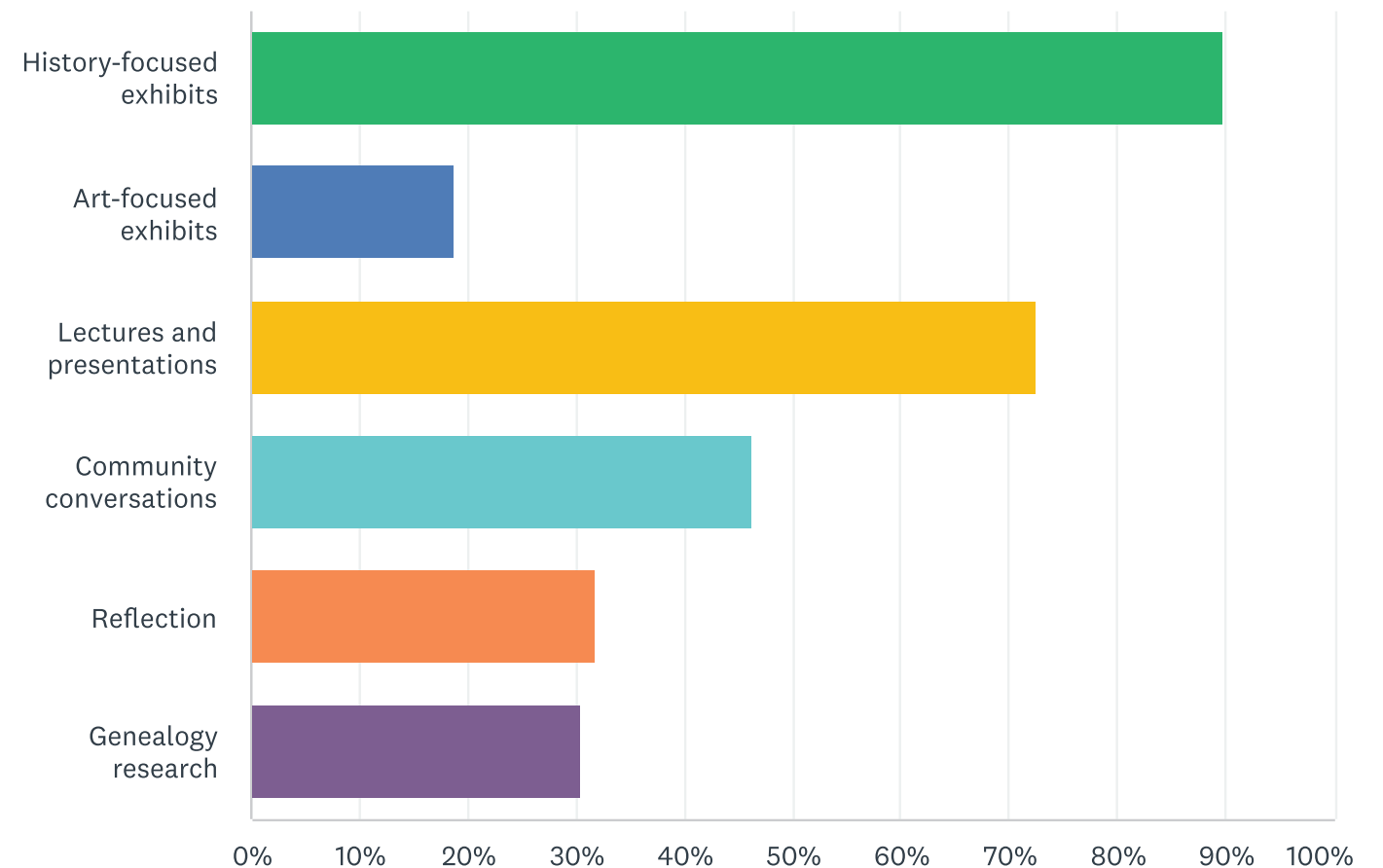


Figure 3.2: Stakeholder Survey Sample Summary Chart

ENGAGEMENT WORKSHOPS & ACTIVITIES

The Stakeholder Engagement was organized around three sets of workshops. Each subsequent set of workshops was designed to build upon the content, discussions, and takeaways of the previous workshops. Sessions for each workshop were planned so that there was a daytime and evening session for each to help accommodate as many community members as possible. The workshops were organized as follows:

STAKEHOLDER ENGAGEMENT WORKSHOP 1 – SHILOH BAPTIST CHURCH

■ Session 1

Date: March 6, 2023 - Evening

Attendees: 28 Participants

■ Session 2

Date: March 7, 2023 - Daytime

Attendees: 29 Participants

■ Activities

- **Project Introduction** – The SmithGroup and OHA team provided background on the project and an overview of the findings from previous research as an introduction to the Stakeholder activities.
- **Interpretive Ideation** – A series of questions were used to prompt discussions on what stories should be told, who the stories should be about, what should happen in the Museum, who the audiences should be, and how the experience should make the visitor feel.
- **Building Tour** – The participants were led on a tour of the existing 1315 Duke Street building so that everyone was familiar with the current space layout, visitor flow, and physical characteristics and constraints of the existing building and site.
- **Tour Findings** – Participants were asked to share reflections on how the building and current exhibits made them feel and what thoughts they had about how the space might be used.
- **Mood Board Exercise** – This exercise was focused on receiving input regarding qualitative aspects of the museum. Mood Boards were utilized to engage people in expressing how they felt about types of spaces, types of exhibits, types of tours, and character of spaces.



Figure 3.3: Stakeholder Engagement Workshop 1 Session Photos

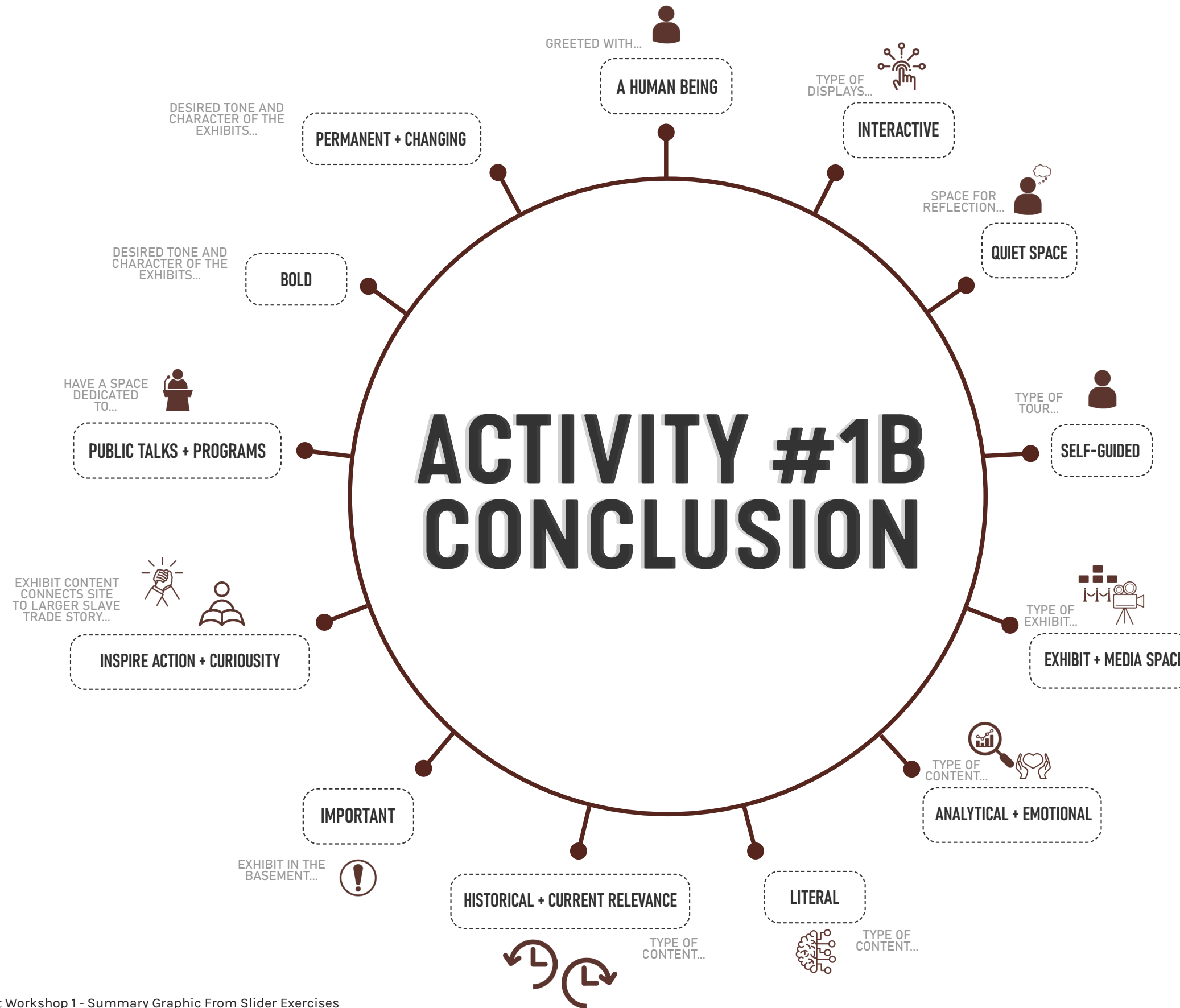


Figure 3.4: Stakeholder Engagement Workshop 1 - Summary Graphic From Slider Exercises

STAKEHOLDER ENGAGEMENT WORKSHOP 2 – LLOYD HOUSE

■ Session 1

Date: April 24, 2023 - Daytime

Attendees: 22 Participants

■ Session 2

Date: April 24, 2023 - Evening

Attendees: 17 Participants

■ Session 3

Date: May 25, 2023 - Daytime

Attendees: 5 Participants (High school students)

■ Activities

- **Overview and Stakeholder Workshop 1 Summary** – The SmithGroup and OHA team provided a brief project summary and a summary of previous Stakeholder Engagement Workshop activities and findings.
- **African American Sites Association** – The participants discussed perceived connections between 1315 Duke Street, the other sites OHA manages, and other historic sites in the area, and the connectivity related to African American history.
- **Interpretive Messaging Activity** – This exercise engaged participants to think about exhibit themes and stories that arose from Workshop 1 discussions, and how they might be mapped out conceptually on the Basement, First, Second, and Third Floors. The participants worked collectively in small groups.

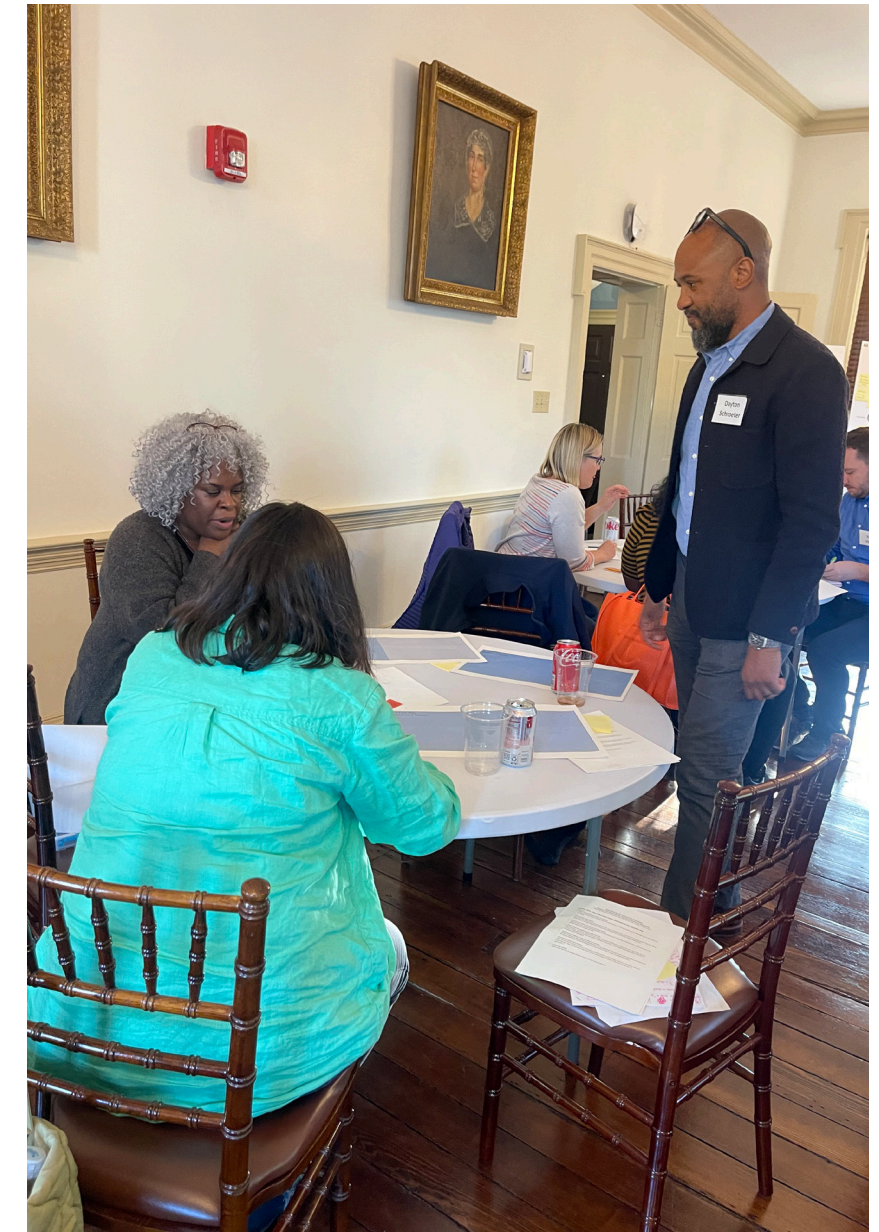


Figure 3.5: Stakeholder Engagement Workshop 2 - Session Photos

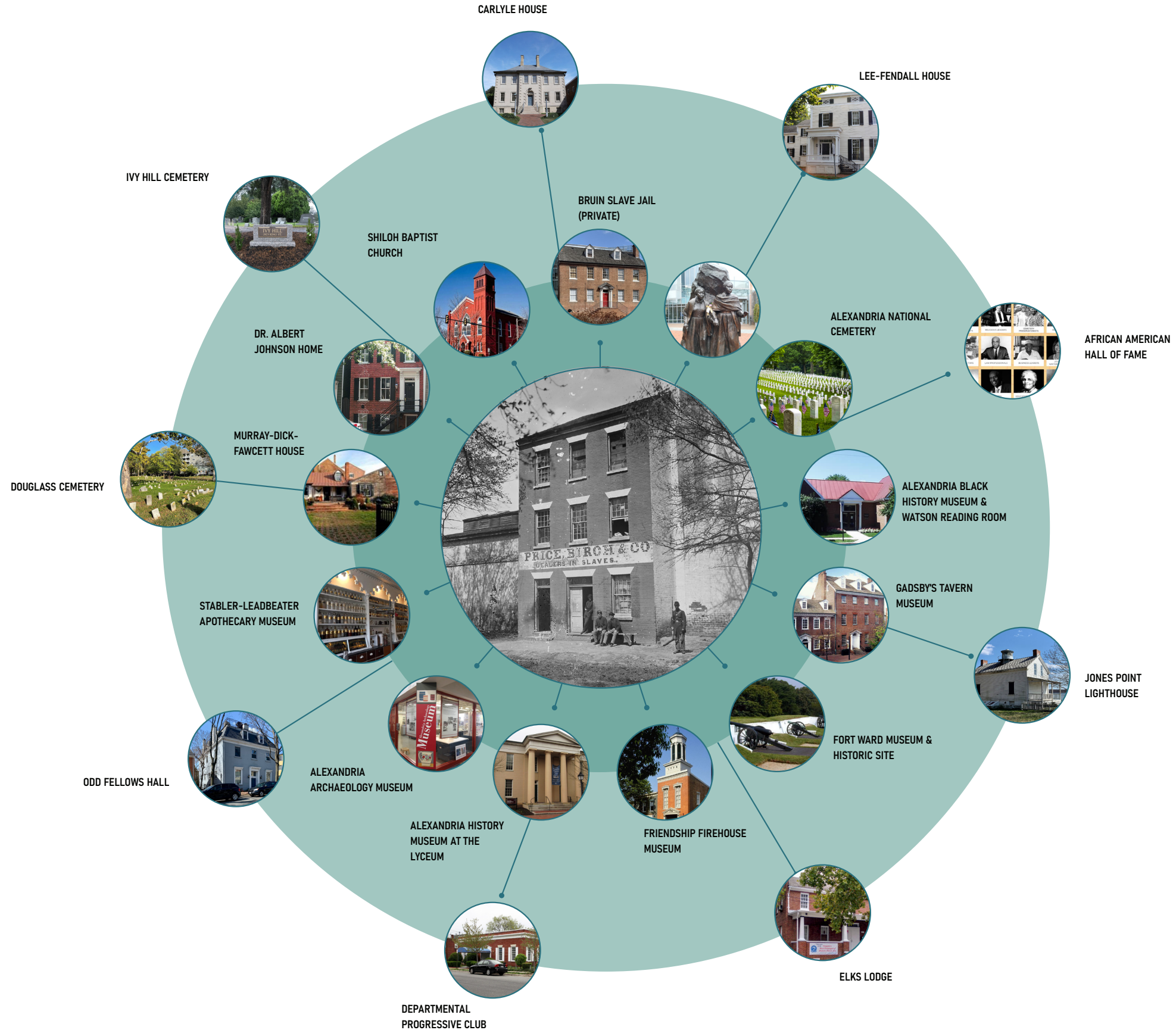


Figure 3.6: Stakeholder Engagement Workshop 2 - Historic Alexandria African American History Site Connectivity Activity Graphic

STAKEHOLDER ENGAGEMENT WORKSHOP 3 – LLOYD HOUSE

■ Session 1

Date: June 5, 2023 - Evening

Attendees: 11 Participants

■ Session 2

Date: June 6, 2023 - Daytime

Attendees: 9 Participants

■ Activities

- **Overview and Stakeholder 2 Workshop Summary**– The SmithGroup and OHA team provided a brief project summary and a summary of Stakeholder Engagement Workshop 2 activities and findings.
- **Word Cloud Discussion** – SmithGroup compiled the summaries and notes of Stakeholder Engagement Workshops 1 & 2 and passed them through a program called Word Cloud that graphically highlights words that were most frequently used in discussions. The group reflected on this and discussed.
- **Mission Statement Discussion** – Several mission statement precedents of other similar cultural institutions and several options for mission statements for 1315 Duke Street were shared with the group. The participants broke into groups, discussed these statements, and created their own.
- **Museum Naming Exercise** – Based on research and as a precursor to talking about what the name could be, the OHA shared a list of former names of the building and site. Participants divided into groups, discussed, and made recommendations.
- **Interpretive Modality Options** – As a follow-up to the Interpretive Messaging exercise from Workshop 2, Proun presented two options that gave more definition to ideas about how themes and stories could be organized in the building. Two options were shown with suggestive images about how the themes and stories might translate to exhibits. The participants gave input on preferences.



Figure 3.7: Stakeholder Engagement Workshop 3 - Session Photos



Figure 3.8: Word Cloud Exercise from Stakeholder Engagement Workshop 3

3.3 KEY FINDINGS FOR EACH WORKSHOP

STAKEHOLDER ENGAGEMENT WORKSHOP 1

Key highlights from Workshop 1 for consideration were as follows:

- **Power of the Story** – 1315 Duke Street is unique as an existing artifact that can tell the story of enslavement and slave pens. There are very few existing sites that still have components of slave-pen history. This should be lifted up as a differentiator.
- **Basement Use** – Many participants felt strongly that the Basement should continue to be used as an exhibit space while others did not feel this was important. The SmithGroup and OHA team did clarify that the previous exhibit installation created the misconception that the Basement was the slave pen. Some vocal participants felt that regardless of what might have happened there, the space evokes a reaction that is visceral and important; this is criteria for the Basement to be considered as a continued exhibit space.
- **Entrance Experience** – There was a preference for visitors being greeted by a person when entering the Museum. It was also noted that the entrance sets the tone for the experience and can help visitors transition and prepare for the content they will encounter.
- **Space for Pause and Reflection** – Participants favored a place for quiet reflection given the heavy nature of the exhibit content.
- **Media vs Exhibit** – There was a preference for more straightforward exhibit space over media/film presentations.
- **Public Talks and Programs** – Space to support public talks and programs was preferred over providing space for genealogical research. It was also noted that other sites operated by the OHA could host potential programs related to 1315 Duke Street, leaving more space at the Museum for exhibits.
- **Bold Exhibits** – The tone and character of the exhibits should be bold.
- **Building Limitations** – When visiting the building, participants noted that the space available for exhibits and visitor experience is limited, which will limit the stories that can be told.
- **Visitor Flow** – While on the building tour, participants noted the challenge of visitor flow from front to back and floor to floor. The restrooms and elevator block visibility. The skylight bump-outs at the 1985 Addition curtail much needed floor space.
- **Connectivity to Bigger Story** – Exhibits should support the importance of the site and also how it connects to a bigger national story.

STAKEHOLDER ENGAGEMENT WORKSHOP 2

Key highlights from Workshop 2 for consideration were as follows:

- **Two Entrances** – Given that the south façade will be restored to the Period of Significance per recommendation of the HSR, could the restoration of the central entrance provide an interpretive moment related to how business participants entered the building versus residents?
- **East Alley Use** – Could the east alley be integrated into a re-envisioning of entry sequence to maximize interpretation of the site?
- **Extending the Interpretive Story Outside** – As an extension of incorporating the East Alley into the Visitor Experience, could the West Alley and Parking Area extend the interpretive experience?
- **Changing Exhibit in Basement** – Through the interpretive mapping exercise, several groups highlighted the Basement as an opportunity for a changing exhibit.
- **Historic Local Institutional Support** – In the discussion of site connectivity, a suggestion was made to highlight how local institutions such as banks and transportation were complicit in the slave trade.
- **Connectivity to Other Alexandria Sites** – It is important to connect the 1315 Duke Street visitor to the other OHA sites relevant to African American history in Alexandria while not duplicating what they offer.
- **Top to Bottom vs Bottom to Top Flow** – The interpretive mapping had people thinking about whether the visitor should start at the Basement and circulate up to the top or visit the site in reverse by starting at the top and circulating down to conclude in either a contemplative space or changing exhibit space in the Basement. There was a preference for the latter.
- **Roof** – Some participants suggested that if the flow went from bottom to top that a rooftop experience might be interesting.
- **Space for Pause and Reflection** – Given the weight of the content being discussed for the exhibit, many participants voiced an interest in a space for pause and reflection.
- **Hope** – Many participants commented on the interest in making sure that while the truth is told about the site and its place in history, the visitor should leave with some sense of hope.
- **Legacy** – The Legacy of Slavery was one of the several themes that participants were asked to consider. It was interesting to observe that some groups placed this theme at the end of the interpretive sequence while some groups suggested it should be sprinkled throughout and highlighted amongst each theme.
- **Importance of Site** – Most groups placed the theme of the Importance of Site on the Basement or First Floor to ground the visitor at the beginning of their visit.

STAKEHOLDER ENGAGEMENT WORKSHOP 3

Key highlights from Workshop 3 for consideration were as follows:

- **Mission Statement** – After reviewing mission statements from other institutions as well as the OHA current mission statement, the Stakeholder Groups discussed and edited the options presented. A sampling of the mission statement drafts that were developed by these groups are as follows:

Sample 1

At (Name of Museum) Black lives are essential. Here the history of the American Domestic Slave Trade – its brutality as evidenced through family separation, physical violence, sexual exploitation, and denial of human rights – are shared accurately. Fundamental to interpreting this history is the museum building at 1315 Duke Street. Through preservation of this site, one of the few living links to the Domestic Slave Trade, we educate visitors and call people to action. By advancing research, curating exhibits, and promoting genealogical inquiry, the Museum strives to be a catalyst for change and a space for reflection.

Sample 2

At (Name of Museum) we...

- *Acknowledge America's historical narrative as we seek to restore the humanity of the enslaved and elevate their stories.*
- *Recognize the Power of Place to educate the public through the preservation of this building, a direct historic link to the trauma of the Domestic Slave Trade.*
- *Confront the injustices and use this site as a catalyst to create a more equitable union and global citizenship.*
- *Advance knowledge of the past on the brutality of slavery as evidenced through family separation, physical violence, sexual exploitation, and a denial of fundamental human rights.*
- *Reflect on this legacy creatively and without prejudice that propels our community forward.*

Sample 3

Fundamental to understanding the continuing racial injustice in America is an understanding of the brutality and humanity of the Slave Trade. This building is one of the few extant links to the local and national history of the Domestic Slave Trade,

and the place where the story of this stain on our history is told accurately and in remembrance of the pain and suffering inflicted upon the ancestors of millions of our fellow Americans.

Based on the feedback received from the Stakeholders, SmithGroup and OHA staff recommend the following Mission Statement:

At (name of Museum) we...

- *Seek to give voice to and honor the humanity of enslaved people trafficked through the site and elevate their stories within Alexandria and our nation's historical narrative.*
- *Recognize the Power of Place through the preservation of this site, a direct historic link of the trauma of the Domestic Slave Trade.*
- *Confront the legacies of slavery and use this site as a catalyst to create a more perfect union.*
- *Acknowledge that Black Lives Matter, in the past, the present, and into the future.*
- **Naming Exercise** – The Stakeholders, in a robust conversation about the future name for 1315 Duke Street, were expressive of its history and future use. A few conversation highlights were as follows:
 - **Freedom House** – The groups were conflicted about keeping Freedom House in the name of the museum moving forward. Some felt the legacy and recognition of the name was important while others felt it was confusing.
 - **Slave Pen** – There was interest in calling out what the site was in the name.
 - **Clarity of Name** – Many voiced interest in making sure the name was clear as to the purpose of the site and its history.
 - **Wall Tracing Previous Site & Building Names** – Part of the exercise included reviewing a list of previous business and site names. Participants thought that highlighting that on the interior would be interesting for the visitors.

While there was no clear consensus on the name for the Museum that resulted from the stakeholder engagement, it was clear that the name should reflect the use of the site as a slave pen and warehouse from which thousands of enslaved men, women, and children were trafficked to the

deep South. With this in mind, two potential names should be considered:

- The Alexandria Slave Pen Museum
- Freedom House at 1315 Duke Street
- **Interpretive Layouts** – The Proun Team presented two options for how a visitor might move through the building and experience different exhibit modalities.

Option 1

First Floor - The first option begins the journey on the First Floor with exhibits that ground the visitor in the history of the site. Didactic exhibits and media put the business of the site in the context of the Domestic Slave Trade and provide dramatic insight into the sordid business of trading human beings.

Second Floor - The Second Floor continues this interpretation with media and interactive exhibits, including explaining how Alexandria's location was ideal for this type of business and how individuals caught up in this web fought and resisted. Areas for reflection are interspersed throughout.

Third Floor - The focus of the exhibits shifts to more contemporary issues on the Third Floor, exploring the legacy of slavery through immersive media and artistic exhibits.

Basement - The final gallery in the Basement provides an area for reflection and changing exhibits on contemporary topics such as mass incarceration and immigration.

Option 2

The second option incorporates much of the same concept as Option 1 but pairs historic interpretation on every level with contemporary analogies that address the legacy of the slave trade and slavery. In this scenario, visitors begin their journey on the First Floor and then are directed to the Basement where they are immersed in an emotional media experience. The exhibits on the Second and Third Floors continue to address historic and contemporary issues through didactic, interactive, and media-based experiences as well as artistic treatments.

Discussion Takeaways:

- **Legacy of Slavery – Contemporary vs Historic** – There was a difference of opinion regarding how much contemporary issues relating to the legacy of slavery should be integrated into the historic interpretation. Per input from the teachers participating, students were more comfortable talking about the present or contemporary issues.
- **Basement Use** - The Basement should be a space of contemplation or a changing exhibit.
- **Alternate Routes for Students** - An alternate pathway for students should potentially be considered given the disturbing exhibit content.
- **Slavery and Incarceration** – The exhibits should connect the dots between slavery and modern incarceration, Reconstruction, black codes, lynchings, segregation, and the Civil Rights Movement.
- **Names on the Wall** – Seeing the scale of the slave trade as it relates to human lives is powerful. Seeing names and ages of those impacted by the slave trade will have impact.
- **Use of North Stair** – The small spaces on each floor will require planning for group circulation. Using the North Stair in conjunction with the south stair to provide a vertical and clockwise circulation would be a good approach.
- **Reflection Spaces** – Spaces for reflecting are important given the triggering nature of the exhibit content.
- **Exterior Walkways and Alleys** – Are there ways to take advantage of those spaces to extend the interpretive experience?
- **Family Devastation** – It's important to convey the impact the slave trade had on families.
- **Smart Phone Use** – Considered how QR codes can extend the impact of the exhibit experience with augmented videos and interpretive content.



SECTION 4.0

RECOMMENDATIONS

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4.0 RECOMMENDATIONS

4.1 VISITOR EXPERIENCE

Based on the Stakeholder Engagement input and the SmithGroup and Proun analysis of the existing building and its exhibits, a collective set of ideas are recommended that will improve the visitor experience at 1315 Duke Street.

Welcoming Entry – It is important that visitors feel welcome when they enter. The reception area needs to be designed to allow for greeting and orientation. Per the Stakeholder Engagement input, the Museum should continue to have a staff person greet visitors and orient them.

Accessibility – Providing universal accessibility was deemed by the Stakeholders to be very important for visitors. Therefore, efforts should be made to improve accessibility at the front entrance and to ensure that visitors can easily access as many levels of the building as possible, including the Basement.

Visitor Flow – Per the Stakeholder Engagement input, the way a visitor currently circulates within the building to experience exhibits is not intuitive and is disconnected by existing building components such as the elevator and restroom core. Having only one stair and the elevator to circulate up to exhibits on the Second and Third Floors is limiting. Opening up the floor layouts on the First, Second, and Third Floors would improve the Visitor Experience.

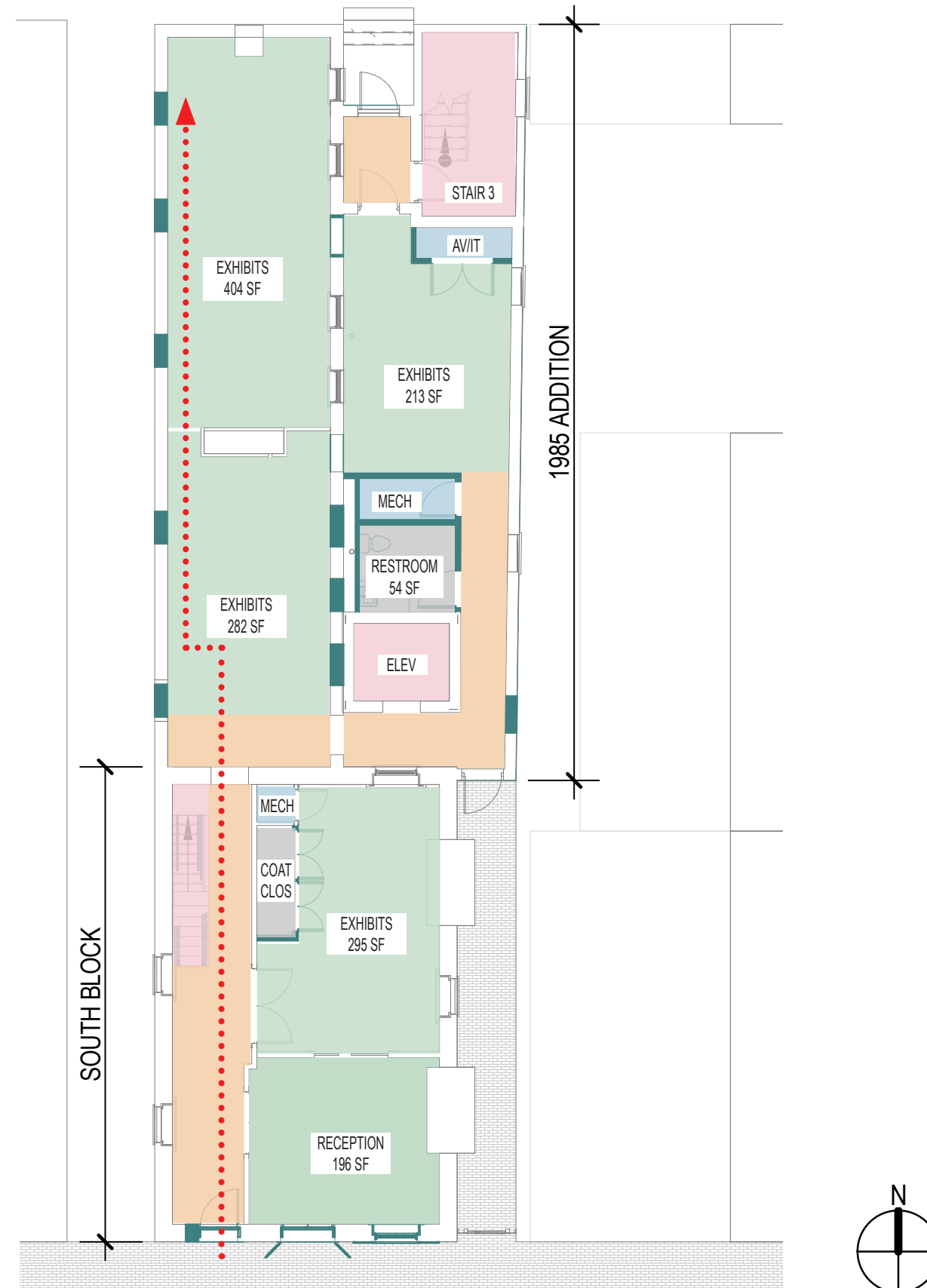


Figure 4.1: Diagram Showing Opened Up Floor Plan and Improved Visitor Flow on First Floor

4.2 BUILDING ALTERATIONS

Pause and Reflection – Given the heavy content of the exhibit materials, the Stakeholders strongly supported making sure that a space for pause and reflection was provided within the exhibit space to reflect upon the content and to process the emotions that it might trigger. This space of pause is recommended to be located at the end of the Visitor’s Experience and could potentially be located in the Basement.

Exhibit Content – The exhibit content should focus on students, residents, tourists, and cultural heritage visitors. The recommended flow of exhibit content for the First Floor is: The Business of Slavery, the Timeline of the Building and Site, and Personal Stories and Names. The Second Floor would cover why the business of slavery took root in Alexandria, provide a space for Conversation and Contemplation, and highlight Fighting for Freedom. The Third Floor would give a broader context of the Web of Slavery and convey the path from Slavery to Freedom. The Basement, as a last stop, would provide a space for Reflection and Contemplation and small Media Room for sharing personal stories.

Understanding Context – The building is an important extant reminder of a tragic history that relates to this site’s involvement in the slave trade. However, other than the building, very little on site remains from the Period of Significance when the larger site was an epicenter of the domestic slave trade within this region. As a result, it is recommended that additional interpretive opportunities outside of the building should be considered. This could be designed in the pedestrian alley or the rear parking area of the site to extend the interpretive narrative and Visitor’s Experience.

As has been described previously in this report, the SmithGroup team developed a future space needs program with the OHA, identified building deficiencies, and revisited the HSR historic preservation zones and recommendations. This information was taken into consideration along with the input from the Stakeholder Engagement sessions to develop a phased approach for the rehabilitation/ renovation of the existing building to better meet museum needs.

The phased recommendations place a strong emphasis on prioritizing universal accessibility. The SmithGroup team recognizes the importance of ensuring that the building is accessible to all visitors and staff, regardless of their physical abilities. This commitment to universal accessibility is woven into the development of the space program, where considerations were made for wheelchair access, ramps, elevators, and other necessary accommodations to create an inclusive environment.

The building alterations to 1315 Duke Street have been recommended in phases as a strategy for supporting adequate time for fundraising, agency approvals, and implementation. This phased approach offers a systematic implementation of the proposed interventions while trying to minimize disruptions of the museum operations. There are efficiencies in trying to group interior work together to both minimize museum closure time and maximize use of a contractor on site.

PHASE 1 – IMMEDIATE RENOVATIONS

The Phase 1 work should be implemented immediately and would address needed existing building envelope repairs and recommendations for returning the south elevation to its appearance during the Period of Significance per the photographs and recommendations from the HSR. This work would include the following:

- **Masonry Repairs** – Localized repointing and repairs at windowsills, chimneys, and structural cracks on all historic elevations.
- **Windows and Doors** – Infill of openings added after the Period of Significance or believed to have been infilled during the Period of Significance and restoration/ replacement of the surrounds to match the historic materials.
- **Wood Siding** – Restoration of existing wood siding on the North Block and replacement of wood siding on the 1985 Addition.
- **Repainting** – Repainting of all exterior walls and trim except the unpainted portion of the 1985 Addition masonry.
- **Skylights at 1985 Addition** – Repairing of existing skylights to prevent further water infiltration.
- **Drainage** – Repairs to existing roof drains and surface drains to prevent water infiltration.
- **South Elevation** – Restoration to its original appearance during Period of Significance inclusive of modifying windows and openings, installing new door opening, and installing new shutters.
- **South Block Roof** – Return to the appearance of the original side-gable slate roof, retaining the existing Fourth Floor north-facing offices and associated dormers.



Figure 4.2: Phase 1 Diagram Showing Restored South Elevation to Period of Significance

PHASE 2 – BUILDING ALTERATIONS TO IMPROVE VISITOR EXPERIENCE & ACCESSIBILITY

Phase 2 recommendations focus on improving visitor flow within the existing museum building, and addressing the accessibility challenges that were previously identified in Section 2.3, Building Limitations & Challenges, and upgrading spaces to address current space needs. These Phase 2 recommendations also address upgrading mechanical, plumbing, and electrical systems where they are impacted by changes to improve the Visitor Experience.

OPTION 1 – SECOND FLOOR ACCESSIBILITY

Option 1 addresses the issue at the Second Floor stair landing where there is currently one riser that separates the South Block spaces from the rest of the Second Floor.

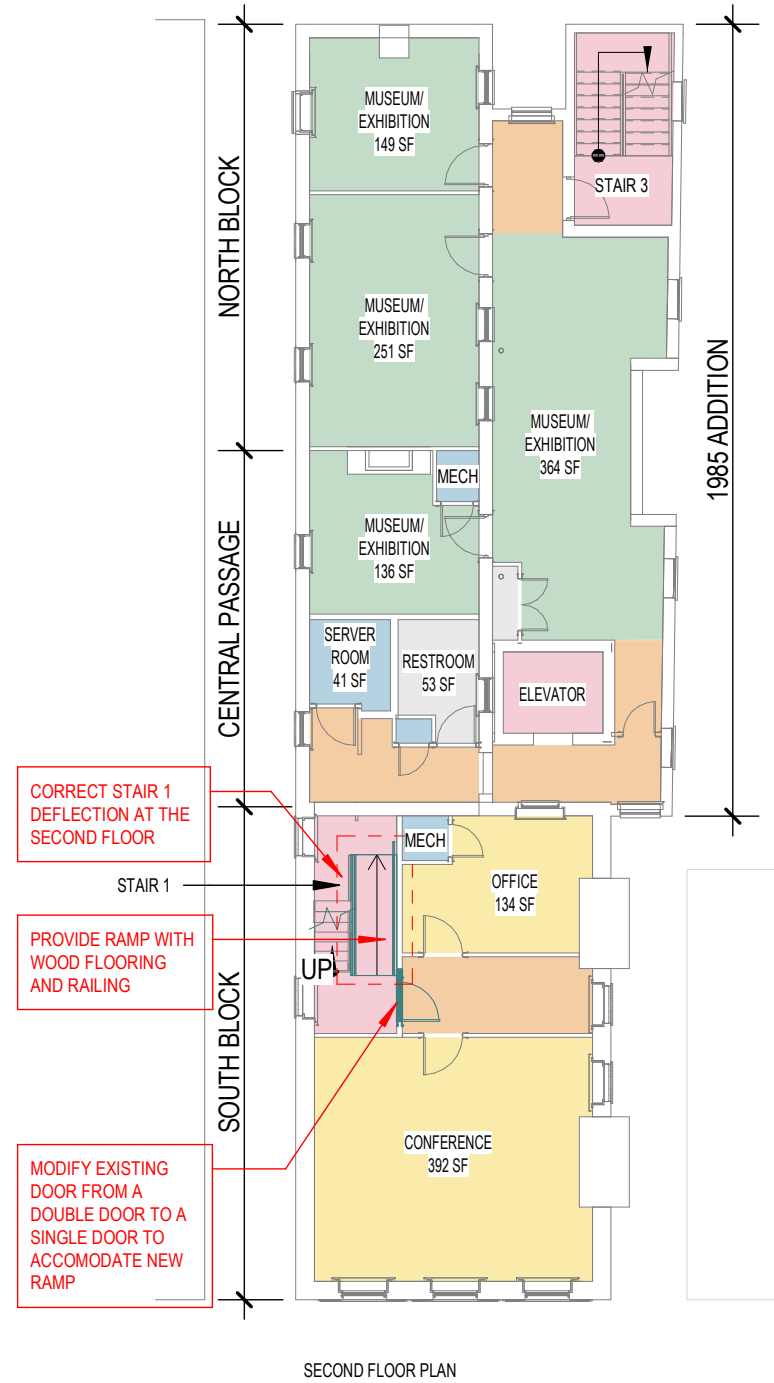
- **Accessible Ramp** – Provide a new ramp and railings that would mitigate the 7" height difference between the South Block and the Central Passage.
- **Structural Repairs** – Correct Stair 1 deflection at the Second Floor while introducing the new ramp.

PROPOSED WORK LEGEND

- PROPOSED WORK
- EXISTING TO REMAIN

PROGRAM & OCCUPANCY USE LEGEND

- MUSEUM/ EXHIBITION
- MULTIPURPOSE
- OFFICE/ BUSINESS
- STAIR/ ELEVATOR
- VESTIBULE/ CORRIDOR
- MECHANICAL/ELECTRICAL/ TECHNOLOGY
- RESTROOM/ STORAGE



GRAPHIC SCALE: 1/16" = 1'-0"

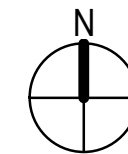
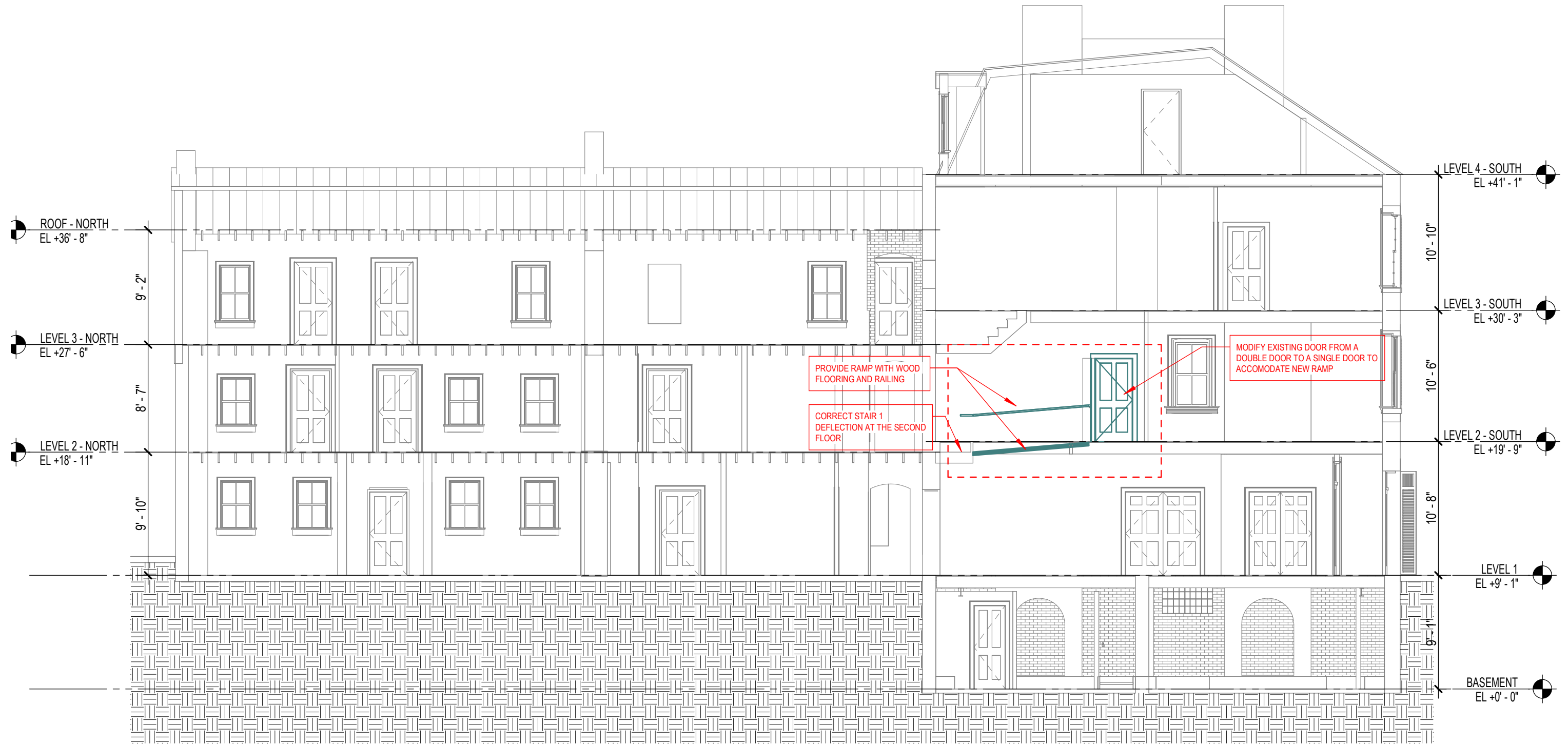


Figure 4.3: Phase 2 Option 1 - Building Alterations Plan



PROPOSED WORK LEGEND

- PROPOSED WORK
- EXISTING TO REMAIN

Figure 4.4: Phase 2 Option 1 - Building Alterations Section

OPTION 2 – IMPROVE VISITOR FLOW / IMPROVE INTERIOR SPACES

As was previously identified, the existing Museum has visitor flow issues on the First, Second, and Third Floors due to the existing location of the restrooms installed in the 1985 renovation which block visibility and direct circulation from the front of the building to the back. An existing stacked skylight carved into the floor plate of the 1985 Addition limits exhibit floor space on the Second and Third Floors and interrupts flow. One of the two existing stairs is not fully code compliant and has structural issues. The existing office space requires upgrades to better accommodate onsite staff that will support the Museum.

- **Main Entrance Accessibility** – Provide power-assist hardware for exterior double doors and interior vestibule door to improve accessibility at main entrance.
- **Relocate Restrooms** – Relocate the existing restrooms to provide one single-use restroom on every floor directly adjacent to the existing elevator. This adjustment will open up the floor plan so that it will be clearer to the visitor as to how they are to circulate within the building from front to back. It also allows for the revealing of more of the historic masonry walls, so visitors get a better sense of the South Block, Central Passage, and North Block. New closets adjacent to these bathrooms will help to consolidate services so that smaller mechanical closets are no longer located in prime exhibit spaces.
- **Infill Skylights** – Infill the floor area on the Second and Third Floors in the 1985 Addition that is dedicated to the stepped skylight. This infill will increase the floor area that can be used for exhibit space and eliminate the chronic leaking problems that have occurred at these skylights over time. This work will require structural infill to the existing floor structure as well as modification to the 1985 Addition exterior masonry, wood siding, and roofing.
- **South Stair Upgrades** – Replace the south stairs from the Third to Fourth Floors to provide a more code-compliant south egress and better access for staff to the Fourth Floor. To implement this the Fourth Floor structure will need to be modified. Additionally, moving this stair would preclude having the north side of the South Block roofing being returned to its Period of Significance gable appearance. However, it would significantly improve Fourth Floor access and open the remainder of that floor area for open office use.
- **Exhibit Improvements** – Provide new flexible exhibit lighting in all exhibit spaces to support future exhibits. Provide associated controls with this lighting.
- **North Stair Upgrades** – Provide upgraded finishes and lighting to the North Stair so that it is perceived as being part of the visitor experience, not just an egress stair.
- **Multi-Purpose Room** – Renovate the Second Floor space in the South Block to accommodate a large gathering space/multi-purpose room with integral storage that can support hosting education events and gatherings.
- **Kitchenette** – Provide a small, enclosed kitchenette on the Third Floor for staff use.
- **Office Improvements** – Renovate offices on the Third and Fourth Floors in the South Block to accommodate the OHA full-time and part-time staff.
- **Basement Exhibit** – Provide a limited basement exhibit as it will be accessed by stairs only.
- **Mechanical Upgrades** – Consolidate mechanical units in the Basement and roof and utilize new shafts adjacent to new restrooms to run centralized ductwork for distribution, therefore eliminating some of the mechanical closets. Rerouting of ductwork will need to be carefully considered.
- **IT Closets** – Introduce closets adjacent to the existing north stairs on every floor to support more centralized equipment and wiring for future exhibit support.
- **Wall Removal** – Remove select interior wall partitions that have been coordinated with the Historic Preservation Zones to increase interior exhibit flow.
- **Lighting and Sprinkler Adjustments** – The relocation of the restrooms will require repairs to the ceiling, revised exhibit lighting, and sprinkler adjustments.
- **Address Miscellaneous Items Recommend in HSR** – Provide mechanical system controls and monitoring. Replace the domestic hot water heater, and correct the waste vent routing and fire sprinkler spacing.
- **Electrical Panel Code Issues** – While upgrading the Basement the layout and exhibits, the consolidation of electrical panels, and providing code required enclosures and clearances should be addressed.

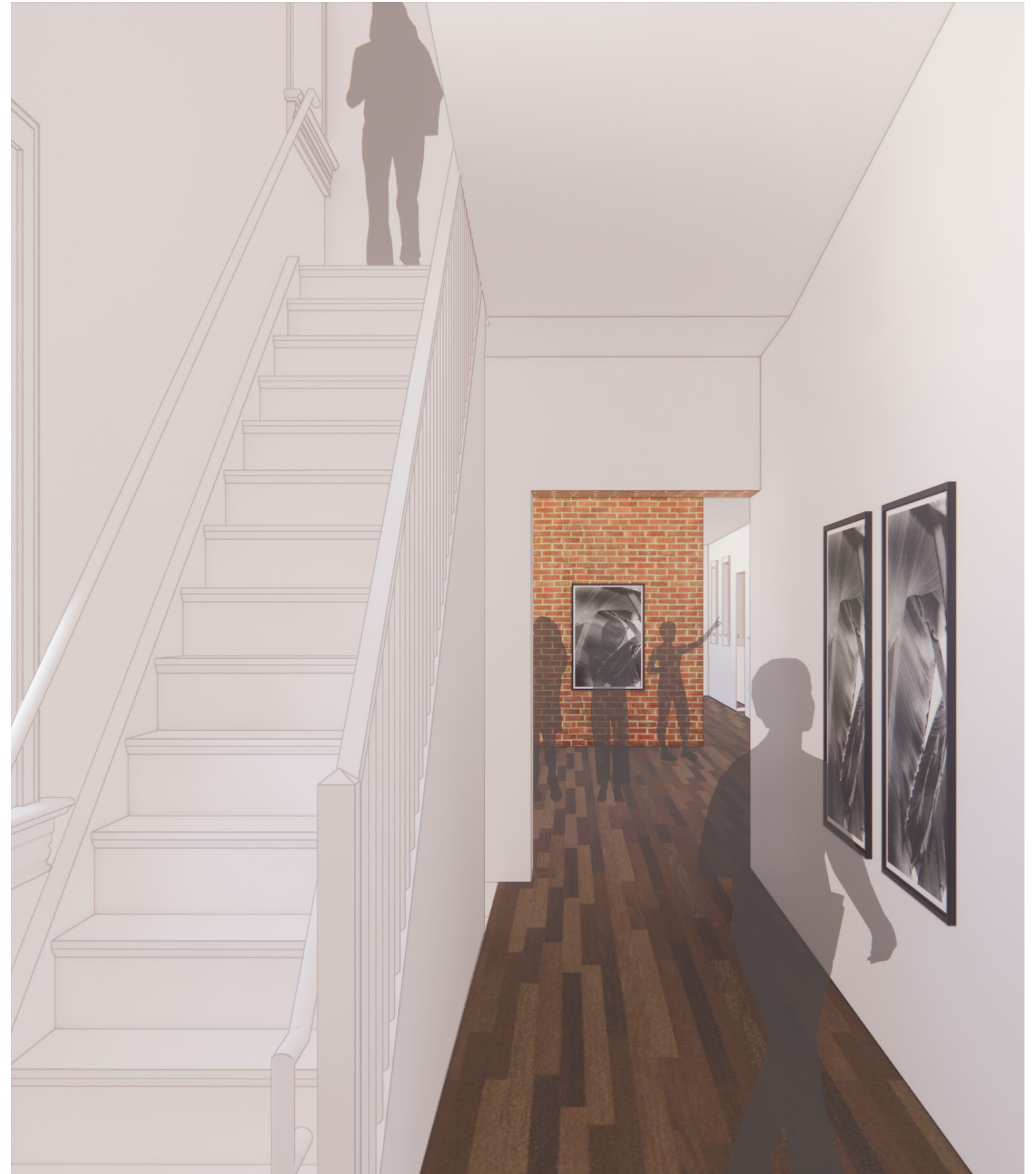


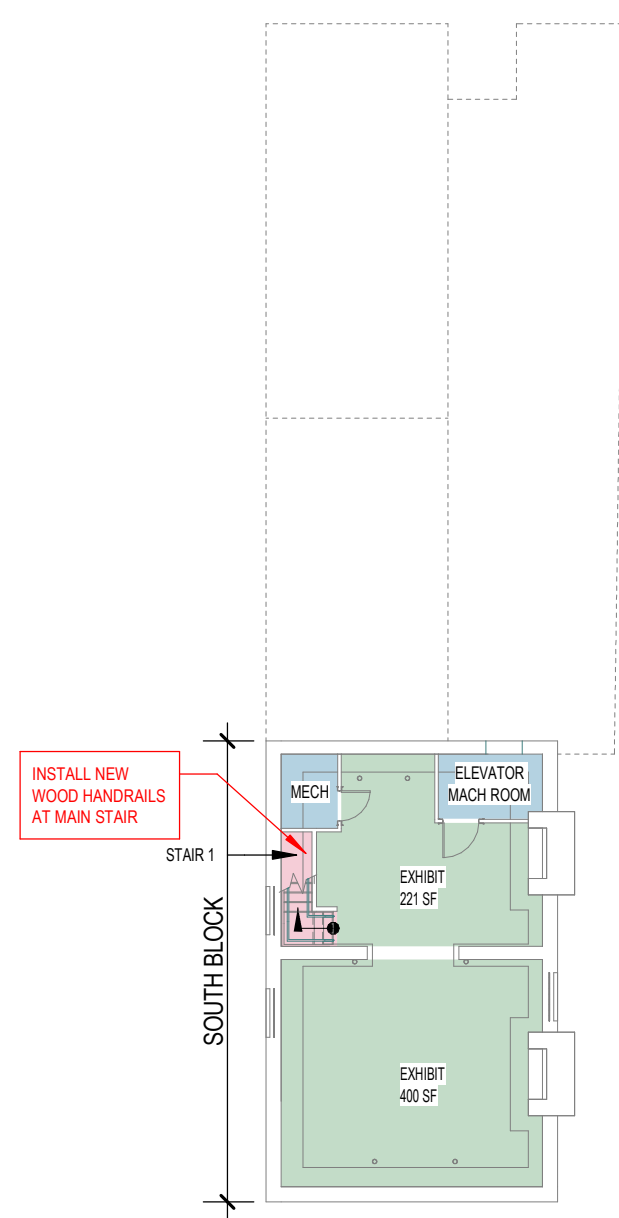
Figure 4.5: Phase 2 Option 2 – View of First Floor Opened Up to Improve Visitor Flow

PROPOSED WORK LEGEND

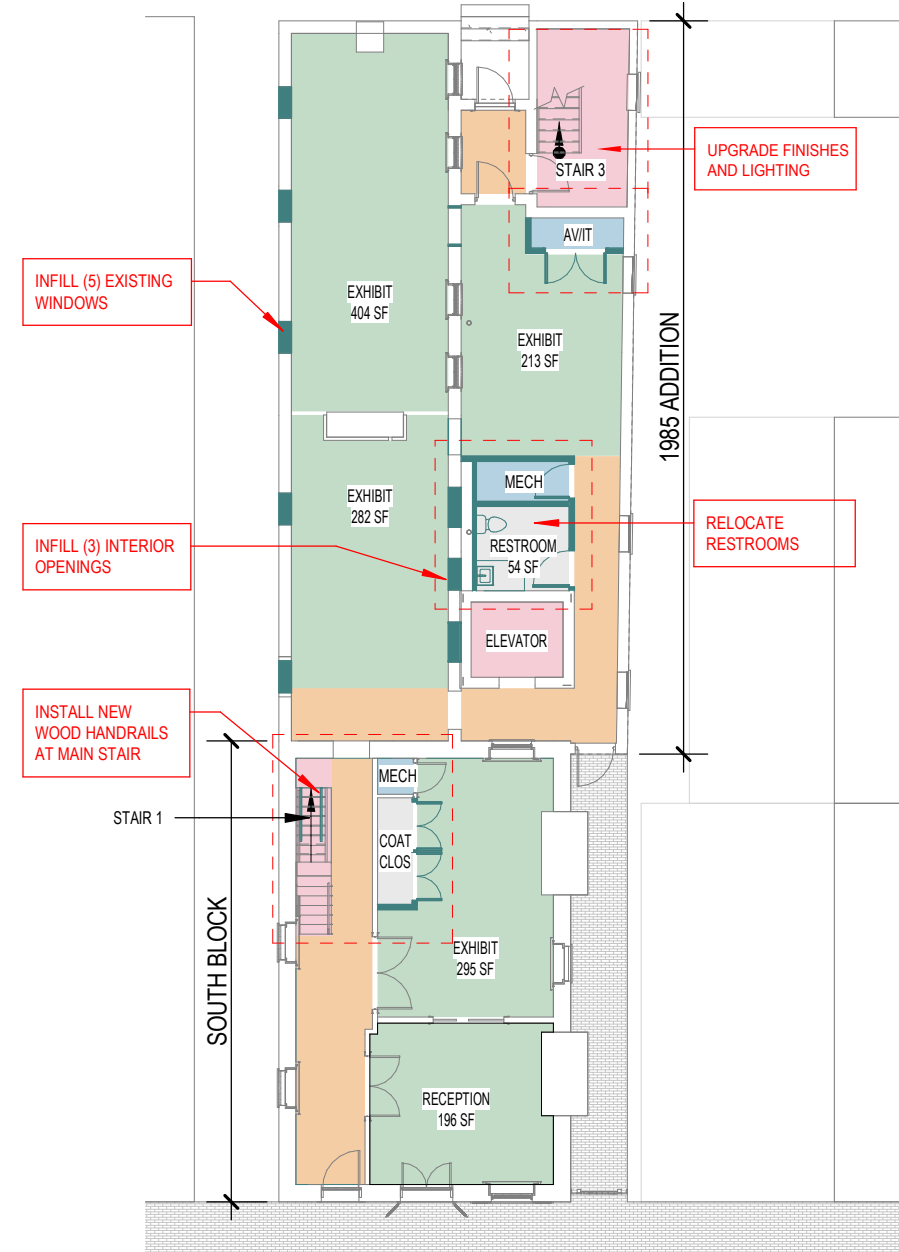
- PROPOSED WORK
- EXISTING TO REMAIN

PROGRAM & OCCUPANCY USE LEGEND

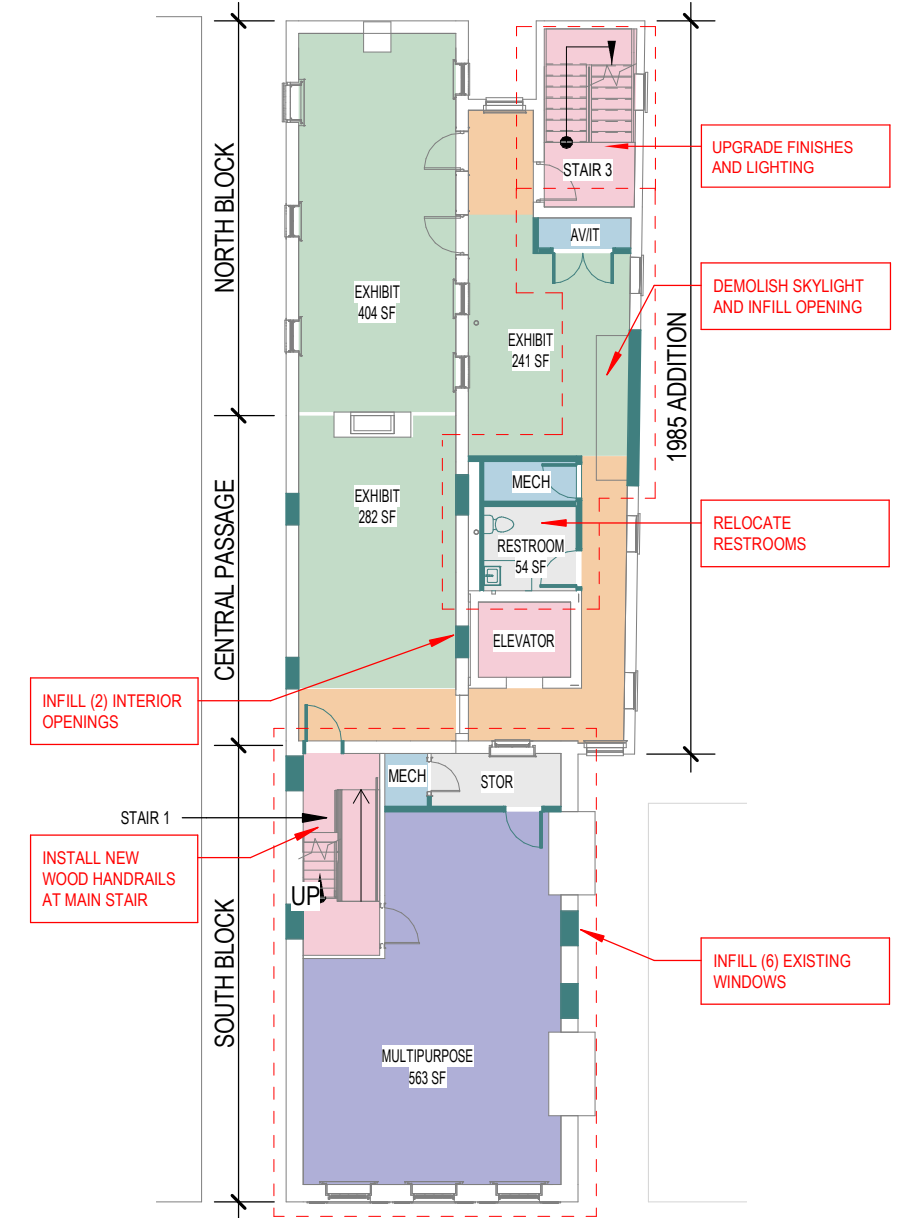
- MUSEUM/ EXHIBITION
- MULTIPURPOSE
- OFFICE/ BUSINESS
- STAIR/ ELEVATOR
- VESTIBULE/ CORRIDOR
- MECHANICAL/ELECTRICAL/ TECHNOLOGY
- RESTROOM/ STORAGE



BASEMENT FLOOR PLAN



FIRST FLOOR PLAN



SECOND FLOOR PLAN

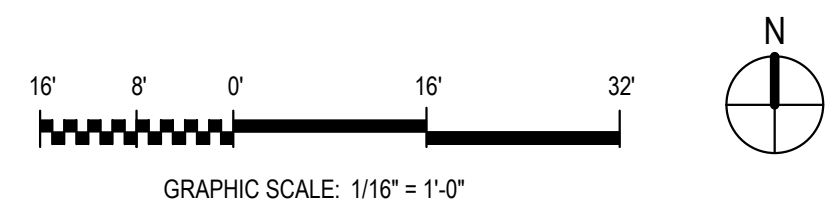


Figure 4.6: Phase 2 Option 2 - Highlights of Proposed Floor Plan Changes

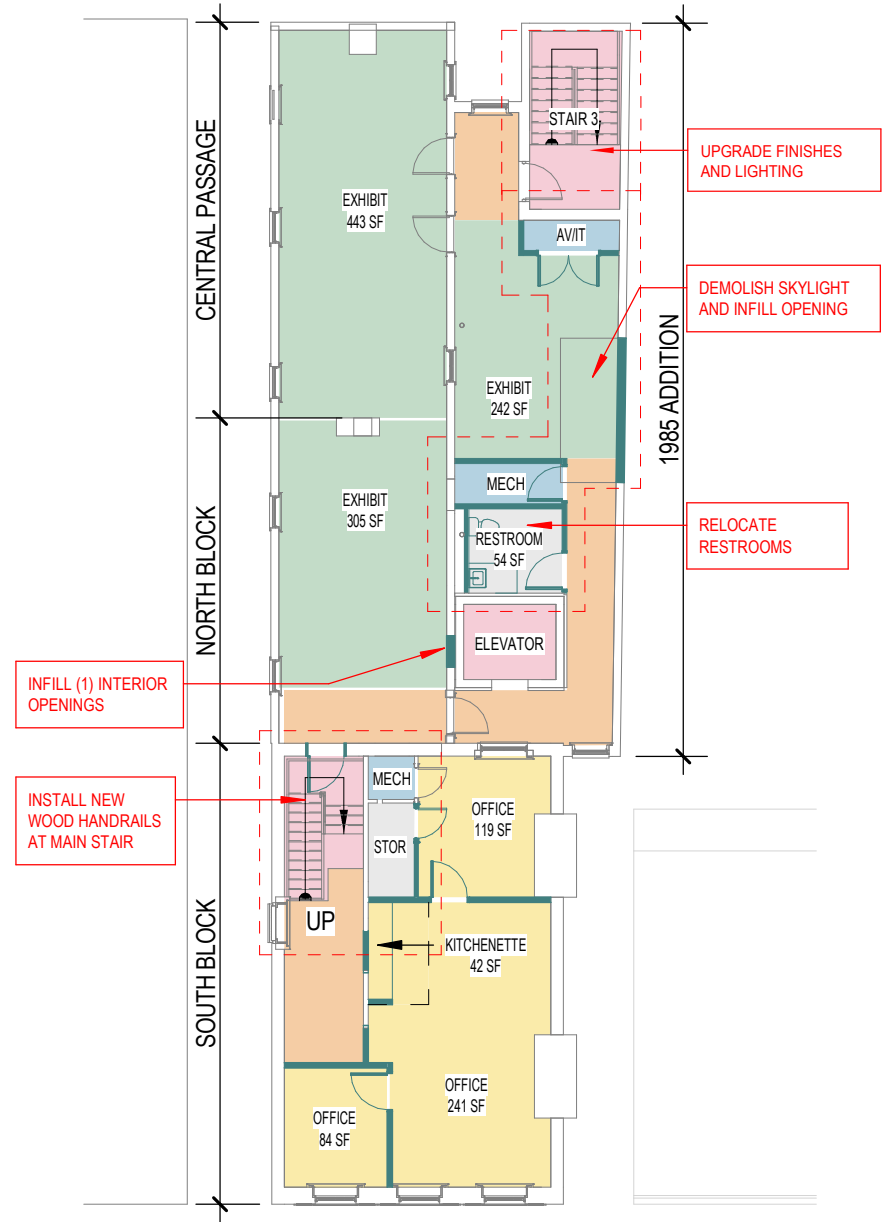
4.0 RECOMMENDATIONS

PROPOSED WORK LEGEND

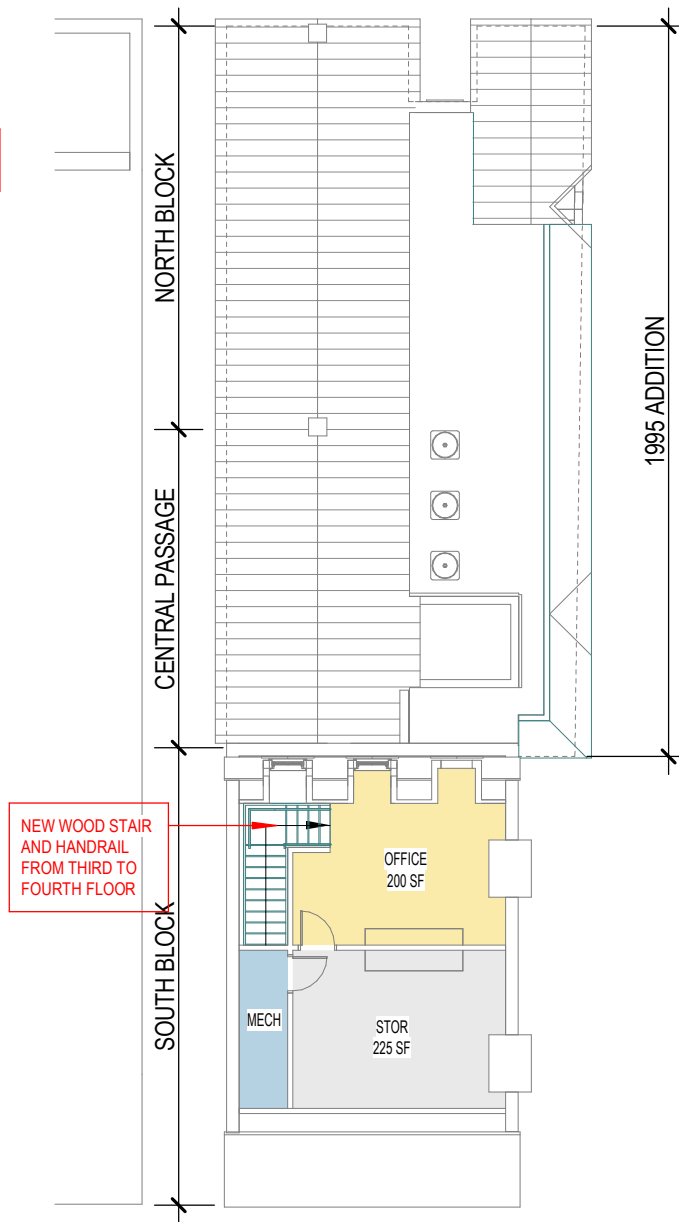
- PROPOSED WORK
- EXISTING TO REMAIN

PROGRAM & OCCUPANCY USE LEGEND

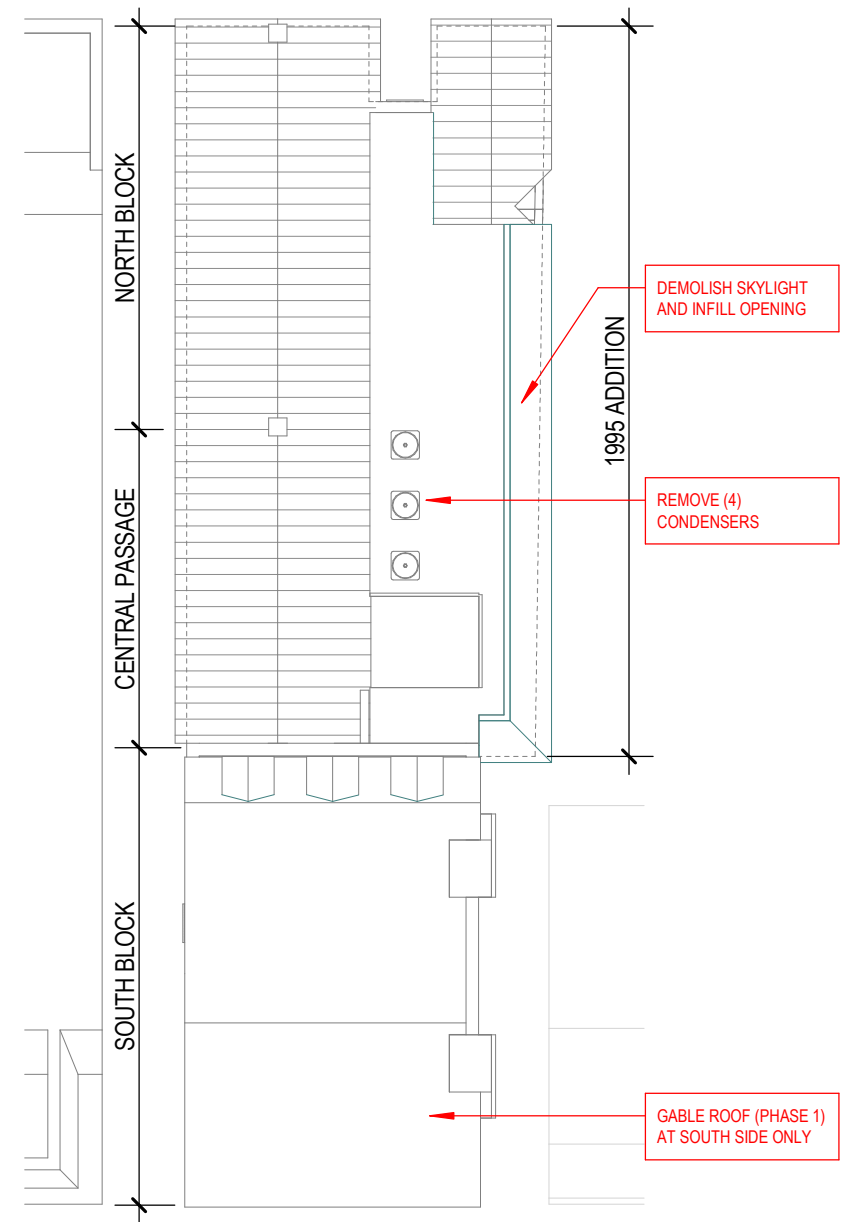
- MUSEUM/ EXHIBITION
- MULTIPURPOSE
- OFFICE/ BUSINESS
- STAIR/ ELEVATOR
- VESTIBULE/ CORRIDOR
- MECHANICAL/ELECTRICAL/ TECHNOLOGY
- RESTROOM/ STORAGE



THIRD FLOOR PLAN



FOURTH FLOOR PLAN



ROOF PLAN

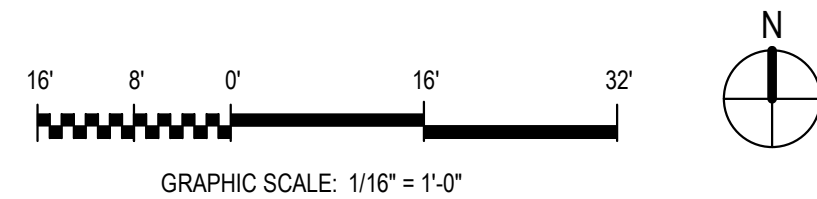
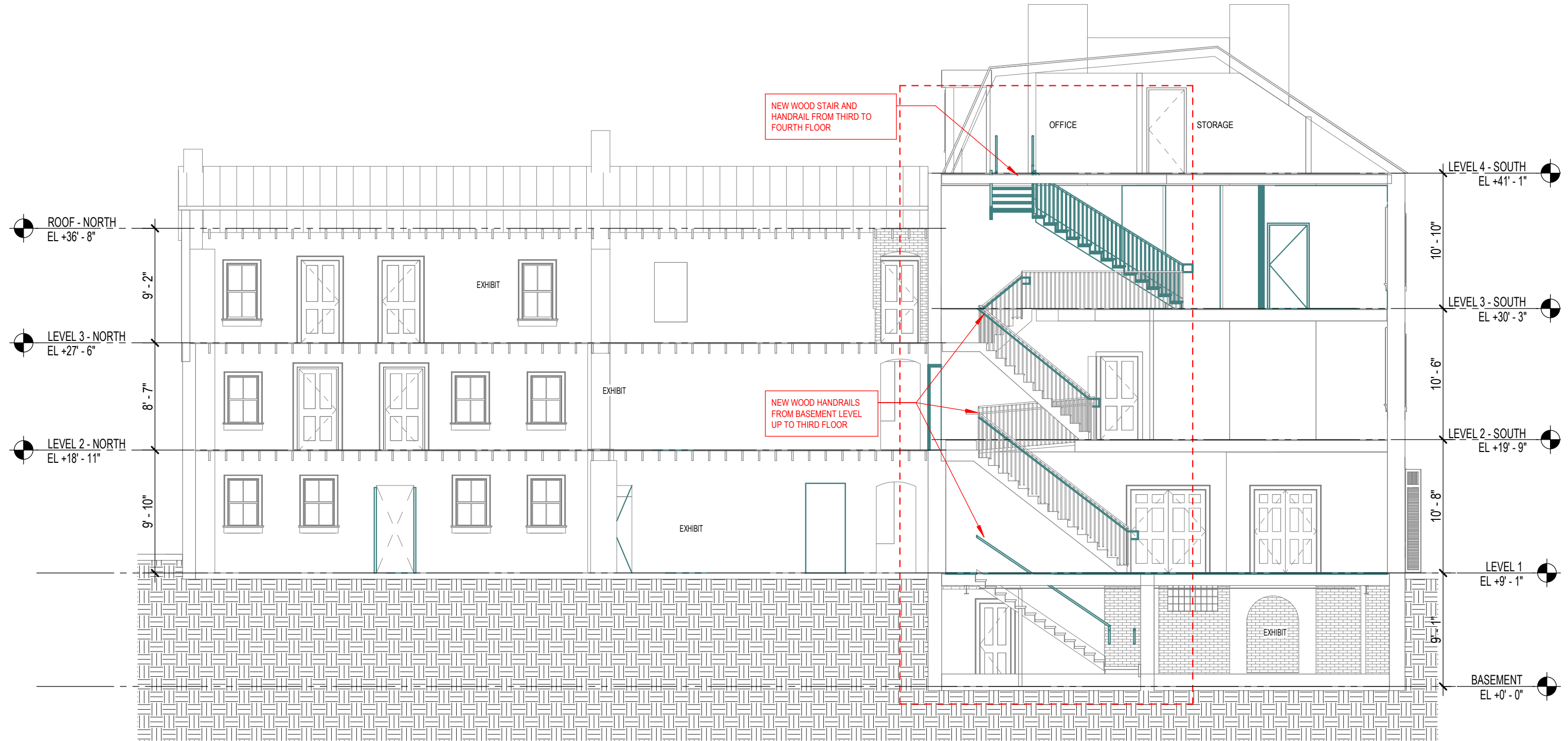


Figure 4.7: Phase 2 Option 2 - Highlights of Proposed Floor Plan Changes



BUILDING SECTION

PROPOSED WORK LEGEND

- PROPOSED WORK
- EXISTING TO REMAIN

Figure 4.8: Phase 2 Option 2 - Highlights of Proposed Changes in Section

OPTION 3 – BASEMENT ACCESSIBILITY

Currently the Basement of 1315 Duke Street is not accessible. Option 3 proposes extending the existing elevator to the Basement to address this.

- **Elevator to Basement** - Excavate down to extend existing elevator to the Basement.
- **Expanded Basement for New Mechanical Room** - Expand the excavation to allow for a new mechanical room and a relocated elevator machine room. This frees up the Basement for better exhibits and allows for a centralized mechanical system.
- **Structural Work** - A significant amount of excavation and underpinning would have to occur to be able to extend the elevator downward in its existing location.

While this Option addresses accessibility to the Basement, it does not address accessibility to the Fourth Floor or part of the Third Floor at the South Block.

It should be noted that to implement the extension of the elevator, additional archaeology will be required in and around the elevator impact areas that were once part of the Central Passage.

PROPOSED WORK LEGEND

- PROPOSED WORK
- EXISTING TO REMAIN

PROGRAM & OCCUPANCY USE LEGEND

- MUSEUM/ EXHIBITION
- MULTIPURPOSE
- OFFICE/ BUSINESS
- STAIR/ ELEVATOR
- VESTIBULE/ CORRIDOR
- MECHANICAL/ELECTRICAL/ TECHNOLOGY
- RESTROOM/ STORAGE

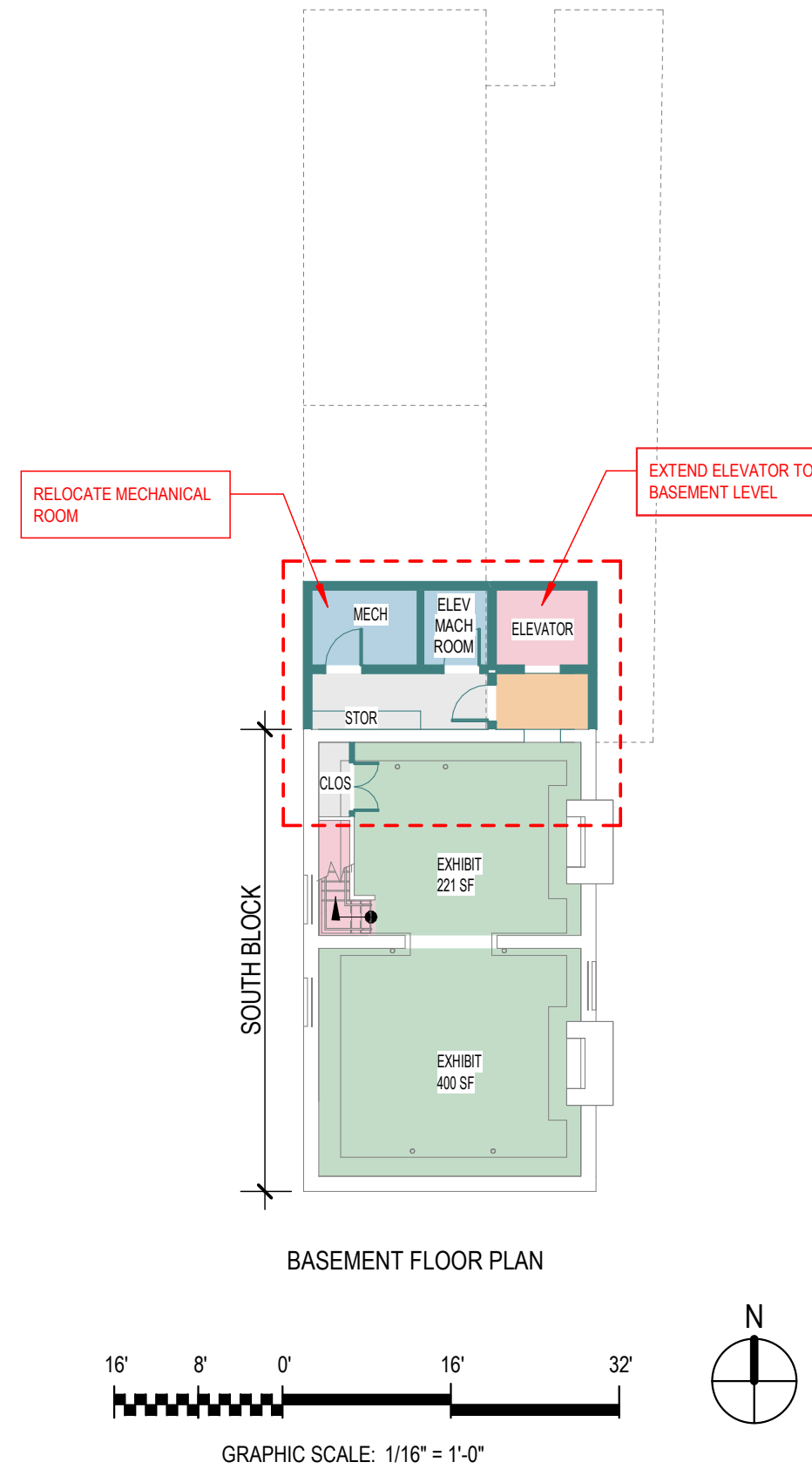
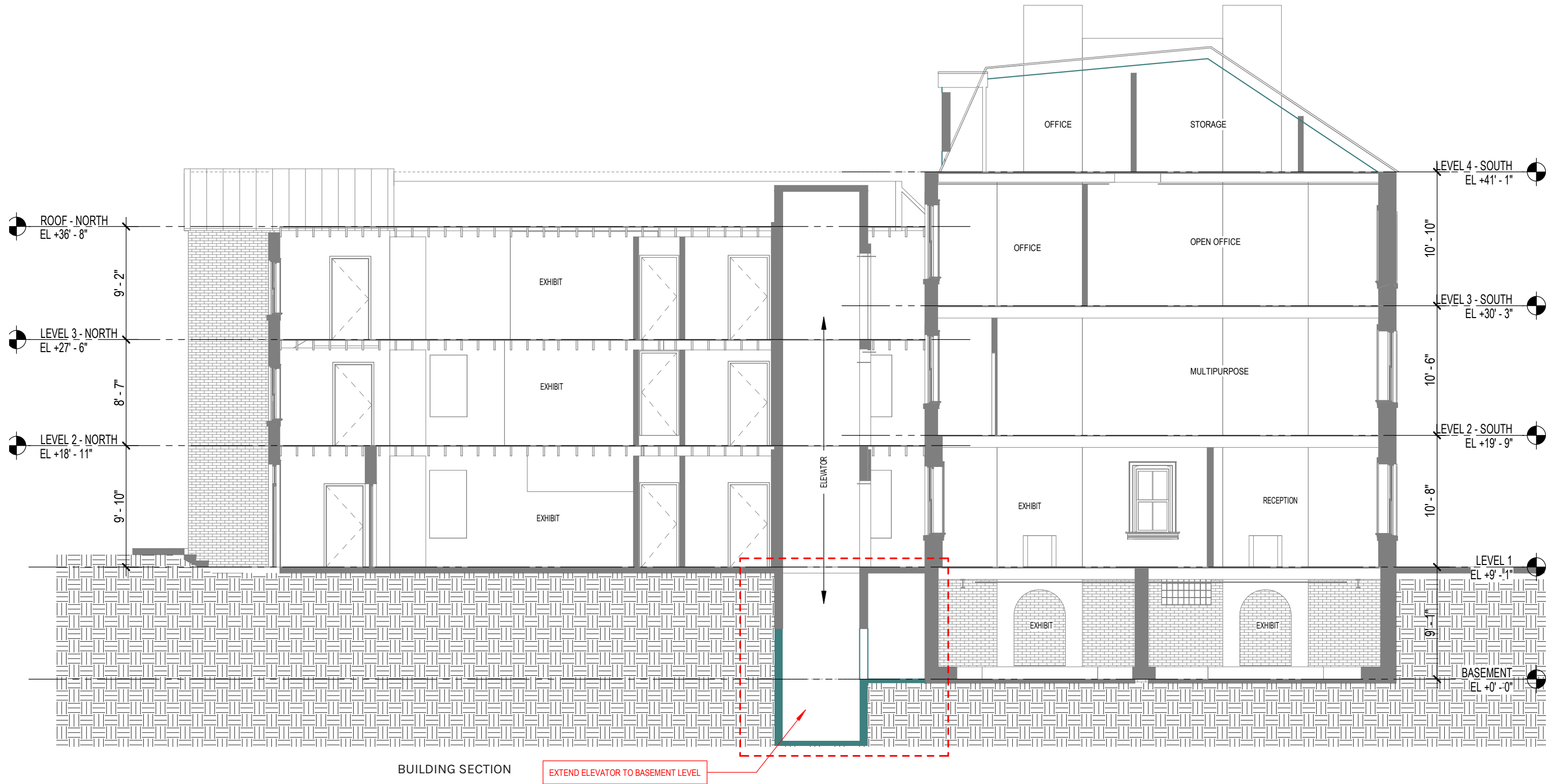


Figure 4.9: Phase 2 Option 3 - Highlights of Proposed Floor Plan Changes



PROPOSED WORK LEGEND

- PROPOSED WORK
- EXISTING TO REMAIN

Figure 4.10: Phase 2 Option 3 - Highlights of Proposed Changes in Section to Extend Elevator to Basement

OPTION 4 – 4TH FLOOR ACCESSIBILITY

Currently the Fourth Floor of the 1315 Duke Street South Block is not accessible. Option 4 proposes extending the existing elevator to the Fourth Floor to address this. This option would be coupled with Option 3.

- **Elevator to Fourth Floor** - Extend existing elevator to Fourth Floor in addition to extending elevator to Basement, giving universal accessibility to the office space on that floor and potential access to a future roof deck.
- **South Block North Roof** - Modify the north side of the existing mansard roof to accommodate a covered passage from the elevator to the Fourth Floor.

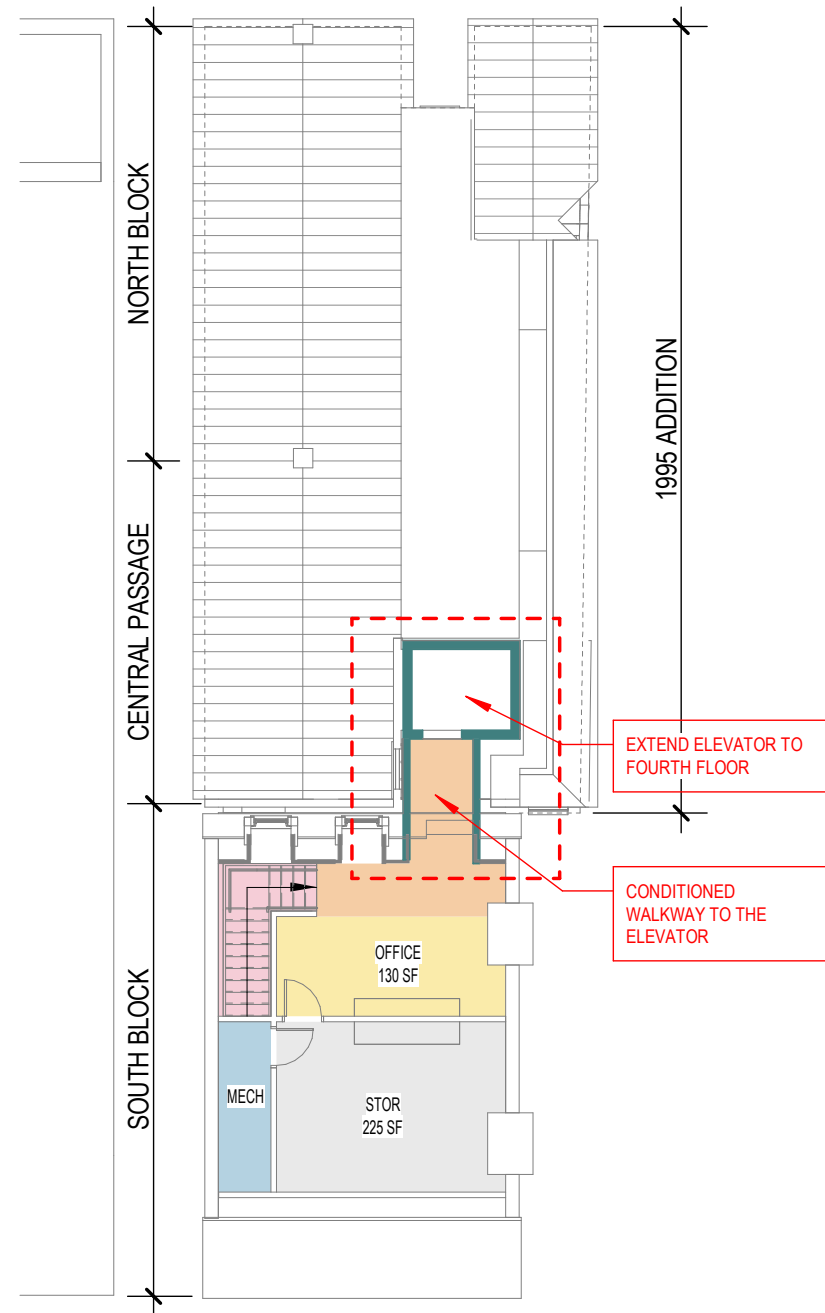
While this Option addresses accessibility to the Basement and Fourth Floor, it still leaves a portion of the Third Floor in the South Block inaccessible. This option may not be worth pursuing given the anticipated expense compared with the limited office space that would be made accessible. It would also have limited benefit if the roof deck discussed in Option 6 is not pursued.

PROPOSED WORK LEGEND

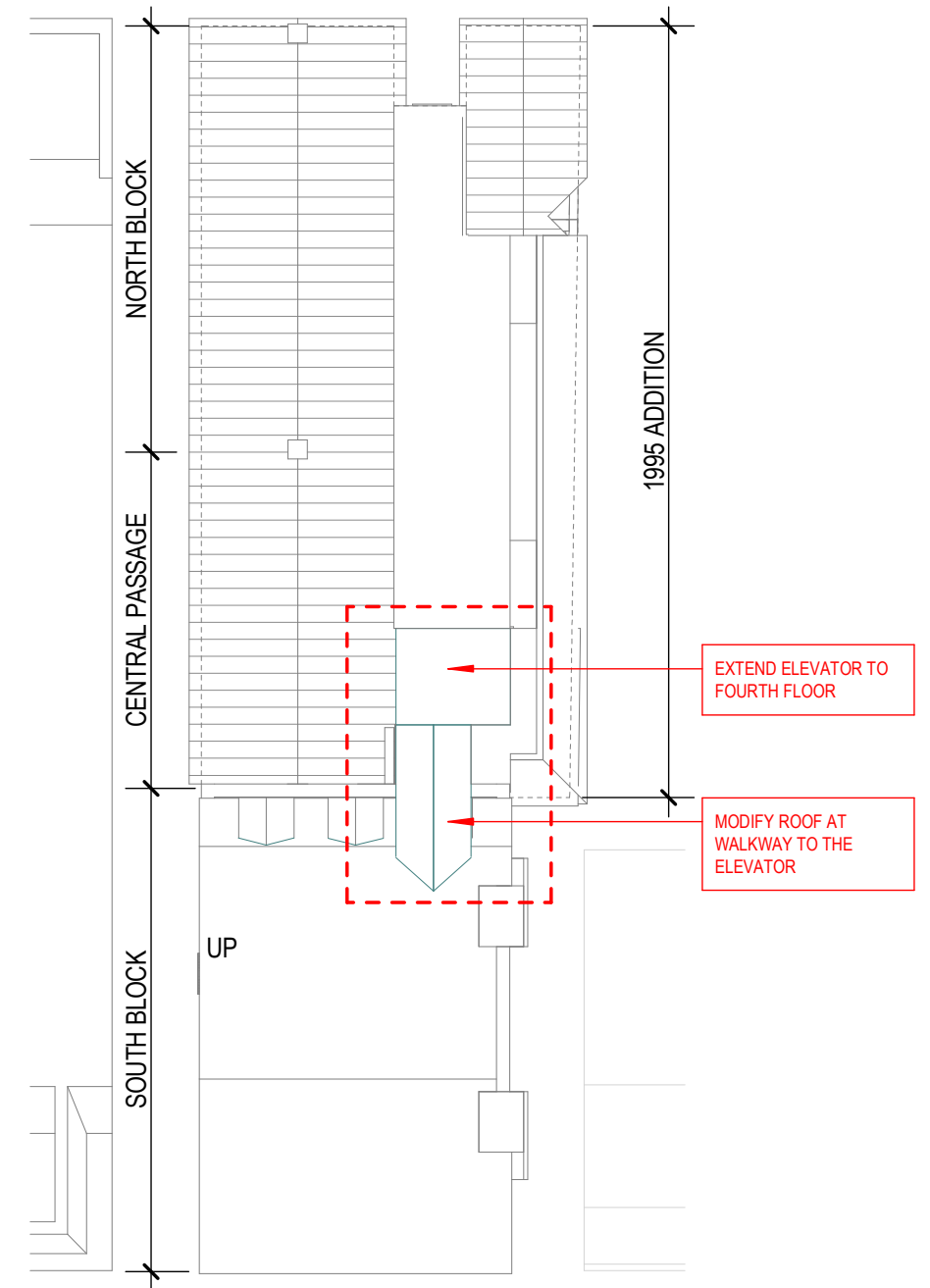
- PROPOSED WORK
- EXISTING TO REMAIN

PROGRAM & OCCUPANCY USE LEGEND

- MUSEUM/ EXHIBITION
- MULTIPURPOSE
- OFFICE/ BUSINESS
- STAIR/ ELEVATOR
- VESTIBULE/ CORRIDOR
- MECHANICAL/ELECTRICAL/ TECHNOLOGY
- RESTROOM/ STORAGE



FOURTH FLOOR PLAN



ROOF PLAN

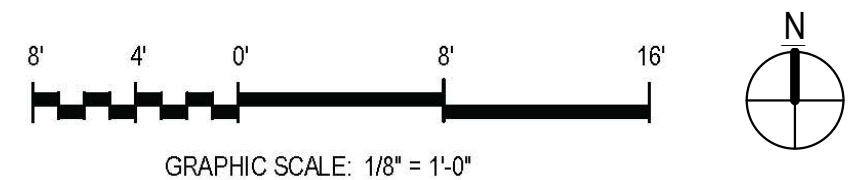


Figure 4.11: Phase 2 Option 4 - Highlights of Proposed Floor Plan Changes

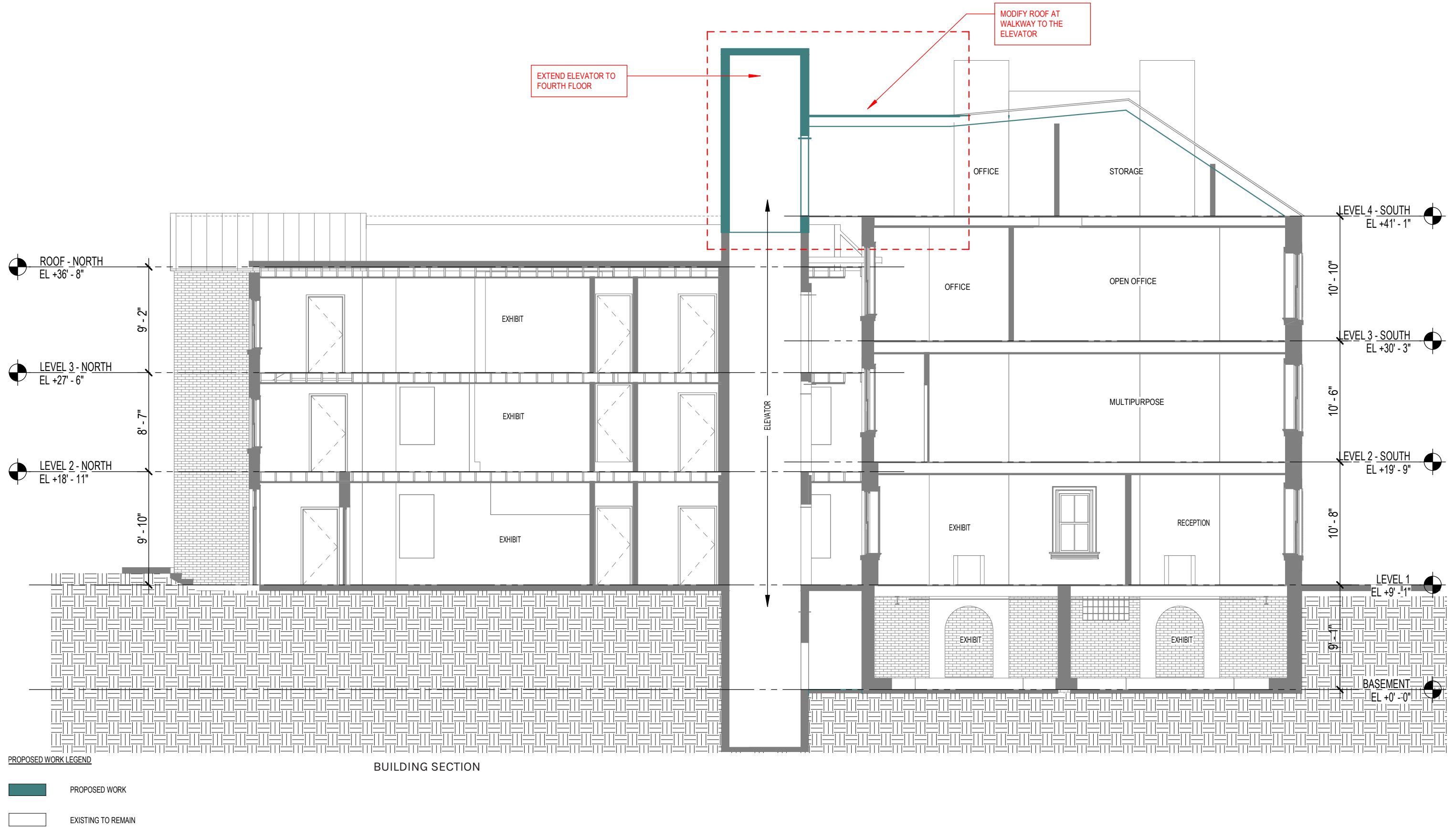


Figure 4.12: Phase 2 Option 4 - Highlights of Proposed Changes in Section to Extend Elevator to Fourth Floor

OPTION 5 – FULL ACCESSIBILITY – RELOCATE ELEVATOR

While the existing elevator provides accessibility to the First Floor and portions of the Second and Third floor, it does not provide access to the Basement, and Third and Fourth Floors of the South Block. This Option tries to address these accessibility shortcomings by providing a six-stop elevator.

- **Elevator Relocation** - Remove existing elevator and install new one several feet south, directly adjacent to north side of the South Block north wall. This relocation would allow for the elevator to address the level changes on the Third Floor by introducing a six-stop two-door elevator.
- **Elevator Extension to Basement** - Extend this new elevator to the Basement, requiring excavation and expansion to accommodate the new mechanical room and elevator machine room.
- **Elevator to Fourth Floor** - Extend the new elevator to the Fourth Floor, giving universal accessibility to the office space on that floor and potential access to a future roof deck.
- **Structural Work** - A significant amount of underpinning of the existing South Block would have to occur to be able to have the elevator located up against this north wall. Floor reframing would need to occur to accommodate the moving of the elevator shaft. Although this Option will significantly improve accessibility it comes at a cost of having major impact on the existing historic fabric.
- **Impact on South Block North Wall** - While this elevator solution addresses accessibility issues at all four Floors and Basement, it has a major impact on the north wall of the South Block, a historic wall that dates to the Period of Significance, as it would require providing new penetrations in that wall.

Similar to Option 3, it will require additional archaeology given where the excavation would occur.

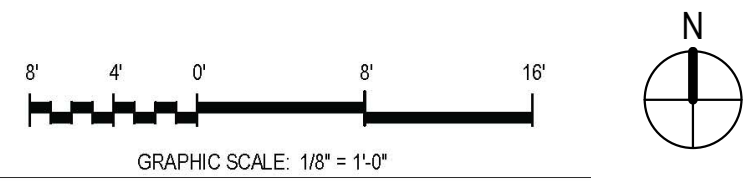


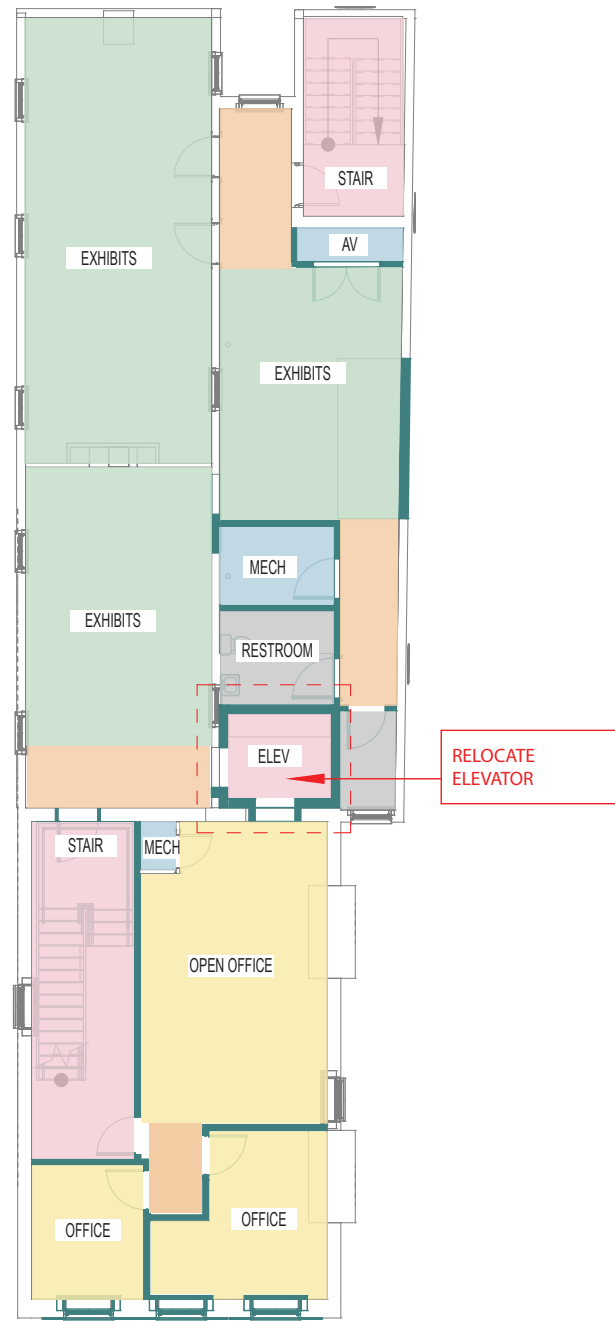
Figure 4.13: Phase 2 Option 5 - Highlights of Proposed Floor Plan Changes to Relocate Elevator

PROPOSED WORK LEGEND

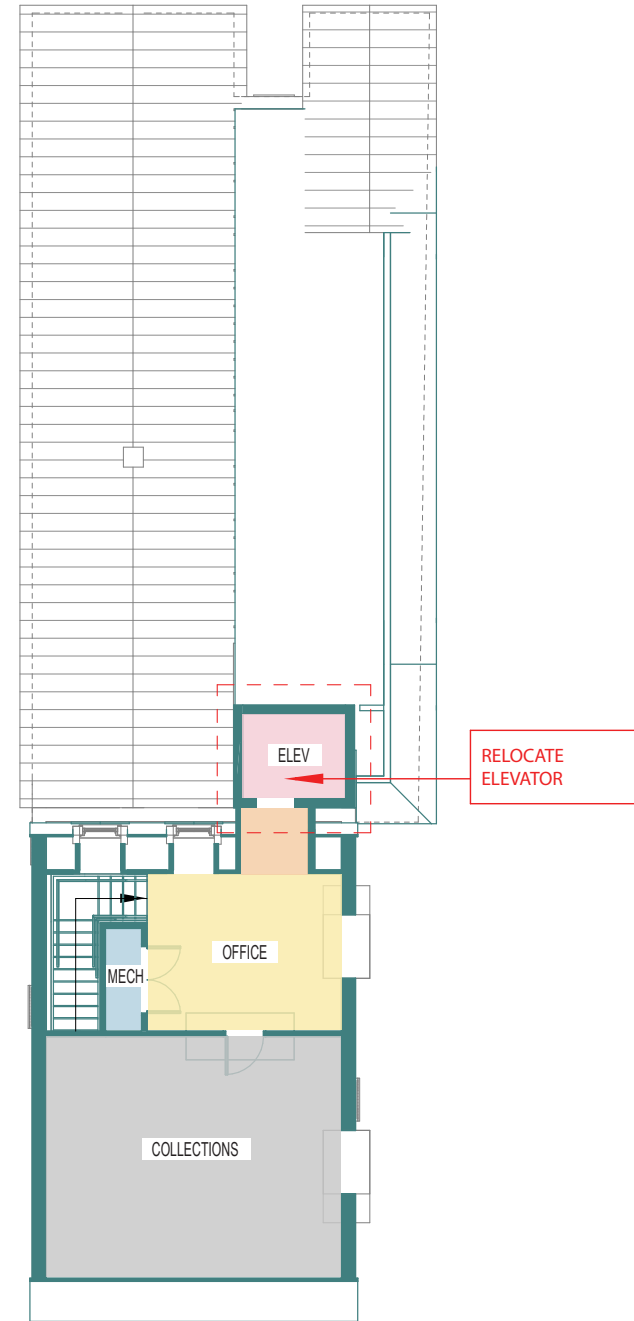
- PROPOSED WORK
- EXISTING TO REMAIN

PROGRAM & OCCUPANCY USE LEGEND

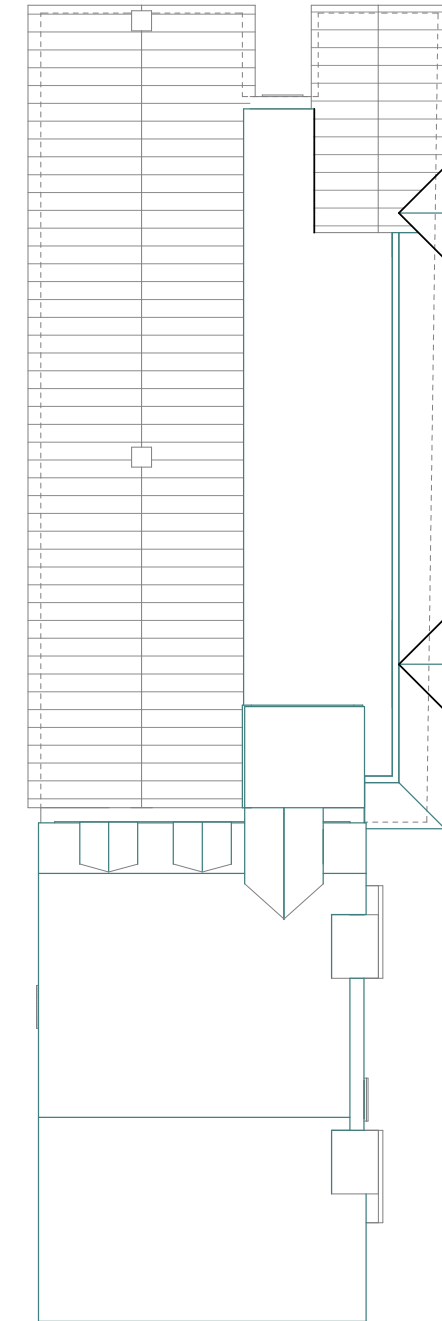
- MUSEUM/ EXHIBITION
- MULTIPURPOSE
- OFFICE/ BUSINESS
- STAIR/ ELEVATOR
- VESTIBULE/ CORRIDOR
- MECHANICAL/ELECTRICAL/ TECHNOLOGY
- RESTROOM/ STORAGE



THIRD FLOOR PLAN



FOURTH FLOOR PLAN



ROOF PLAN

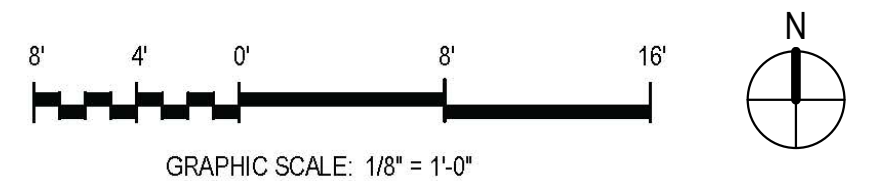


Figure 4.14: Phase 2 Option 5 - Highlights of Proposed Floor Plan Changes to Relocate Elevator

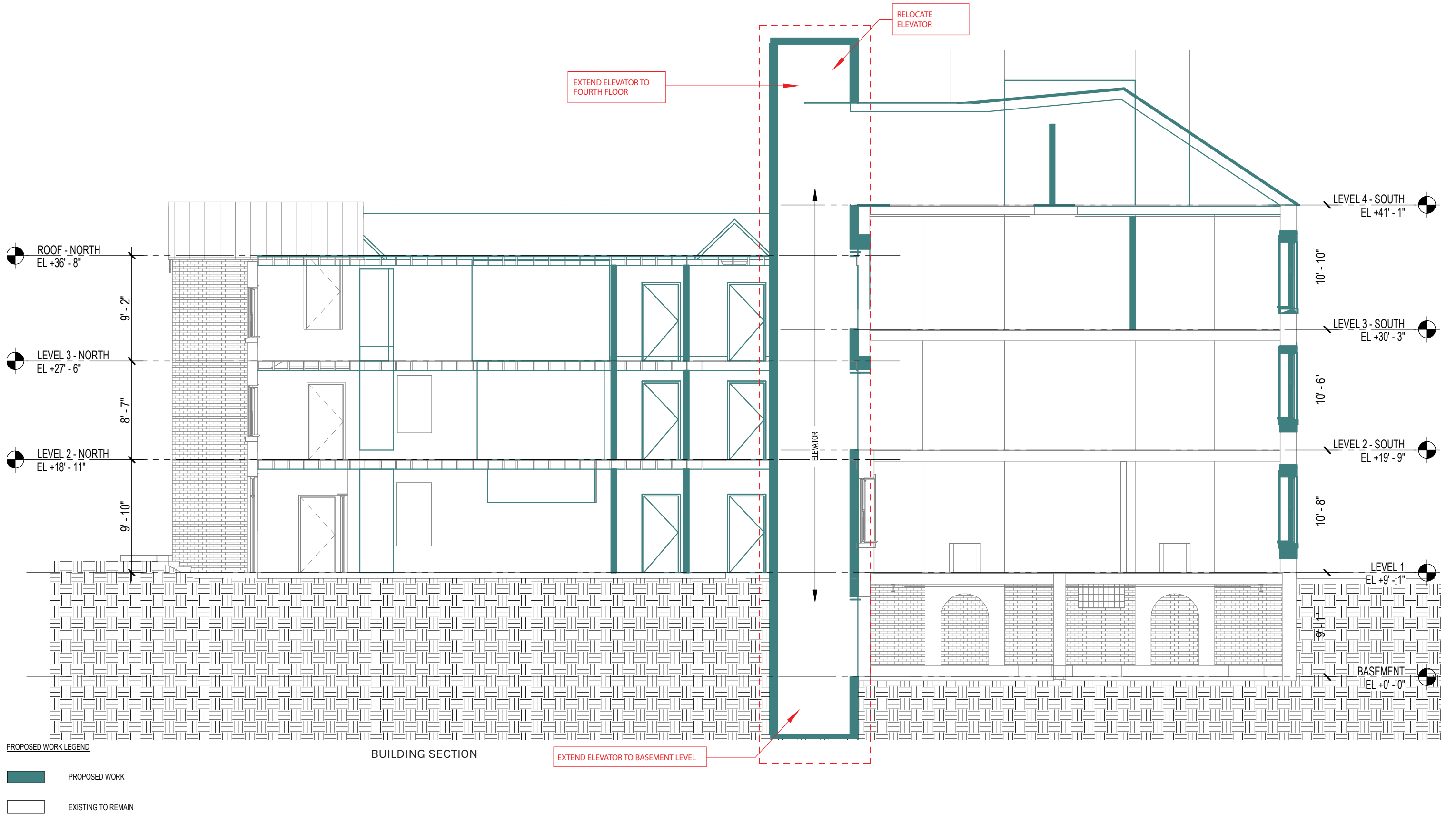


Figure 4.15: Phase 2 Option 5 - Highlights of Proposed Changes in Section to Relocate Elevator

OPTION 6 – ROOFTOP REFLECTION

As part of the Stakeholder Engagement Sessions there was interest in providing a space for pause and reflection. The interpretive materials proposed can be overwhelming for some and a space to reflect on the power of the site was deemed important. If elevator access is provided to the Fourth Floor as part of Option 4 or Option 5, a rooftop reflection garden could be created. This rooftop area would also allow for visitors to reflect on the expanse of the site as it was during the Period of Significance and how it exists today.

- **North Stair Extension** - The existing north stairs would need to be extended to the roof level in addition to the elevator to provide proper egress.
- **Centralization of Mechanical Systems** - As part of this option, the mechanical systems would need to be centralized to eliminate the condenser units currently located on the roof. These units could potentially be consolidated to an area of the alley parking.
- **Roof Deck** - Install new structure and decking for a rooftop gathering area. The existing structure will need to be modified to support the increased floor load.
- **Elevator** - This option is dependent on the elevator extending to the Fourth Floor and would require a two-sided elevator to provide access to the roof deck and the offices on the Fourth Floor.

PROPOSED WORK LEGEND

■ PROPOSED WORK

□ EXISTING TO REMAIN

PROGRAM & OCCUPANCY USE LEGEND

■ MUSEUM/ EXHIBITION

■ MULTIPURPOSE

■ OFFICE/ BUSINESS

■ STAIR/ ELEVATOR

■ VESTIBULE/ CORRIDOR

■ MECHANICAL/ELECTRICAL/ TECHNOLOGY

■ RESTROOM/ STORAGE

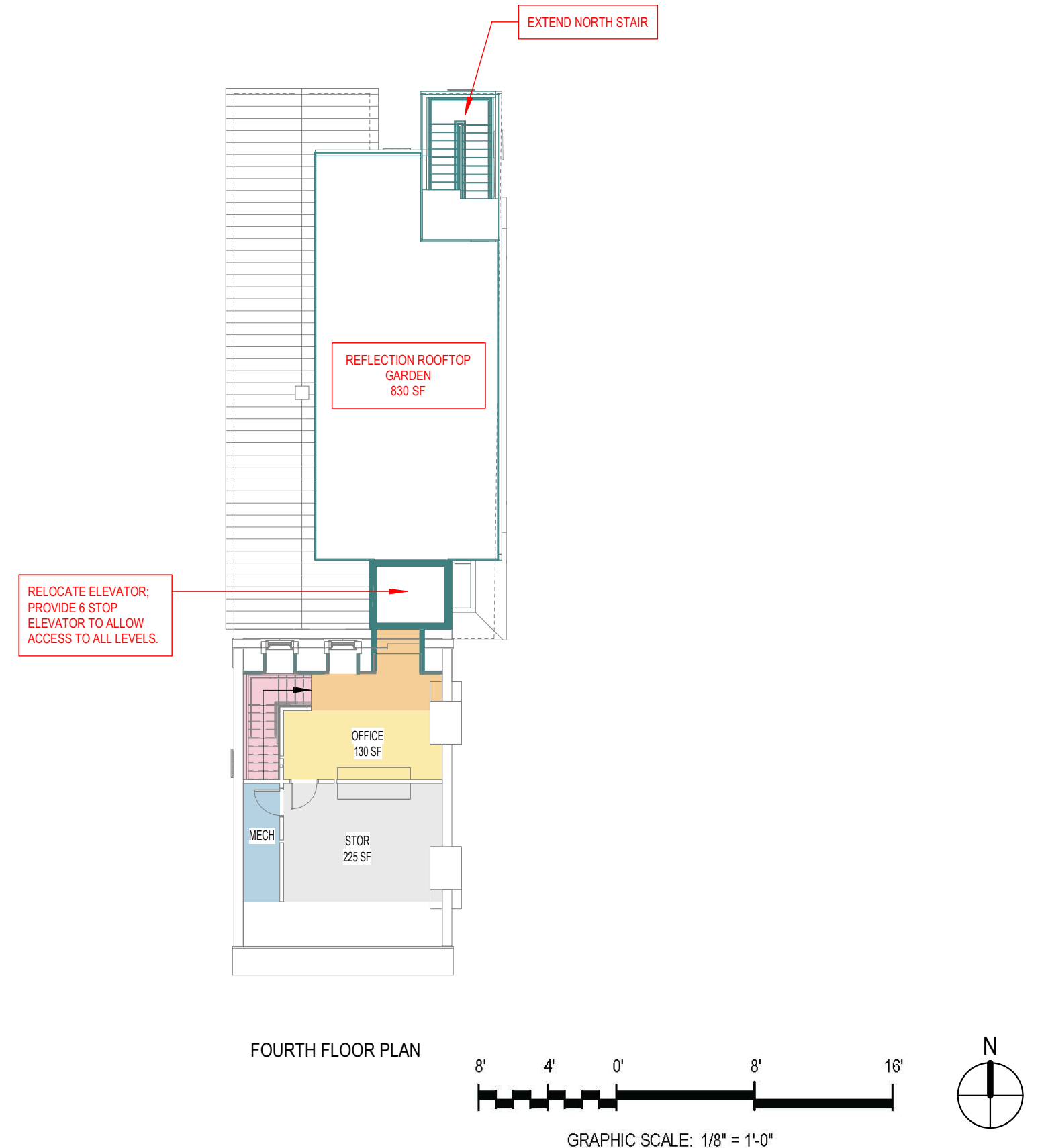


Figure 4.15: Phase 2 Option 6 - Highlights of Proposed Floor Plan Changes for Roof Top Reflection Area

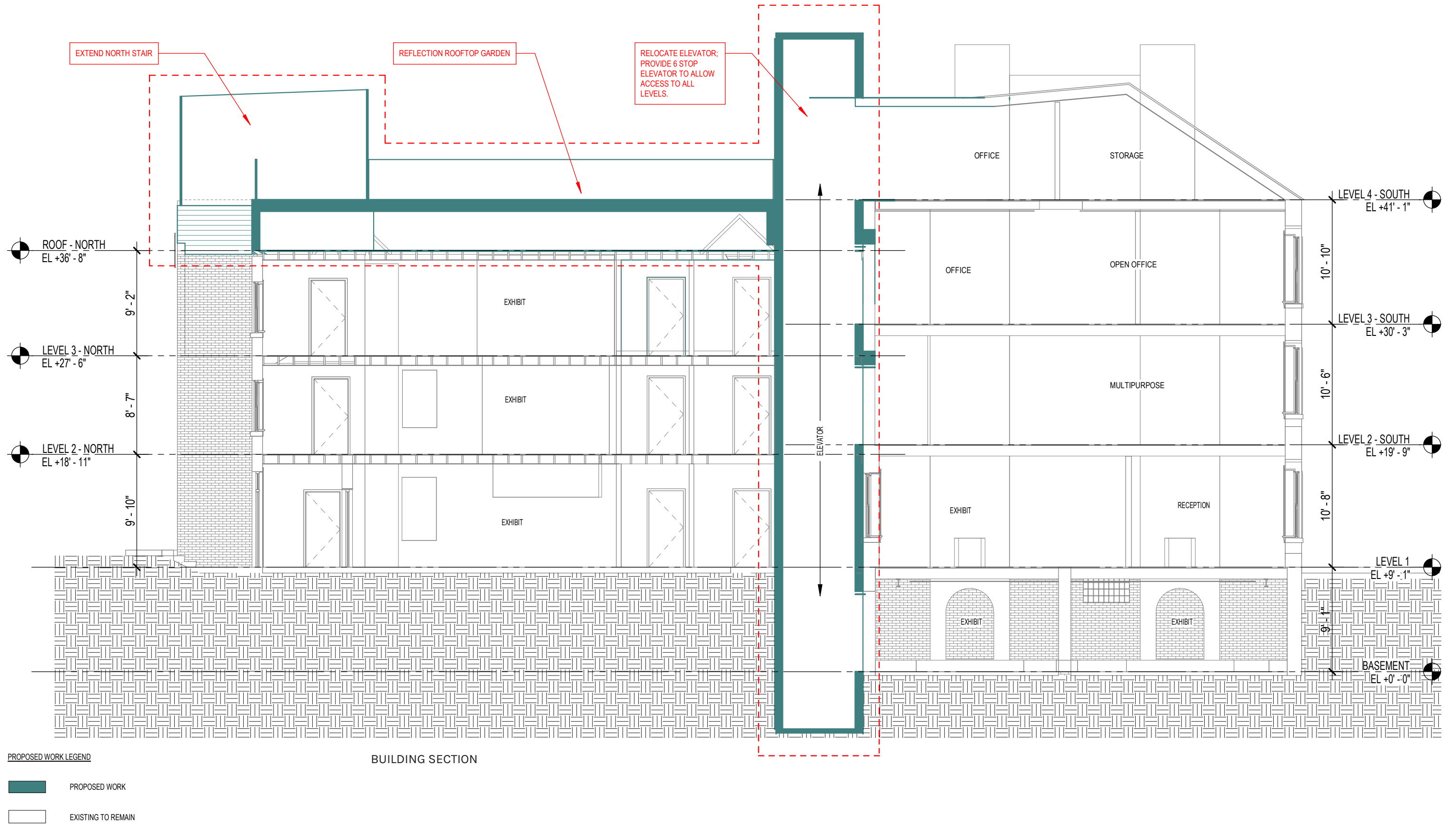


Figure 4.16: Phase 2 Option 6 - Highlights of Proposed Changes in Section for Rooftop Reflection Area

OPTION 7 – INTERPRETIVE ENVIRONMENT UPGRADES

Redesign exhibits based on suggestions from the interpretive planning ideas suggested by Proun in Section 4.3 to create a new Visitor Experience on the Basement and First Floors as well as the north portions of the Second and Third Floors. This option is coordinated with the Option 2 efforts to open up the floor plan for visitor flow.

- Tell The Truth
- Evoke Empathy
- Make it Relevant
- Dialogue/Reflection

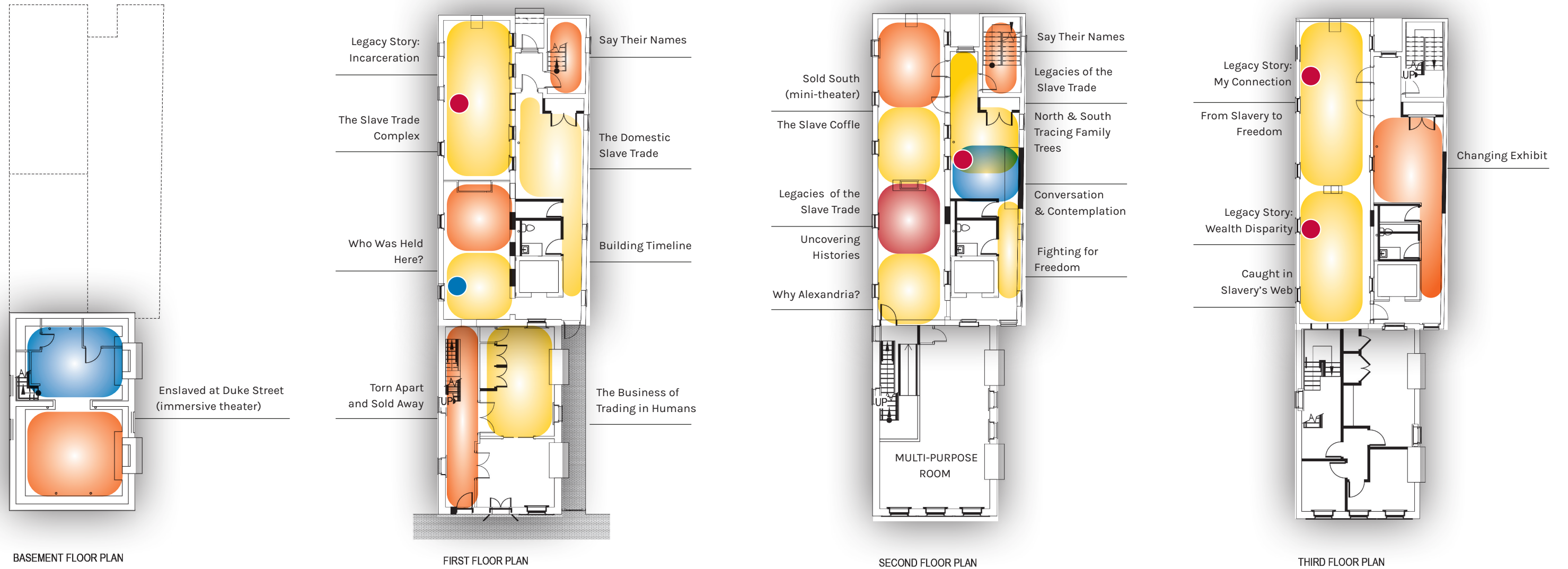


Figure 4.17: Option 7 - Suggested Interpretive Layout

PHASE 3 – EXPANDED INTERPRETIVE ENVIRONMENT

Given the limited footprint of the existing building and the robust amount of exhibit content that arose out of the Stakeholder Engagement discussions, the SmithGroup team and OHA discussed how the interpretive experience might be expanded beyond the footprint of the 1315 Duke Street structure to capitalize on a more robust interpretive experience. Similarly, in the longer term the Museum may want to expand to have additional space for exhibits, staff, and collections. The following options were considered.

OPTION 1 - WEST ELEVATION INTERPRETIVE INSTALLATION

The West elevation of the building has the potential for providing an area for expanded interpretation. The alley is under ownership of the building next door so there would need to be some discussions as to the extent of the installation.

An artistic mural or bas relief sculpture on the west wall of 1315 Duke Street facing the alley could draw attention to the site and orient the public to the significance of this place. The interpretive component would be on a wall that is being restored during the Phase 1 work, so it would need to be thoughtfully installed and reversible so as not to damage existing openings in the masonry and wood clad wall.

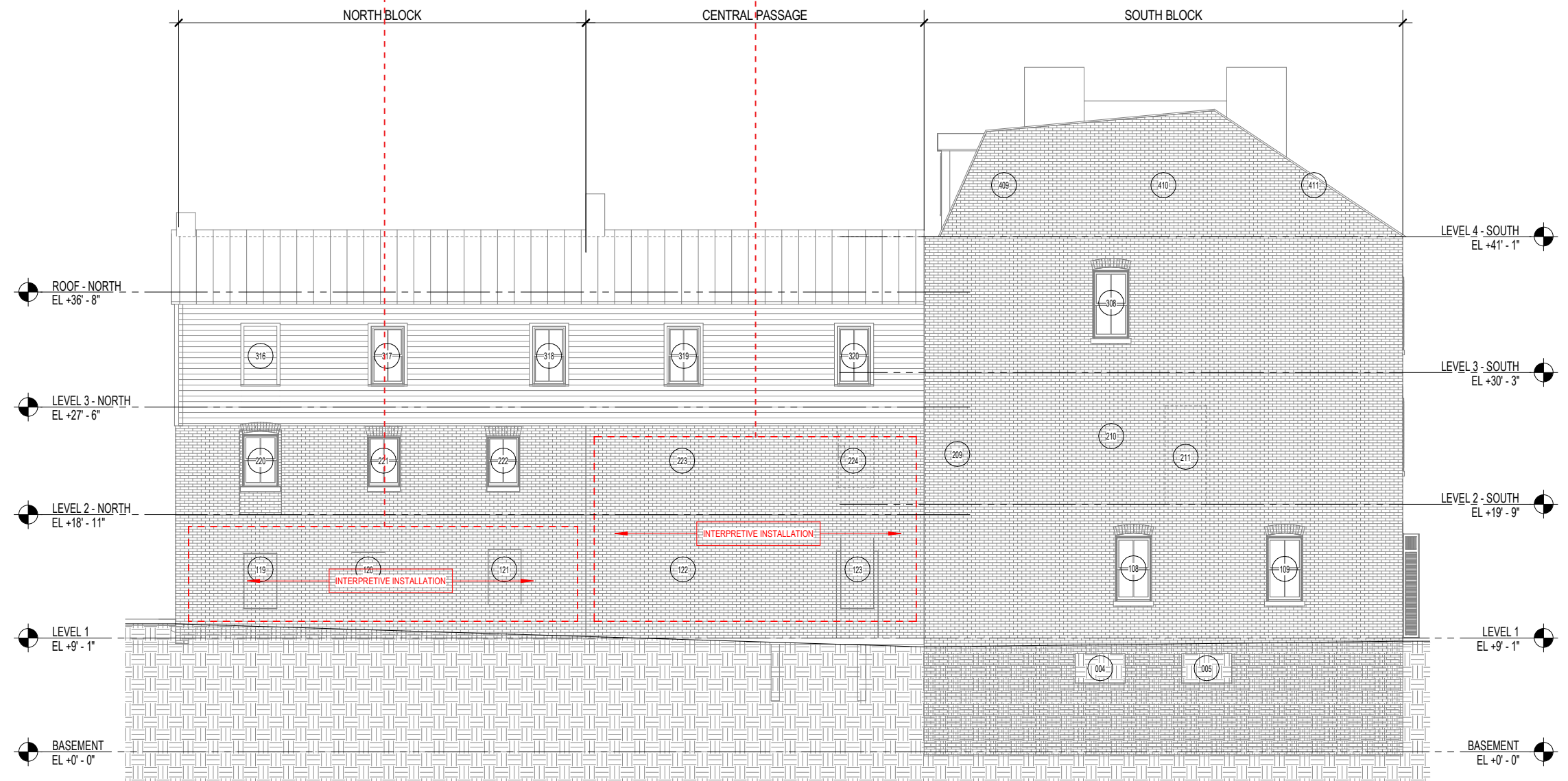
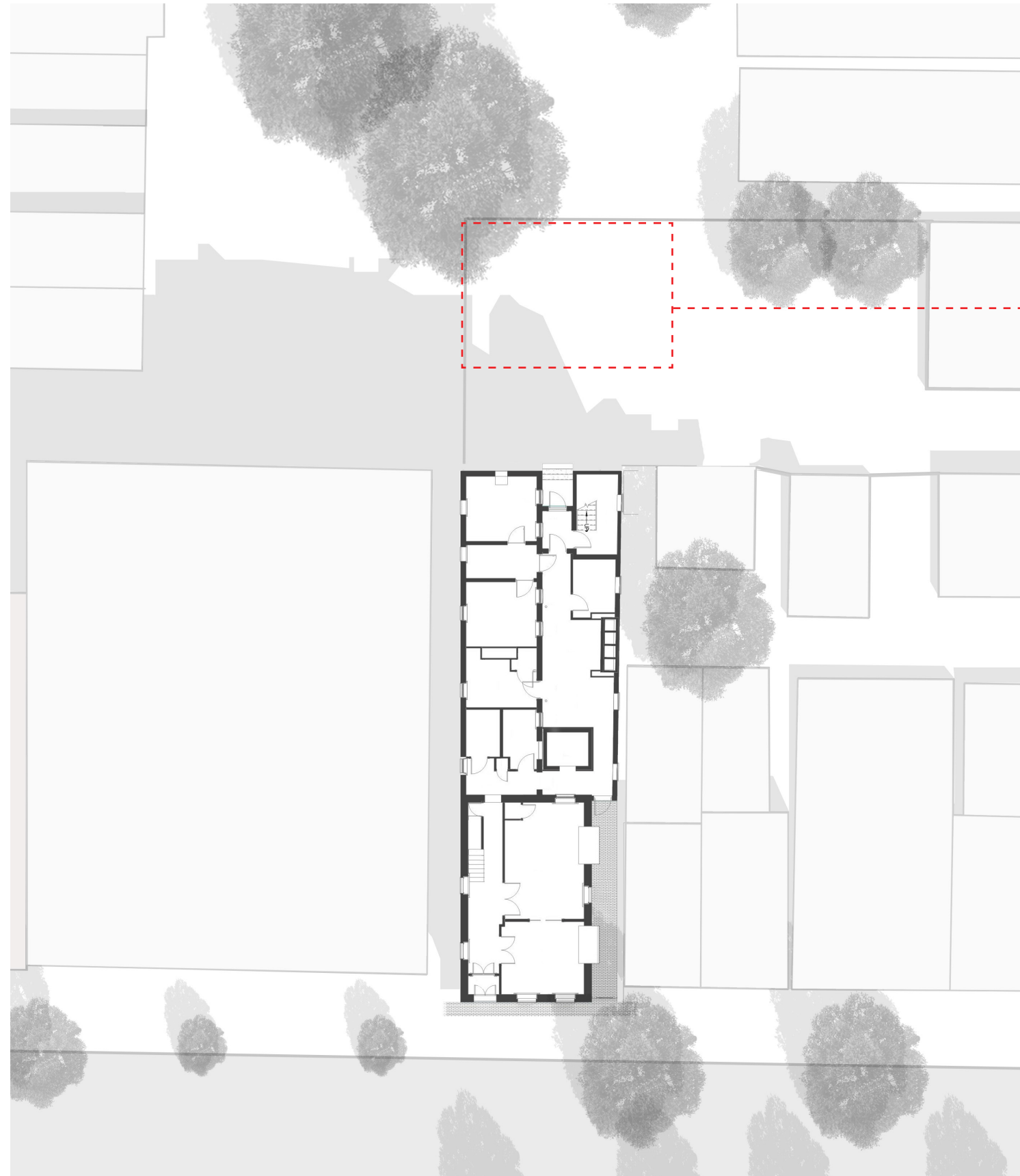


Figure 4.18: Phase 3 - Option 1 - Suggested Interpretive Layout

OPTION 2 - PARKING AREA INTERPRETIVE INSTALLATION

The building at 1315 Duke Street is where the business of selling humans was conducted. But the parking lot behind the building is part of the footprint where enslaved individuals were actually held. This is sacred ground and the site of unfathomable misery. It is a location that could extend the stories of the site beyond the footprint of the building. One consideration would be to create a memorial garden for the untold number of souls that passed through. This could take the form of tall slabs of corten steel, evocative of the walls erected to pen them in. Names etched into the steel in the careful script of an accounting ledger reveal the cold reality of their fate. The challenge will be that the alley is currently a service corridor and parking for the Museum staff still needs to be maintained. However, with some creativity this area could serve as a rich interpretive extension to the Visitor Experience.



94 I
THE PLANTER'S ANNUAL RECORD of his Negroes upon Pleasant Hill
Plantation, during the year 1850
G. J. Copell Overseer

MALES.				FEMALES.			
NAME.	Age.	Value at commencement of the year.	Value at end of the year.	NAME.	Age.	Value at commencement of the year.	Value at end of the year.
John	70	\$50 00	75 00	Wannah	60	100 00	100 00
Tom	49	100 00	125 00	Mary	34	800 00	900 00
Sandy	38	600 00	800 00	Fanny	23	800 00	900 00
Edmund	45	1000 00	1300 00	Rachel	32	675 00	750 00
Tim	40	700 00	950 00	Martha	27	675 00	750 00
Solomon	38	700 00	950 00	Leelia	25	675 00	750 00
Peter		700 00	950 00	Rachel Ann	24	675 00	750 00
Isaac	30	700 00	950 00	Diana	31	600 00	700 00
Anthony	25	800 00	950 00	Chany	32	600 00	675 00
Leath	23	800 00	950 00	Lucy	28	600 00	700 00
George	20	750 00	1000 00	Let	28	550 00	600 00



Figure 4.19: Phase 3 - Option 2 - Potential Parking Area Interpretive Installation

OPTION 3 – EXPANDED EXHIBIT SPACE

1315 Duke Street, while a powerful site, is limited in space to accommodate all the interpretive galleries, community space, collections storage, and administrative space that were identified as part of the Comprehensive Planning exercises. The Stakeholder Engagement workshops demonstrated that there is more interpretive content than can fit within the confines of this small building. Should an opportunity present itself for more space to be acquired within the block, the Museum would welcome the opportunity to expand to address the following items:

- **Community Space** – Provide expanded community meeting space beyond what can be accommodated on the Second Floor of 1315 Duke Street.
- **Expanded Exhibit Space** – Potentially provides more exhibit space. This additional space could assist with expanding the stories being told in the exhibits in 1315 Duke Street that were previously untold due to limited space.
- **Expanded Collections Space** – Potentially provides expanded collections storage and processing space that supports 1315 Duke Street.
- **Expanded Office Space** – Potentially consolidates offices from 1315 Duke Street and other OHA spaces to have core office space.

The existing building is 9,781 GSF as was described in Section 2.3. An additional 10-15,000 SF would expand the interpretive possibilities significantly and provide a more flexible facility for expanded programming and community convening.

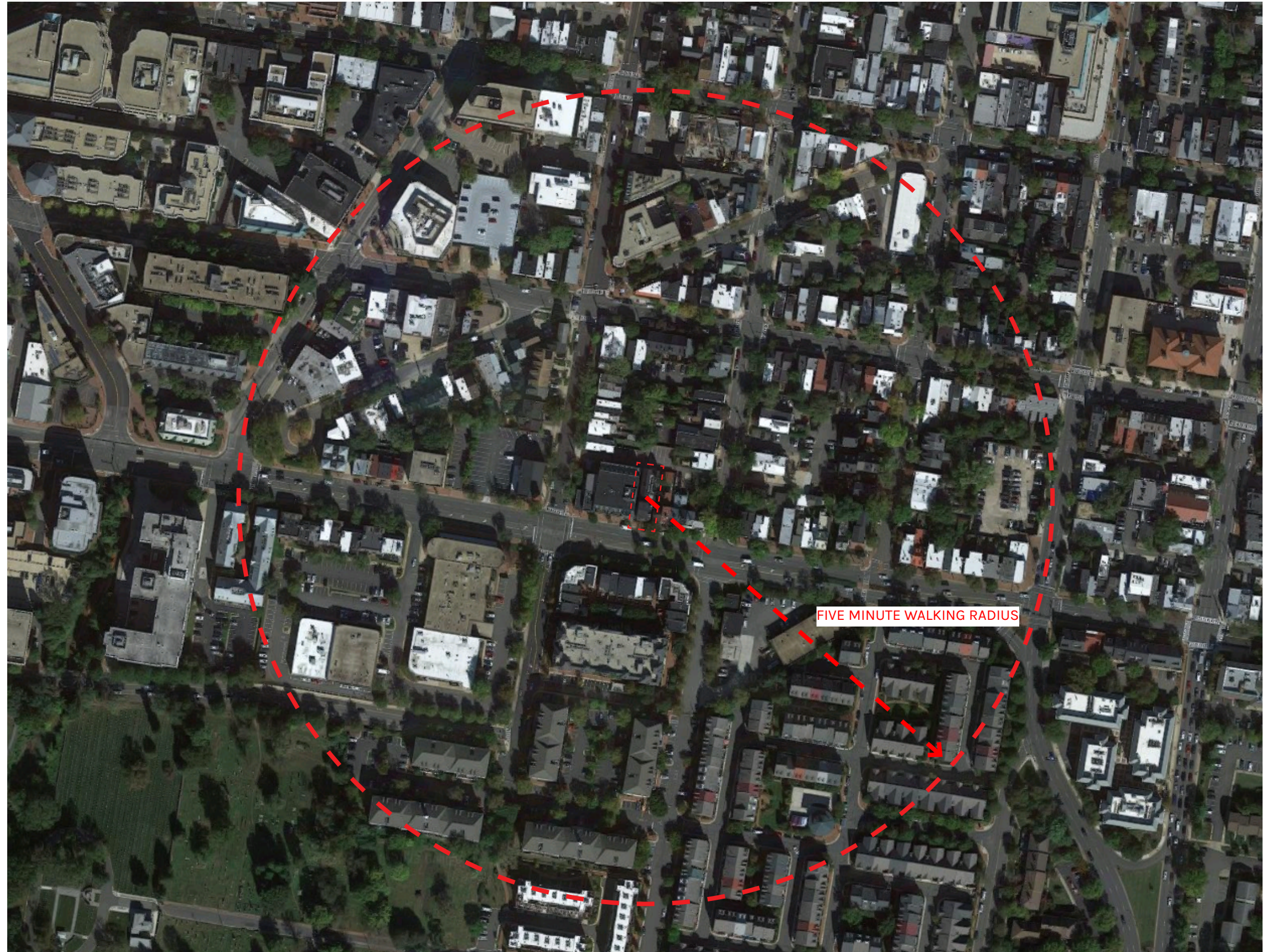


Figure 4.20: Phase 3 Option 3 - Aerial Showing 5 Minute Walking Radius Regarding Proximity of Expansion Space

4.3 DRAFT INTERPRETIVE PLAN

INTRODUCTION

As part of the 1315 Duke Street Comprehensive Planning process, the SmithGroup team was to assemble recommendations for interpretive upgrades. These upgrades were to be informed by the Stakeholder Engagement input. Proun, as the team exhibit designer, led exercises during the Stakeholder Engagement workshops to understand who the targeted audiences might be for future exhibits and to glean ideas related to possible exhibit themes, stories and modalities. The following represents their summary of findings and precedent ideas. They have also provided a suggested exhibit content layout for the Basement, First, Second, and Third Floors of the building that might serve as a guide for when the exhibits are more formally designed. These suggested layouts were coordinated with the building improvements recommended in the previous sections of this chapter.

OVERVIEW

It is easy for the past to feel abstract and far away, like a distant country that remains out of reach. Sites like 1315 Duke Street bring it closer. Stepping through these doors, the past presses near, a more tangible presence. Within these walls, where the business of trafficking thousands of humans took place, a man might reflect: "My great grandmother could have been held here." A teen may realize: "Most of the people brought here to be sold were close to my age." A teacher could pause to explain to her students: "Yes, dozens of enslaved people were marched down the streets of Alexandria where you walk every day." A mother might say a prayer to children that were jailed here: "You may not be known, but you are remembered."

Preserved through the grace and determination of a small group of people who recognized its importance, 1315 Duke Street has resisted erasure. As a portal to the past, it invites visitors to consider the slave trade and its tightly

embedded role in expanding the scope and scale of slavery, as well as slavery's long, painful fallout of discrimination and racial injustice through subsequent decades. As a memorial, it honors the lives of the thousands of innocent people caught up in it against their will.

This draft Interpretive Plan is the first step in envisioning the visitor journey through this building and its history. It begins at the front door and describes the flow of stories one floor at a time. It is designed to be comprehensive enough to paint a picture of the experience, while leaving room for ongoing research and development that will lead to a more formal design.

INPUTS

As noted in previous sections, the development of the draft Interpretive Plan has been informed by multiple Stakeholder workshops with community members, surveys of museum visitors, a teen focus group, OHA and SmithGroup staff who have been closely involved in site research and the HSR for the site. These discussions and input considered interpretive priorities; whether an analytical or emotional approach would be more effective; how visitors can best circulate through the building; the importance of the Basement space to the experience; connecting this site to Alexandria's other historic sites; restoration and building modification options; key audiences; operational space needs; and more. A sampling of the insights that surfaced during the process illuminate the challenges and opportunities the site presents:

"This is one of the most important sites of conscience in the United States."

"I admire the City for confronting our problematic history rather than hiding it."

"How do we help visitors understand that this building is just one piece of what was a much bigger site?"

"I'd like to learn about individual stories as much as possible."

"It was shocking to learn the number of enslaved people who were trafficked through Alexandria to other parts of the US. I lived in Northern Virginia for 17 years and never knew..."

As one of the only remaining buildings where the Domestic Slave Trade took place that's accessible to the public, 1315 Duke Street holds national significance. While physically small in scale, the site's historic magnitude is considerable. However, because only the house still exists and has been renovated, we must find ways to help visitors visualize the original complex with its large exterior slave pens. We need to convey that a bustling slave trade took place in downtown Alexandria in full view and with widespread support from the community; this was not a back alley operation. Multiple participants in Stakeholder Engagement workshops spoke about the need to present factual, un-sugarcoated history. And while documentary evidence on specific individuals held here is mostly limited to names and age, community members voiced a strong desire to understand the human aspect of the trade and connect with enslaved individuals

PRIMARY AUDIENCES

Who is this Museum for? This fundamental question drives the development of any museum or historic site's interpretation, but the answer is not always simple. It usually begins along the lines of "we want this to be for everyone!" Of course, everyone should feel welcomed and able to get something out of the exhibits, but getting more specific provides a way to understand audience interests and expectations better, along with potential gaps or misconceptions around the history being interpreted. There is also the reality of limited exhibit square footage and finite resources. An understanding of who will be interested

in this site and why will make it easier to align audiences with offerings.

For most historic sites similar to this one, there is a relatively small core audience with a high degree of interest and motivation to visit, and a bigger secondary audience with a moderate degree of interest. The building's location in Old Town Alexandria, however, means it is part of a larger constellation of historic sites and museums, and accessible to a huge potential number of visitors that include area residents, regional visitors, and national/international tourists.

A visitor survey that included more than 400 responses and planning/engagement session dialogue around audiences zeroed in on three core audiences:

- **Students:** Middle school and high school age students are seen as a valued core audience, along with a smaller subset of college students. Middle school students typically arrive by bus and need to be divided into smaller groups to tour the Musuem. The most popular time of year for field trips is the Spring (mid-March to mid-June), followed by late Fall (October up to Thanksgiving). High school students tend to come in small groups, as do homeschooled students and college students. Multiple teachers participated in the Stakeholder Engagement sessions and shared that students will be open to and interested in the history and will want to connect past events with contemporary impacts—they need to know why this history is still relevant today.
- **African-descended and heritage-minded residents and tourists:** Civil Rights and faith-based tour groups, families with tween or teen children, tourists visiting the area, and area residents of African descent with an interest in Black heritage and American history are another core audience. A good deal of these visitors will have been to other Black heritage sites, and the big

draw here will be the authentic nature of the site. One participant in a community session likened the site to “holy ground” where members of the descendant community can come to pay respects and honor ancestors. A subset of this audience will be interested in an exhibit or “resource station” that supports their research into family genealogy and possible connections to ancestors held at the site.

- **Cultural heritage visitors:** This core audience values being culturally knowledgeable and historically informed, typically has above average education and household income levels, and actively seeks out informal learning opportunities. They comprise both community members and tourists, and a significant percentage of this audience will be over age 65 travel more than any other group, visit historic sites more, and typically have more available leisure time. For this group in particular, practical considerations such as parking, physical accessibility on site, typographic legibility, and places to rest and reflect are important, along with the feeling of a high quality experience.

Additional conversation about audiences yielded the following considerations:

- **Audiences will arrive with varying levels of historical knowledge.** The exhibits will need to offer some degree of broader historical context to support the site-specific history.
- **Programming (e.g., events and workshops) will be essential** to serving the Alexandria-area community on an ongoing basis. It is also an effective way to market using social media to promote events and posting photos of recent events.
- **Visitor stay-time will vary by audience.** Student field trips typically last about an hour, with the students leaving to visit another site as part of their outing. Similarly, adult tour groups might stop in for only 30-45 minutes as part of a multi-stop day trip. In both cases, if there was more to see and do at this site, that time would expand. Other core group audiences who are less time-limited could comfortably spend 90+ minutes here, which translates into about 20-30 minutes on the three main exhibit floors, a 5-10 minute visit to the Basement room, and a few minutes browsing the retail area and visiting the rest room.

- **Staff should nurture connections with educators** and collaborate on programming opportunities that align with educational curricula.
- **As part of a constellation of historic sites in Alexandria,** this site doesn’t need to replicate what is being done elsewhere, and it has a real opportunity to work collaboratively to serve existing audiences and develop new ones. Visitors to one OHA site should be encouraged to go to others. An African American history tour can connect multiple sites. Multi-site events can be promoted.
- **Audiences can be expanded over time.** For example, while middle and high school age students are a natural core audience, teachers and parents alike felt that the topic of slavery and racism can and should be interpreted for younger audience members. The U.S. Holocaust Museum and Memorial was cited as an example: “Daniel’s Story” was developed specifically for younger visitors and employs the perspective of a boy growing up in Nazi Germany to interpret the Holocaust. Future expansion at 1315 Duke Street could potentially lead to an exhibit designed for younger students.

“The most successful historic site museums appeal to diverse audiences of both out-of town visitors and residents.”

INTERPRETIVE THEMES

The HSR for 1315 Duke Street (2021) confirmed the building’s Period of Significance to be Period 2 (1828-1861) which had previously been established in 1976 NRHP nomination form and then reaffirmed by OHA research. In discussing which themes should be prioritized in the draft Interpretive Plan, the focus was on connecting the distinct qualities of 1315 Duke Street that set it apart with the most important ideas we want visitors to take away from their visit. These four concepts rose to the top:

- 1. The significance of this site.** This building is all that remains of a large slave jail complex that operated to support one of America’s biggest slave trading companies. It’s an extraordinary artifact that preserves a part of Alexandria’s—and the nation’s—history that should not be erased.
- 2. The humanity of those enslaved.** Black men, women, and children were held here against their will as property to be sold. By seeing their humanity and connecting with them as individuals, we can understand this site as a sacred

memorial and learn that while they suffered, they also resisted, struggled to maintain connections to loved ones, and kept their humanity though it all.

3. What happened here didn’t happen in a vacuum. This was one site in a much larger network of businesses that supported the slave trade. Due in large part to Franklin & Armfield, the slave traders who ran the business on this site in the 1830s and their successors, Alexandria profited and became a hub in the vast, lucrative Domestic Slave Trade.

4. What happened here still reverberates today. When we engage in learning about the past, we’re also learning about the present. Honest, inclusive history offers a strong foundation for having difficult but important conversations about issues such as structural racism, biased policing, and the roots of generational wealth.

These four main themes provided a starting point for initial exhibit development and should continue to be used as a point of reference at each phase of work.

As an assist, the following rubric for evaluating stories was developed:

- Is the story specific to this site and its slave trading history?
- Does it center the experiences of people enslaved and sold here?
- Is it a “people-forward” story that interprets through the lens of human experience?
- Does it help illuminate Alexandria’s role in the slave trade?
- Is it essential to interpreting the full, true history?
- Does it lend itself to storytelling through exhibits?

SIMILAR SITE PRECEDENTS

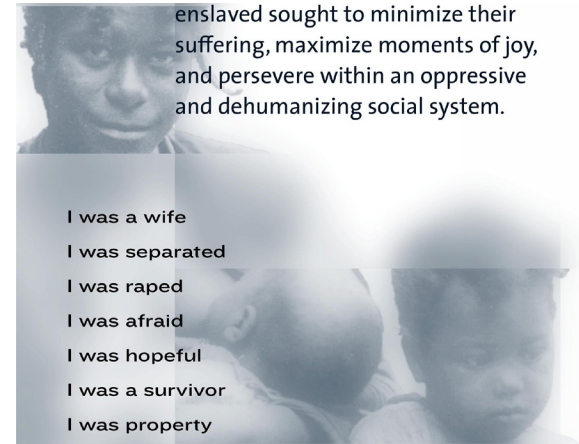
The following pages are a survey of exhibits that interpret difficult subject matter. They reveal a variety of techniques or modalities that tell the truth, evoke empathy, make the subject relevant to the visitor, and provide a place for dialogue and reflection. These exhibit modalities will be used to describe the visitor's experience in the interpretive storyline section of this Comprehensive Plan.



Greenwood Rising, Tulsa, OK

TELL THE TRUTH

Informative displays incorporate bold typography, imagery, and infographics to deliver forthright, factual interpretation.



The Mere Distinction of Colour,
James Madison's Montpelier, Orange, VA

EVOKE EMPATHY

Imagery and media conveying the plight and humanity of individuals are an effective means of evoking empathy in the visitor.



The Mere Distinction of Colour,
James Madison's Montpelier, Orange, VA

MAKE IT RELEVANT

Including comparisons and corollaries to present-day issues through media, interactives, and graphics provides perspective and allows visitors to draw personal connections.



Genocide, Center for Holocaust, Human Rights,
& Genocide Education, Brookdale Community
College, Lincroft, NJ

DIALOGUE & REFLECTION

Providing opportunities for visitors to reflect, have a conversation, or provide feedback is an important component of exhibits dealing with hard history.

SIMILAR SITE PRECEDENTS - TELL THE TRUTH



Greenwood Rising, Tulsa, OK

Bold text, graphics, and imagery attract visitors and deliver top-level themes and messages, while a supporting layer of interpretation provides detail.



Eastern State Penitentiary Museum, Philadelphia, PA

The innovative use of infographics can be an effective tool for quickly communicating the scale and scope of an issue. This display at the Eastern State Penitentiary Museum uses silhouettes of figures as elements of a bar chart to convey the dramatic rise in the incarceration rate.



The Legacy Museum, Montgomery, AL

Unexpected artistic treatments can be used to capture visitors' attention and present fresh ways of looking at information. This exhibit at The Legacy Museum displays soil collected from the sites of lynching throughout the South.



The Mere Distinction of Colour, James Madison's Montpelier, Orange, VA

A key, a fish hook, and a porcelain doll leg are among the artifacts that provide insight into the lives of the enslaved at Montpelier. A touch screen interactive allows visitors to explore what these clues reveal about the agency of the enslaved.

SIMILAR SITE PRECEDENTS - EVOKE EMPATHY



The Legacy Museum, Montgomery, AL

By picking up a phone in front of a screen at The Legacy Museum, visitors can experience a simulated prison visit and hear firsthand the stories of inmates harshly sentenced as teens or young adults and the difficulties of gaining an education or navigating the appeals process.



*The Mere Distinction of Colour,
James Madison's Montpelier, Orange, VA*

Full-scale photos in the cellar exhibits at James Madison's Montpelier bear a listing of personal attributes. For example, this portrait of a young woman with her two children lists: "I was a mother, I was a wife, I was a cook, I was raped" ...they all end with "I was property."



Whitney Plantation, Edgard, LA

Life-like ceramic figures at Whitney Plantation are a constant reminder of humanity denied and the impact of enslavement on individual lives.



*The Mere Distinction of Colour,
James Madison's Montpelier, Orange, VA*

A brick unearthed at James Madison's Montpelier bears the fingerprints of a small child—evidence that even enslaved children labored for the Madisons' benefit. A mosaic of brick sherds forms a haunting portrait, attracting visitors to this story.

SIMILAR SITE PRECEDENTS - MAKE IT RELEVANT



The Mere Distinction of Colour,
James Madison's Montpelier, Orange, VA

A multi-screen media presentation draws a clear line from slavery through Reconstruction, Jim Crow, Civil Rights, and current events including the Black Lives Matter movement.



Front Line Exhibit, Birmingham Civil Rights
Institute, Birmingham, AL

In a dramatic display of the past repeating itself, a riot tank used by Bull Connor during "The Children's March" is dramatically juxtaposed with an illustration of a student protester facing down a line of military tanks at the pro-democracy demonstrations in Tiananmen Square.



The Underground Railroad Freedom Center,
Cincinnati, OH

Domestic servitude, bonded labor, and sex trafficking are among the current issues raised in the Human Rights Gallery at the Underground Railroad Freedom Center.



The Mere Distinction of Colour,
James Madison's Montpelier, Orange, VA

One of the smokehouses adjacent to Madison's mansion is the setting for a media experience that features a diverse array of crowd-sourced answers to the question "What is Slavery?"

SIMILAR SITE PRECEDENTS - ENCOURAGE REFLECTION & DIALOGUE



Holocaust and Humanity Center, Cincinnati, OH

An interactive station at the culmination of the Holocaust & Humanity Center's exhibits encourages visitors to document their experience and add their face to a digital collage of other visitors by pledging to raise awareness of and take action against human rights injustices.



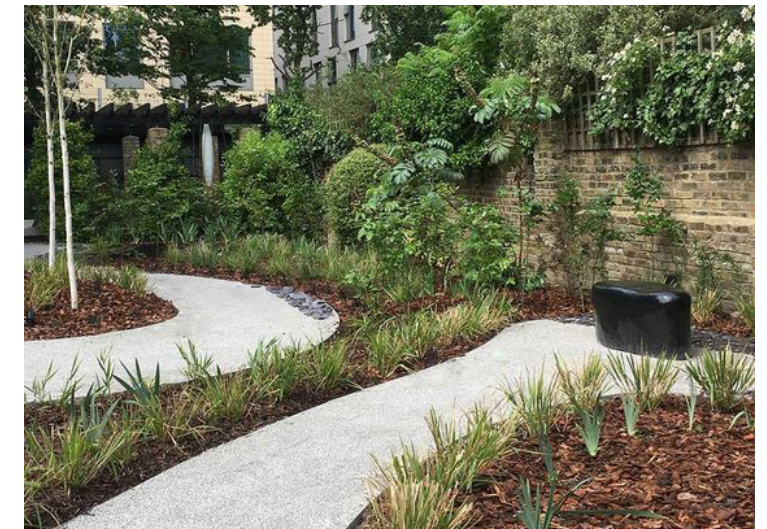
The National Memorial for Peace & Justice, Montgomery, AL

A solemn memorial to those lynched in the wake of emancipation, The National Memorial for Peace and Justice offers places to pause and reflect amidst a powerful installation of steel pillars.



Center for Holocaust, Human Rights, & Genocide Education, Brookdale Community College, Lincroft, NJ

Benches built into the back side of the main exhibits offer space for small groups to gather.



Rooftop garden, Location not identified.

A rooftop memorial garden provides an ideal place for reflection and perspective.

INTERPRETIVE STORYLINE

What are the essential stories that need to be told?

Is there an order to how they are experienced?

How will they be delivered?

One of the goals of the Comprehensive Planning process is to consider how to treat the space so that it offers a more cohesive, historically imbued experience. Currently, the interior is experienced as a series of small, discrete spaces and hallways on several levels that feel like renovated offices with exhibits inside them. The following approach is based on the Phase 1 and Phase 2 Option 2 level of renovation that includes restoring the front façade of the building to the Period of Significance, moving the restrooms to allow for better flow and connectivity between rooms, and extending the elevator to make the Basement and Forth Floor accessible.

This approach also considers the ambiance of the spaces. Small rooms lend themselves to designing immersive environments. In reading through the description below, you'll see references to using theatrical tools such as lighting, projection, ambient audio, and large-scale imagery in certain rooms to enhance visual impact, generate a specific atmosphere, and pull visitors into the past.

The building's modest scale has the advantage of feeling like a place where real people lived and worked. It is well suited to stories centered around human experiences. The small rooms can focus on just one or two stories/concepts, which can make for a more coherent visitor experience.

A NOTE ABOUT HISTORIC ELEMENTS

As there are only a small number of artifacts from archaeological site work, this will not be a story told through historic objects. The building itself is an artifact you can walk inside, and multiple participants involved in the community engagement sessions suggested interpretation should point out elements of the building that are original to the Period of Significance. One way this can be accomplished is through a series of interpretive graphics placed next to or near original elements that illuminate a tangible connection to the past.

While historic objects are limited, documentation around the slave trade still exists, and can be used throughout the exhibits, such as slave ship manifests with names

of enslaved passengers, slave ads and auction notices published in the Alexandria Gazette & Daily Advertiser, census lists, tax records, a local business directory, maps, and several 19th century narratives by abolitionists who visited the site to see it for themselves.

A NOTE ABOUT FIRST-PERSON STORYTELLING

Throughout the process of soliciting community input, one of the most repeated comments was the desire to connect in some way with enslaved individuals. Participants felt interpretation should center the experiences of people enslaved here and portray humanity and agency in spite of the inhuman experience of being jailed as a piece of property.

There are no known accounts by enslaved people who were specifically held here to draw from, but first person accounts by people like Frederick Douglass, William Wells Brown, Harriet Jacobs, and Josiah Henson can give insight into the experience of being auctioned off and enslaved, the pain of family separation, and their fierce determination to escape bondage. Letters penned by African Americans during the building's Period of Significance that were published in newspapers of the day such as The Liberator, are another source. As mentioned above, several 19th century abolitionists wrote about visiting 1315 Duke Street, and they describe what they saw. There are also early 20th century sources: In the 1930s, writers who were part of the Depression-era Works Project Administration interviewed more than 2,000 elderly individuals who had been enslaved.

Drawing from sources such as these and working in collaboration with an African American storyteller, first person stories can come to life in a series of media experiences that begin with being sold from the plantation, take visitors into a day of being held at the Alexandria slave pen, and end with being forced South. The final story could be one of returning and can draw on a known individual: Rev. Lewis Henry Bailey, who was held at 1315 Duke Street as a boy and sold to a man in Texas. Emancipated in 1863, he walked back to Alexandria in order to reunite with his mother. His daughter, Annie B. Rose, helped found the Alexandria Society of Preservation of Black Heritage and successfully lobbied to have 1315 Duke Street recognized as a National Historic Landmark.

INTERPRETIVE STORYLINE - FIRST FLOOR

Entering the Building

The visitor journey begins outside the building, where the façade has been restored to the Period of Significance. Visitors enter through a central double door into Reception & Retail, where they are greeted by staff at a welcome desk and book-lined retail shelves. The room also features a large scale Civil War-era photo of a brick townhouse with a painted sign extending across the front that advertises "Price, Birch & Co, Dealers in Slaves." It is instantly recognizable as the building they have just entered.



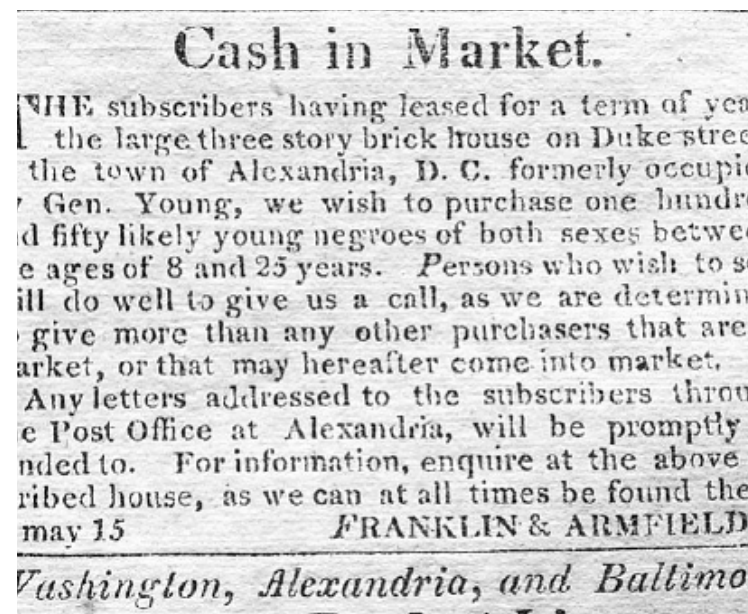
Torn Apart and Sold Away

Visitors step into the corridor, where the walls have been painted a darker tone, the lighting is dim, and a sense of foreboding takes over. Voices fill the tight space and represent enslaved individuals torn away from their families and community. "I was 12 years old when they came for me." "The last time I saw my mother, I was 8 years old." "The slave trader took five of us. We had no time to say goodbye."

On farms and plantations throughout Maryland and Virginia, it was a common story. A slave trader arrived looking for young, profitable enslaved labor. The enslaver had a surplus of enslaved labor, or was in debt, or wanted to get rid of a "problematic" laborer. The people sold like cattle were forced to leave behind family, friends, and community. They did not know what the future held, but they knew they would most likely be sold South—owners were known to threaten as much--and feared they would never see their loved ones again. The corridor might feature an artistic representation of forced separation to accompany the voices, such as projected shadows of figures standing together—a mother and child, two brothers, a husband and wife—until one of them disappears, leaving only the outline of their body, reminiscent of a crime scene.

The Business of Trading in Humans

Visitors turn into the next room. In 1835, professor and abolitionist Ethan Allen Andrews stood in this very spot, wrapping up a tour of the facility. "In the parlor, I again met Mr. Armfield, who, during my absence, had been negotiating for the purchase of a slave, and had just concluded a bargain."



Several walls of the room are papered floor to ceiling with reproductions of documents connected to the slave trade. As visitors look around, the fact that this was a business is impossible to ignore. Getting closer, they find bold text inserted among the historical documents that relate facts, figures, and quotes about the slave trade, a collage of

documentary evidence and infographics. They learn that in the 1820s, the Domestic Slave Trade experienced a vast transformation in scale, geography, effectiveness, and profitability. Franklin & Armfield established a permanent base of operations and began using ocean-going ships to transport hundreds of enslaved people out of the Chesapeake region. In 1830 and 1831, the average price they paid a slave owner in Maryland or Virginia for their human property was \$500/person. When sold in New Orleans, they fetched around \$860/person. Franklin & Armfield have the grim distinction of "industrializing" the slave trade to scale it up and make it more profitable. For a moment in time, this was the nation's largest business engaged in the Domestic Slave Trade.

The "logic" of the slave trade aimed to dehumanize people and turn them into property to be bought and sold for profit. But visitors also find evidence of the people held here. Lifting one of several audio handsets integrated into the displays, visitors can hear excerpts from slave narratives and oral histories (read by actors) that contrast the human experience of being bought and sold with the cold calculus of business.

The center of the room is left open to accommodate small groups. When visiting students are divided into two smaller groups for a tour, for example, one of the groups could start here, while another goes to the Basement.

"The money that my mother was sold for was to keep the rich man from going to the field of battle, as he sent a poor white man in his stead..."

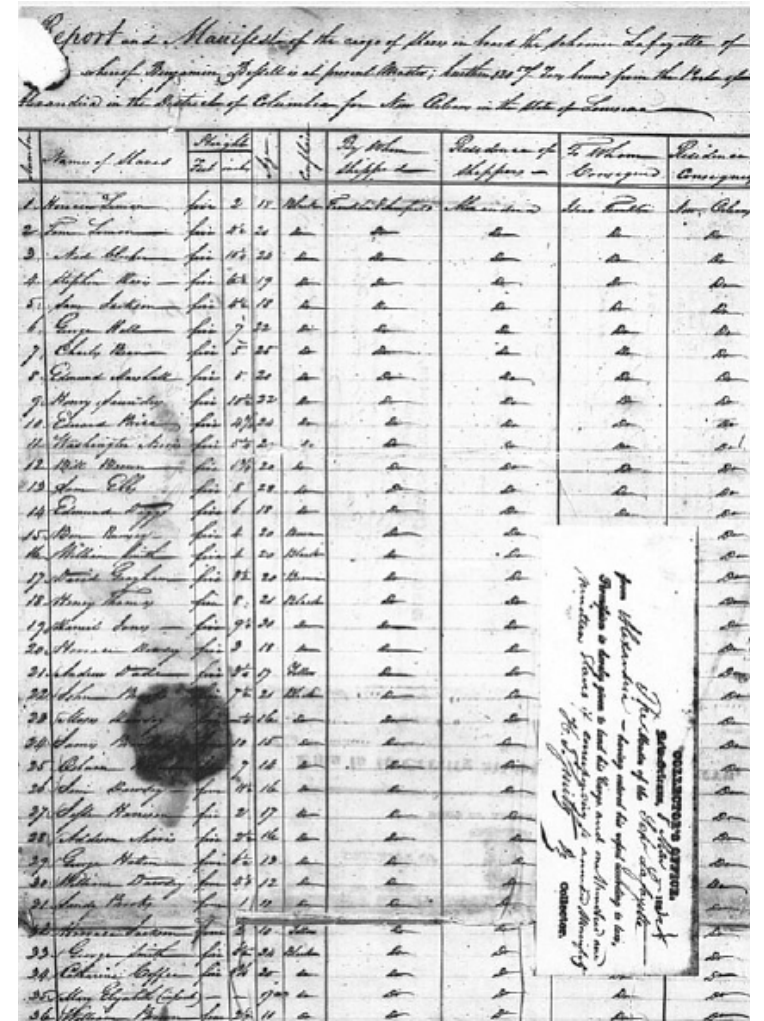
- Kate Drumgoold, A Slave Girl's Story

The Past Revealed - Architectural Callouts

Small interpretive panels scattered throughout the building reveal fragments and glimpses of materials that date from the Period of Significance. Some of the panels have magnifiers or touchable components. During renovations, selective work could be done to help emphasize what is original and what is not, such as exposing a small section of original exterior brick. In this room, a callout draws attention to the fireplace.

Who was held here?

King. Lucket. Dorsey. Child. Mary. John. Charles. William. Hannah. Lucy. Permillia. Amelia. An entire wall filled with the names of people jailed here presents a powerful argument for their humanity.



What is known about the people held here? Where did they come from? Why were mostly young people brought here? Historical information about the jailed population is limited, but research into what exists has yielded insights and is ongoing. Much of the specific information comes from slave ship manifests, and one section of wall features a greatly enlarged section of a ship's manifest from a boatload of enslaved individuals that Armfield was sending to Franklin in New Orleans. The manifest lists individuals by name, and also has a column for height, age, and complexion. This is the jumping off point for delving into names on manifests and uncovering family connections, looking at the percent of men and women and their ages, and investigating why the demographics of the enslaved population at the jail changed over time (hint: legislation and public opinion played a large role). An interactive touchscreen could hold an updatable database of names of people held here, available for visitors to scroll through.

This is also space for stories that speak to perseverance, agency, and family ties, such as Burdett Washington and his nine-year-old son, William Henry. Burdett had gained his freedom and was attempting to raise money to buy his son's freedom but was given only three months. William Henry ended up on board Franklin & Armfield's ship, *Uncas*, headed for New Orleans. Incredibly, Burdett was able to secure his son's freedom.

This room may also want to include a bench or nook for seating and contemplation. The fraught nature of this history calls for places on each floor where visitors can pause and take a few minutes to restore equilibrium.

The Slave Trade Complex

The centerpiece of this room is a large, walk-around model that presents the layout of the original slave jail complex, which stretched across the entire block. Several tablet-sized screens around the model are aimed at specific locations and act as interactive viewers, adding a layer of illustration and information. For example, a viewer aimed at the parlor may show two men discussing a slave sale. In the kitchen area, a meal is being prepared, and visitors learn that Armfield kept his human property decently fed because laborers in good condition would bring higher prices. For a similar reason, decent clothing was made, and a tailor's shop was part of the complex. A viewer aimed at the men's yard might show enslaved men lining up at the direction of a jailer, and an excerpt from Ethan Allen Andrews' account could play:

"They were in general young men, apparently from eighteen to thirty years old, but among them were a few boys whose age did not exceed ten or fifteen years... I observed a young man, of an interesting and intelligent countenance, who looked earnestly at me, and as often as the keeper turned away his face, he shook his head, and seemed desirous of having me understand, that he did not feel any such happiness as was described, and that he dissented from the representation made of his condition. I would have given much to hear his tale..."

Andrews also describes entering a back yard on the complex where tents were spread out and large wagons stood waiting—signs of preparation for an overland journey marching enslaved individuals South.

One idea for a wall in this room: a list of the many names that were used to describe 1315 Duke Street over time, including Franklin's blackhole, Armfield's Repository, Franklin & Armfield's Slave Prison, Kephart's Jail, Duke Street, the Slave Barracoon, and the Alexandria Slave Pen.

Legacy Story: Contemporary Incarceration

One of the goals of the museum is to consider the legacy of the site. A series of "Legacy Story" exhibits on each floor make connections between past and present by engaging visitors in contemporary topics that consider how the long shadow of slavery and the slave trade is still being felt in different ways today.

The far end of this room features a series of panels with a slightly different aesthetic that are identified by text that reads "Legacies of Slavery." These panels reappear in rooms on each level, creating a thematic thread that illustrates that the fallout from slavery and the slave trade is still being dealt with. They are designed to be more easily updated, so that over time new topics or stories can be highlighted. In this room, the topic is contemporary incarceration and the staggering racial disparity between the rate of white and Black Americans imprisoned in America.

Say Their Names

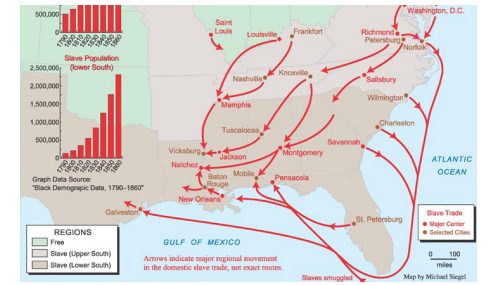
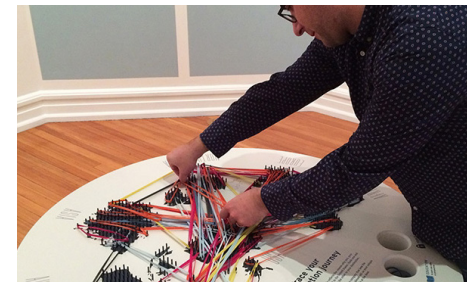
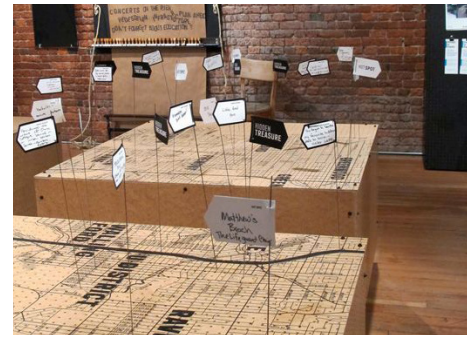
The staircase at the north end of the building is currently a utilitarian connection between floors, but it has the potential to become an exhibit space by filling the walls with stenciled silhouettes that represent people enslaved here. Each silhouette bears a name or the phrase "name not recorded." The silhouettes flow from the First Floor upward to the Fourth Floor, a river of 10,000+ individuals whose humanity was denied.

What was the Domestic Slave Trade?

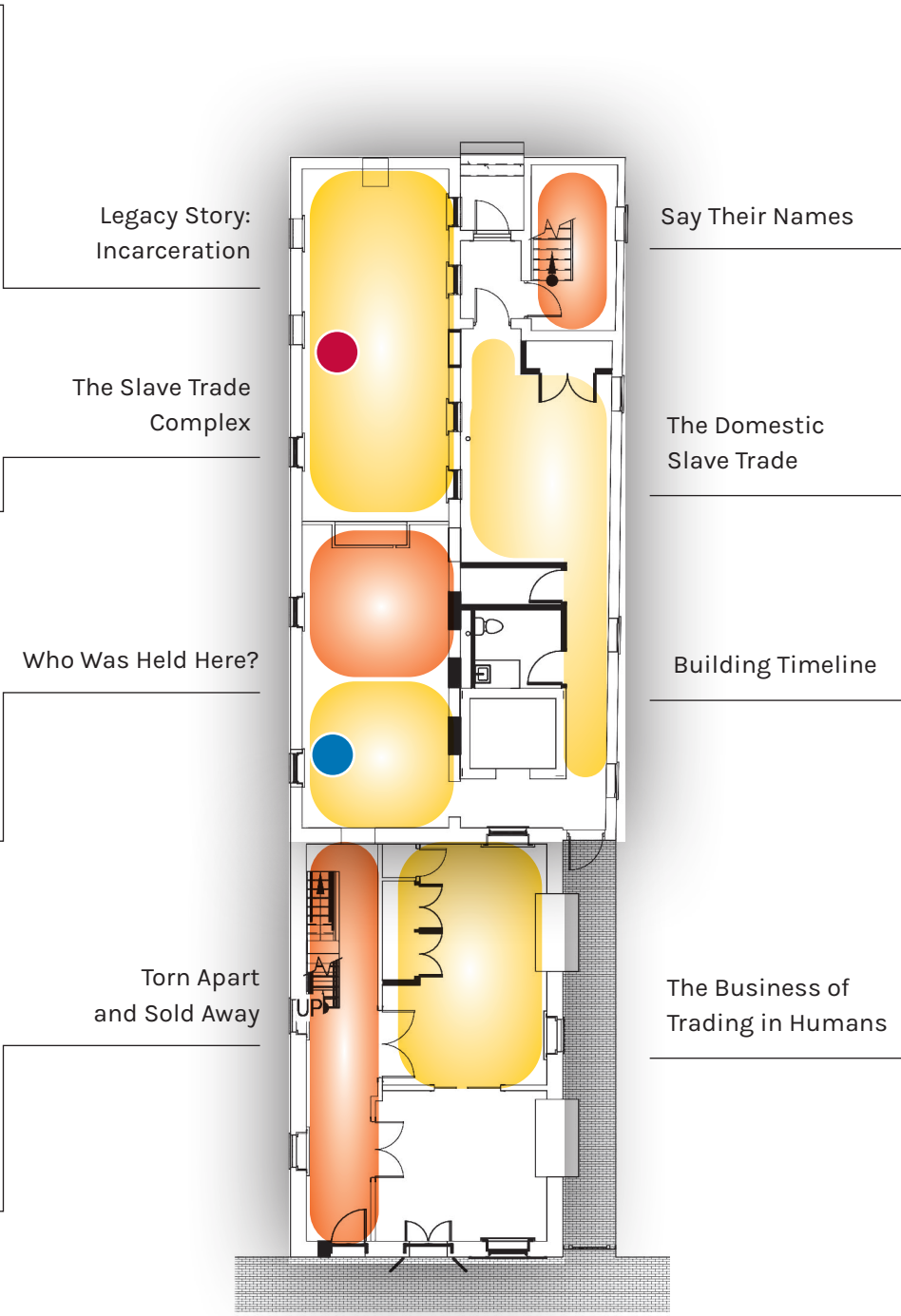
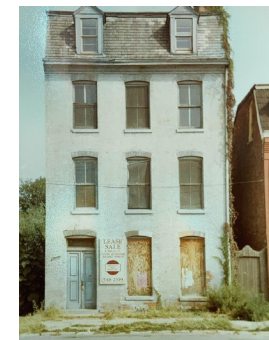
Museum staff interacting with visitors on a regular basis reported that a significant number of people arrive with limited understanding of the Domestic Slave Trade, and that it will be important to weave some big-picture historical context into interpretation. This gallery is envisioned as using bold graphics, maps, and imagery to help visitors connect the dots between the 1808 constitutional ban on the Trans-Atlantic Slave Trade, the growth and geographic spread of the plantation system, the role of tobacco in depleting soil in the Upper South at the same time that cotton was starting to take off in the Deep South, and the explosive growth of the Domestic Slave Trade in the 1830s.

Building Timeline

A corridor wrapping around to the elevator offers space for a timeline of 1315 Duke Street, from when it was first built to its current-day incarnation. As this is primarily a walkway, the timeline is mainly visual with short captions that can be browsed quickly, but it is another way to help visitors understand the chronology of events.



Name of Slave	Age	Sex	Particulars	Particulars	Particulars
John	15	M
Mary	12	F
...



Legacy Story: Incarceration

The Slave Trade Complex

Who Was Held Here?

Torn Apart and Sold Away

Say Their Names

The Domestic Slave Trade

Building Timeline

The Business of Trading in Humans

FIRST FLOOR PLAN

Figure 4.3.1: Draft Interpretive Plan - First Floor Layout

INTERPRETIVE STORYLINE - BASEMENT

Enslaved at Duke Street

With low ceilings, dim lighting, and brick walls, the two small Basement rooms have a forbidding, claustrophobic environment reminiscent of a dungeon. The Northern Virginia Urban League stepped up and bought 1315 Duke Street in 1996 in order to preserve it from development. In 2008, the Basement was turned into a small exhibit detailing the horrors of the slave trade. Many in the community still have strong memories of the experience of going to see it, and there were persuasive arguments for making it accessible to all visitors, which will entail expanding the run of the elevator to this level.

The use of the Basement during the Period of Significance is not well documented. While it may have held individuals from time to time, it was not “the jail”—and the interpretation here should be careful not to give that impression. The two large yards—one for men and one for women—that took up most of the block and were surrounded by high walls were the prison part of the complex.

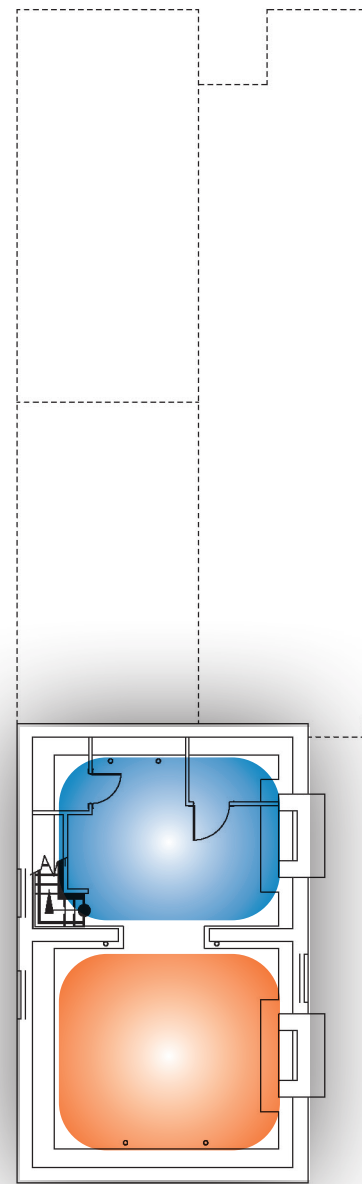
The concept here is to bring together historians, African American storytellers, and people who are or have been incarcerated to create four or five short stories that draw on historical accounts from similar slave jails and slave narratives. Told in first person, each story becomes a vignette that delves into the experience of being taken from family and community, brought here, and held until a large enough group was in hand to be sent South.

When visitors enter the Basement, the first small room has seating for reflection. Interpretive graphics explain how the stories in the next room were developed, and what kind of research and documentary sources went into the making of them. This “behind the scenes” look has the added benefit of shedding light on how the past is explored and understood.

The second, interior room has stools for seating that can be moved to accommodate groups of visitors. Visitors can enter the room at any point. Because the stories are short, they can decide to listen to one or more. The stories themselves are brief—90 seconds is the target length—and told largely through audio, supported by stark projections on the walls. One might tell the story of two teenage brothers bought on a Maryland plantation. Another could be a young woman sent here who has given birth while incarcerated. A third could relate the story of a father and husband separated from his beloved family. As they tell their stories, details of the slave jail emerge: walking through the streets of Alexandria and being herded into the yards, meeting others from various parts of Maryland and Virginia who suffered the same fate, waiting with dread for the day they will be shipped South, describing the thick doors and heavy iron bars and grating keeping them imprisoned as they scoured the property for any means of escape.



-  Tell The Truth
-  Evoke Empathy
-  Make it Relevant
-  Dialogue/Reflection



BASEMENT FLOOR PLAN

Enslaved at Duke Street
(immersive theater)



Figure 4.3.2: Draft Interpretive Plan - Basement Layout

INTERPRETIVE STORYLINE - SECOND FLOOR

Why Alexandria?

The First Floor exhibits provide insight into the workings of the slave pen and the people jailed here. Moving to the Second Floor, the focus turns to Alexandria. Neither Franklin nor Armfield were native Alexandrians, so why did they choose this location for their slave trading operation? And how did 19th century Alexandria benefit from slave trading?

An oversize map of the city, c. 1830s, helps answer these questions. First, slavery was legal and had a long history in Virginia. This was one of several slave trading businesses in the city. Second, though further inland than ports such as Charleston, Alexandria was well situated to acquire people enslaved on upper South plantations and then send them to the Deep South via land or water. Duke Street offered easy access to the waterfront in one direction and land routes inland in the other direction. Third, a local network of people and businesses profited from the business and supported it in various ways.

Interpretation digs into this last point using a set of “digital periscopes” at two heights. The periscopes provide a birds-eye view of the city, and as visitors pan across the city, icons pop up to indicate a connection to 1315 Duke Street—the newspaper that ran slave sale ads, the tavern that hosted business dealings, the bank that loaned money, and so on.

Supporting graphics show images of Alexandria in this era and incorporate one other aspect of the story: there were free Blacks living in the city. Local free Blacks would not have felt comfortable walking up Duke Street – besides the horror of knowing men, women, and children were being held for sale behind the slave jail’s tall exterior walls, free Blacks were too aware of the dangers of being kidnapped and sold for profit.

“The very men who sell him [Armfield] slaves in Alexandria, and those who buy them in New Orleans are respectable... I have met here a minister of the gospel who told me without remorse that he had bought a slave and afterwards sold her. A member of one of our Presbyterian churches sold another member of the same church, to go to New Orleans.”

-Joshua Leavitt, abolitionist who toured 1315 Duke Street (1834)

Legacy Story: Uncovering History

Some of the “legacy” interpretation woven into the exhibition focuses on the destructive heritage of slavery, but community participants voiced a desire to include more positive stories as well. This exhibit features stories about a handful of different people exploring aspects of slavery. An archaeologist could relate their experience finding a fragment of pottery or a child’s toy at a dig where enslaved people had lived in Alexandria or at a Virginia plantation or site of urban enslavement. A journalist might share what it was like to pursue a story that looked at how a major university was supported by the slave trade. A ceramic artist could talk about how their work is inspired by pottery made by enslaved workers.

The Slave Coffle

When a large enough group of enslaved individuals had been bought and assembled, preparations began to move them South. While many people were sent by ship, during warm weather months Franklin and Armfield organized overland coffles that marched individuals from Alexandria to the Forks of the Road slave market in Natchez, Mississippi, a journey of more than 1,000 miles. A 19th century visitor to 1315 Duke Street mentions seeing wagons and tents in a rear yard, and it is painful to imagine being held in the yards and witnessing this activity. This exhibit features large murals on both walls of a slave coffle. The men are chained to avoid escape, woman hold the hands of children, slave drivers on horseback are ready with whips and guns. Subtle ambient audio evokes the scene, which acts as a lead-in to the mini-theater at the end of the room.

“It is true that they are often chained at night, while at the depot at Alexandria, lest they should overpower their masters, as not more than three or four white men frequently have charge of a hundred and fifty slaves. Upon their march, also, they are usually chained together in pairs, to prevent their escape; and sometimes, when greater precaution is judged necessary, they are all attached to a long chain passing between them. Their guards and conductors are, of course, well armed.”
- Ethan Allen Andrews writing about his experience at 1315 Duke Street (1836)

Sold South

What was it like to be forced South on the “Black Trail of Tears?” To walk in chains to Natchez, Mississippi? To board a ship in Alexandria bound for an unknown fate in New Orleans? What happened after arrival and prep for sale? Who was buying? An AV program in a light-dimmed space uses a mix of narration and first-person vignettes to give insight into the cruel efficiency of Franklin and Armfield’s business, which expanded the scale and pace of slave trading—and its human toll.

Legacy Story: Tracing Family Trees

One of the legacies of the slave trade (and later the Great Migration) is the fracturing of families North and South. With the rise in genealogical information available online, 21st century individuals are researching their family trees and seeing what they can piece together. The walls of this gallery are filled with a mix of historical and contemporary portraits of African Americans from across the country. Where known, their first name and location accompany the portraits. The collective effect is a display of strength, pride, creativity, and the Black diaspora within the United States. Nestled among the portraits are examples of African American family trees, and one large panel features an Alexandria-area genealogy expert helping a local family of African descent trace their roots. The exhibit includes a brochure holder with a takeaway brochure that provides information on genealogical resources and how to get started.

Conversation & Contemplation Area

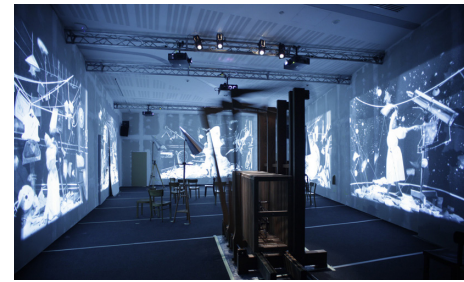
A small cluster or two of seating in the Family Tree area offers visitors a spot to pause, rest or talk among themselves, and decompress for a few minutes. Because it overlaps with the “Tracing Family Trees” exhibit, this space also includes a visitor conversation board with changeable prompts (questions) posed by staff, and a writing surface stocked with pencils and index-size cards that visitors can fill out and post on the board. The prompts encourage visitors to share one question they’d pose to an ancestor who lived in the 1800s, a discovery about their own family tree, or who they’d interview in their family to get more information about family life and connections. As the conversation board fills over time, it becomes a collage of interesting comments to browse.

Fighting for Freedom

This corridor continues the theme of portraits, but here the people shown are examples of those who challenged, resisted, and sought to escape from (and sometimes did escape from) slavery, fighting to maintain their humanity and agency within this inhumane network. The portraits could be changed over time by staff to create a rotating “hero’s gallery.”

Multi-purpose Room

Outfitted with moveable tables and chairs, large whiteboards, and a wall-mounted screen for presentations or videos, the large room on the south side of the building facing Duke Street is designed to accommodate groups for a range of learning activities.



- Tell The Truth
- Evoke Empathy
- Make it Relevant
- Dialogue/Reflection

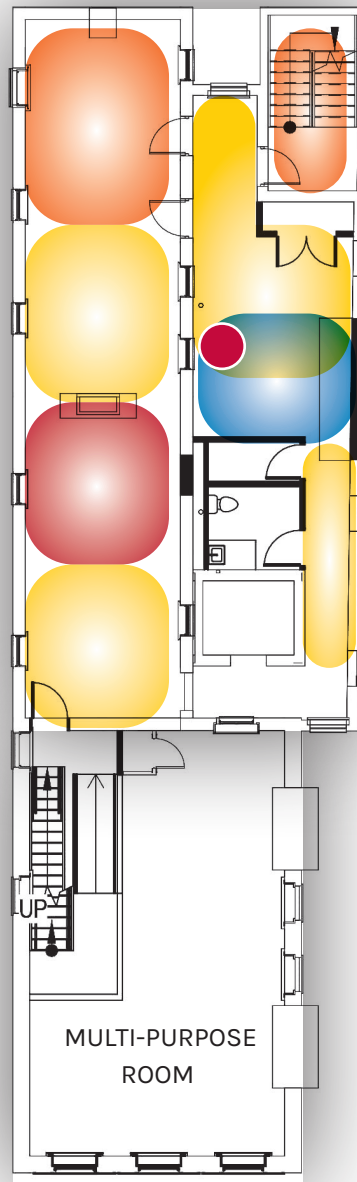
Sold South
(mini-theater)

The Slave Coffle

Legacies of the
Slave Trade

Uncovering
Histories

Why Alexandria?



SECOND FLOOR PLAN

Say Their Names

Legacies of the
Slave Trade

North & South
Tracing Family Trees

Conversation
& Contemplation

Fighting for Freedom

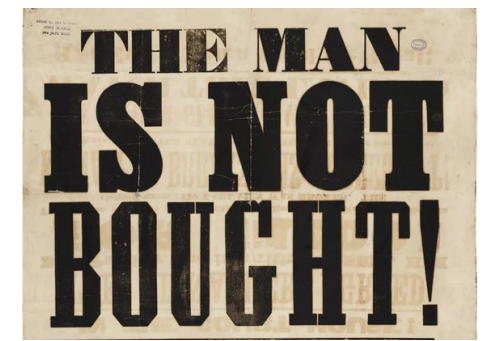
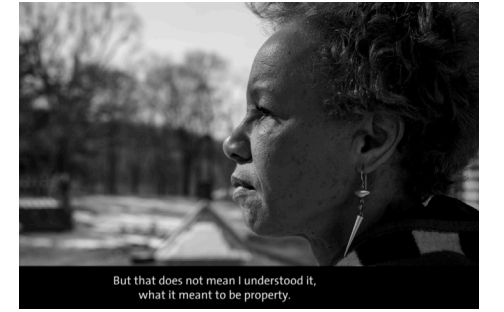
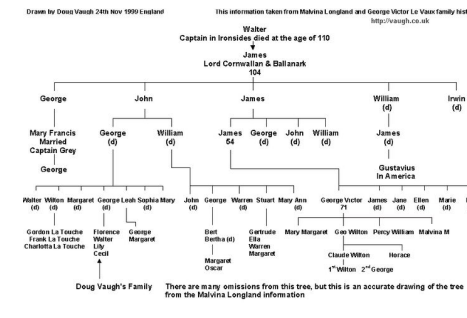


Figure 4.3.3: Draft Interpretive Plan - Second Floor Layout

INTERPRETIVE STORYLINE - THIRD FLOOR

Caught in Slavery's Web

1315 Duke Street is exceptional in that it is a rare surviving building that housed a major slave trading operation – but what was happening here before the Civil War was also happening, on various scales, in every Southern city and many smaller towns. Slavery was a pervasive, central institution in 19th c. America, abetted by the slave trade, and the people enslaved here were caught up in a large, profitable, and expansive system with tentacles that reached into every aspect of life.

This room places 1315 Duke Street within the larger story of American slavery that connected shipyards in New England, banks in New York and London, textile mills on both sides of the Atlantic, wheat fields in the Chesapeake growing grain to feed enslaved laborers on Caribbean sugar plantations—and the list goes on. The Domestic Slave Trade was a sizeable network of its own, but the network fueling its demand was massive.

A large interactive element within this room features 10-12 sites around the country and challenges visitors to identify the connection to Duke Street. Every link they make adds to a web of connections, creating a visual analog that illustrates the expanse and diverse components of slavery.

Legacy Story: Wealth Disparity

Because “Caught in Slavery's Web” draws attention to slavery's far-reaching economic foundations, this legacy station is a good place for a companion exhibit that looks at the stark disparity in wealth between white and Black households. Photos and infographics detail some of the ongoing effects of racism: having limited access to resources, and laws and policies that excluded people of color while advantaging white Americans.

From Slavery to Freedom

Though 1315 Duke Street is infamous for its trade in human lives, it is also, as one community engagement participant stated, “a place where slavery ends.” When the Union Army marched into Alexandria, slave trading met its demise. This mini-theater features two compelling stories that take visitors from the era of slavery into the era of emancipation.

The first is the story of the Edmonson sisters. Mary and Emily Edmonson were born to an enslaved mother and free Black man. As teenagers they were hired out by their owner to work in affluent households in Washington, D.C. In April 1848, they joined their brothers and other enslaved

workers on a schooner called The Pearl in an attempt to escape. When the ship was pursued and caught, they were punished by being sold to Bruin & Hill, a slave trading operation also located on Duke Street. The sisters were shipped to New Orleans, where the slave traders hoped to make a profit selling them as “fancy girls,” a fate they only escaped because a yellow fever epidemic struck, and they were sent back to Alexandria. Their father, who had been urgently canvassing abolitionist groups to raise funds to free them, was finally able to buy their freedom. The sisters became outspoken anti-slavery speakers and attended college. Mary died of tuberculosis at age 20, while Emily married, moved to Anacostia, and spent her life advocating for civil rights.

The second story belongs to Rev. Henry Louis Bailey who was held at Duke Street as a boy and sold to a man in Texas. When he was finally emancipated in 1863, the 21-year-old Bailey walked from Texas back to Alexandria to find his mother. He became a prominent preacher, married a schoolteacher, and lived to age 94. His daughter, Annie B. Rose, inherited his activist spirit and spent her life working to promote the rights and welfare of African Americans. Recognizing the importance of having tangible artifacts to remember the past, she campaigned to have 1315 Duke Street named a National Historic Landmark and ensure its past would not be erased. Every visitor who comes to this site to learn about that past is a testament to her efforts.

Legacy Story: My Connection

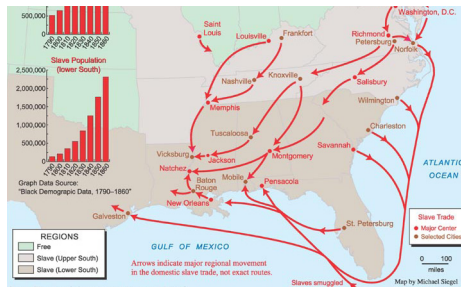
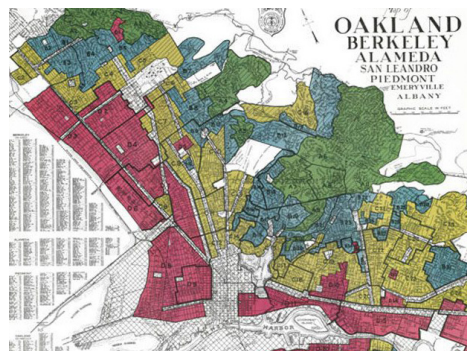
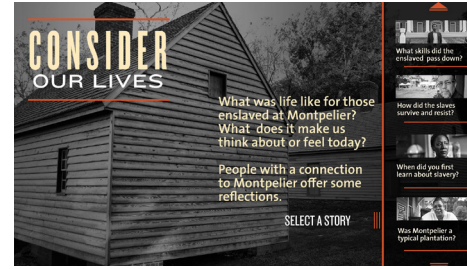
A digital listening station collects and shares stories that relate to the legacies of Duke Street and the slave trade. Visitors can pull up a stool and choose a story to hear from a touchscreen with audio handsets. The stories could include a descendant of a person trafficked through Duke Street who's exploring their family history, a descendant of a slave trader who talks about discovering this history and what it's meant for them and their family, and/or personal reflections on any of the many legacies. New stories can be added to the listening station over time.

**“I can feel spirits. I felt someone touch my shoulder, and it was not to scare me. I felt it was like, ‘You're finally here. You know, finally, this building can be some good.’
- Cynthia Dinkins, President/CEO of the Northern Virginia Urban League, who was instrumental in preserving the building**

Changing Exhibit Space

The long shadow of slavery and the slave trade continues to cloud many aspects of modern life in America. Racial disparities linger according to just about every measure of public health, education, and economic status. Mass incarceration continues to jail a vastly disproportionate number of African Americans and break Black families apart. The historic achievements advanced by the Civil Rights Act and Voting Rights Act of the 1960s are being slashed by legislation and new judicial rulings. Affirmative Action and what students can learn in school are under widespread attack. While the exhibit space at 1315 Duke Street is currently too limited to allow for a large changing exhibit space—though that could change in an expansion phase—this room offers an opportunity to present changing exhibits that examine aspects of the legacy of the slave trade and encourage visitors to recognize how past decisions impact contemporary life. It can also be a place for uplift, with exhibits that showcase African American contributions and illustrate how battles to protect and expand civil rights have benefited a majority of Americans.

**“I brought my 11 year old son with me as it's important he knows our nation's history in its totality, especially our darkest parts. We have talked all week about [it].”
- Visitor to current exhibit**



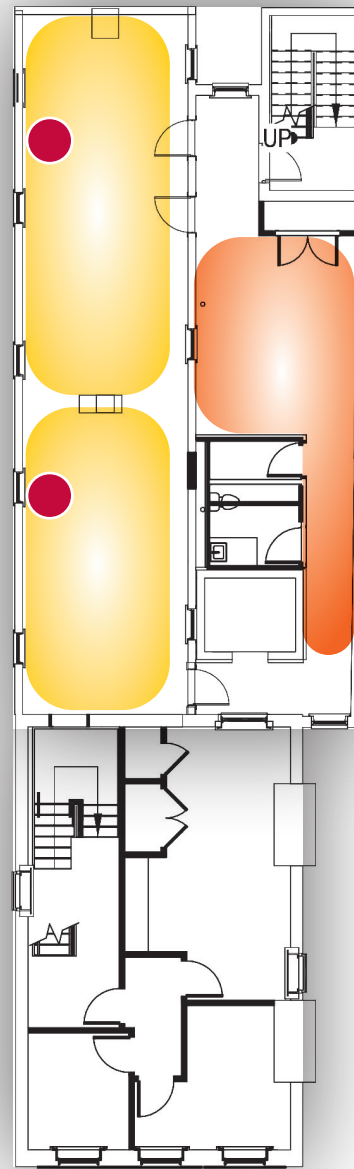
- Tell The Truth
- Evoke Empathy
- Make it Relevant
- Dialogue/Reflection

Legacy Story:
My Connection

From Slavery to
Freedom

Legacy Story:
Wealth Disparity

Caught in
Slavery's Web



THIRD FLOOR PLAN

Changing Exhibit



Figure 4.3.3: Draft Interpretive Plan - Third Floor Layout

PUBLIC PROGRAMMING OPPORTUNITIES



The exhibits interpreting slavery at Montpelier inspired an anonymous donor to sponsor a National Summit on Teaching Slavery. The result is a rubric that has become the standard for museums and historic homes wrestling with the topic of slavery.

Public programs for the Museum at 1315 Duke Street will support and enhance the exhibit experience and serve to engage and build audiences. Historic Alexandria already presents an ongoing range of activities and staff will be able to draw on existing knowledge and resources to plan and provide future programs. Some key questions can assist in brainstorming and developing programs:



Above, a workshop on teaching hard history at the National Museum of African American History and Culture.

- Who are we trying to reach, and what kind of programs are they interested in? What kind of programs will engage current audiences, and which will help us develop new audiences?
- What programs are best for our (limited) space?
- How do our programs align with when specific audience groups are most likely to visit (e.g., student field trips are most likely on weekdays in the spring; genealogy sessions for community members would work best on a weekend day)? What annual events, such as Juneteenth, should we be planning around?
- Is there a program we can develop in collaboration with one or more of the City’s other historic properties?
- Are there other local partners we can connect with and team up with on programs?
- What kind of staff/volunteer training is needed?



Educators lead students in a discussion about the cultural and political shifts that led to the Holocaust, and Armenian and Rwandan genocides at the Center for Holocaust, Human Rights, & Genocide Education.

The types of programs developed can appeal to different audiences. For example:

In Their Own Words: Local actors read powerful first-person excerpts from slave narratives in several locations throughout the museum, and visitors can move from room to room to hear them during the course of the event.

Black Voices Rising: Local poets and spoken word artists are invited to create a piece that responds to a certain room within the museum, and then perform at a special event in the museum.

How to have difficult conversations around race: The multi-purpose room can host a facilitated workshop that helps people navigate and feel more prepared to have productive conversations about race and racism.

“Teaching Hard History” educator workshop: A facilitated workshop in collaboration with Teaching for Justice



Virtual events like this one put on by the North Carolina Museum of History are an effective way to reach new audiences.

provides tools, resources, and a collaborative environment for teaching slavery.

“My Black Family Tree” Genealogy Event: In collaboration with the Alexandria Public Library (which has hosted genealogy events and has a list of resources), the museum can host a genealogy expert and a descendant of an individual held at the slave pen to walk through how to get started on Black ancestry research, the resources available, and the rewards of uncovering family history.

“Reading Against Racism” Book Club: The museum could host a book club focused on understanding the roots of racism and its ongoing legacy.

“Walking the Past” Alexandria slave trade tour: The museum can be the starting point for an enlightening tour around Old Town that “connects the dots” between one or more of the city’s other historic sites that supported the industry of slavery in the 19th century.



SECTION 5.0

COST ESTIMATE

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5.0 COST ESTIMATE

5.1 ESTIMATING APPROACH & METHODOLOGY

Cummings served as the cost estimating consultant for the Comprehensive Plan. Based out of Chicago, they are a firm that specializes in cost estimating for museums and cultural institutions and therefore have familiarity with the unique components, such as exhibits and environmental systems, that are typical of these types of projects.

As a basis for estimating, SmithGroup provided Cummings with the HSR and its estimate (developed by Axias, Inc. in 2021) as well as annotated drawings and narratives that represented the Phasing Alternatives that were considered as described in Section 4 of this Comprehensive Plan report.

Building Access During Construction – It was assumed that work access would require area-by-area closure at a minimum. If larger areas of the building, or the entire building, could be closed to implement the work, that would facilitate a faster implementation. It is recommended that the building not be occupied for the implementation of most of the work.

Cost Contingency - Costs estimated are a higher-level order of magnitude due to the very preliminary nature of the design recommendations, and could be improved when better details evolve.

Assumptions

- **Archaeology** - Archaeological investigation downtime has been accounted for as an allowance in the estimate.
- **Museum Interior Items** - Property of the Museum is assumed to be relocated and/or protected by others during construction.
- **Fire Protection** - Fire protection service to the structure is assumed adequate with the exception of the adjustments noted in the narrative. Sprinkler head relocation is anticipated without relocation of main lines and branches.
- **HVAC Distribution** - HVAC distribution new concept layout assumes new riser shaft will tie into new distribution ductwork.
- **Alley Access** - Alleyway access is presumed upon coordination with adjacent property owner.
- **Phase 1 Work** - Phase 1 pricing follows the Historic Structure Report in regard to window infill & replacement, masonry restoration, and repointing.
- **Elevator Modifications** - Elevator extensions and relocation follow the narrative in scope and description.

5.2 COST MARKUPS

Hard Cost (Construction Cost)

The following percentages are applied to the base hard cost for each option to arrive upon a total cost:

General Conditions	6.0%
General Requirements	4.0%
Bonds & Insurance	1.3%
Subguard Insurance	0.5%
Contractor's Fee	4.0%
Design Contingency	20.0%
Construction Contingency	12.0%
Escalation to MOC	10.8%/8.5%

Soft Costs

In addition to the markups on the hard costs (construction costs), soft cost markups were applied. Soft costs are owner related costs that are not part of construction such as professional fees, furniture & fixed equipment (FF&E), and exhibit fabrication.

Design Fees (Architect & Engineer)	15%
Permits, Inspection and Testing	1%
FF&E	Allowance \$15/SF
Exhibit Designer Fee	20%
Interpretive Environment Upgrades	Allowance based on \$/SF

Total Project Cost

The total project cost combines the hard costs and soft costs to represent a complete project number.

5.3 ESTIMATE SUMMARY

Phase 1 – Immediate Renovations	\$1,448,851¹
Phase 2 – Visitor Experience Improvements	
Option 1 – Second Floor Accessibility	\$42,418
Option 2 – Improve Visitor Flow/ Improve Interior Spaces	\$2,134,513
Option 3 – Basement Accessibility	\$464,389
Option 4 – Fourth Floor Accessibility	\$255,435
Option 5 – Full Accessibility/ Relocate Elevator	\$1,410,335
Option 6 – Rooftop Reflection	\$873,775
Option 7 – Interpretive Environment Upgrades	\$2,176,900
Phase 3 – Expanded Interpretive Environment	
Option 1 – West Façade Interpretive Installation	\$214,950
Option 2 – Parking Area Interpretive Installation	\$202,309
Option 3 – Expanded Exhibit Space	

As the OHA considers expanding beyond the footprint of the footprint of the existing Museum there are some price ranges to consider regarding real estate within close proximity of the property:

Purchase ranges based on 2023 data	\$150.82 to \$189.12 PSF
Rental ranges based on 2023 data	\$23.32 to \$43.74 PSF

With an interest in expanding the Museum another 10,000 SF minimum, that would translate to the following ranges:

Purchase Ranges	\$1,508,200 to \$1,890,120
Rental Ranges	\$233,200 to \$437,400 annually

¹ Actual project cost is \$2.9M plus contingency.



SECTION 6.0

APPENDIX

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6.0 APPENDIX

6.1 OHA FIVE YEAR STRATEGIC PLAN

City of Alexandria | Office of Historic Alexandria

Five Year Strategic Plan FY 2020-2025

Mission, Vision, Values, Goals

Updated 2/12/2020

City of Alexandria

Mission

Working together to foster a thriving Alexandria

Vision

In 2022, Alexandria is a historic, inclusive city of kindness, with distinct, vibrant and safe neighborhoods, a well-managed government, flourishing arts, culture, and recreation, a strong economy, thriving children and youth, active and secure older adults, environmental sustainability, healthy residents of all ages, and multimodal transportation

Values

- Respect
 - We are open-minded and treat all people with dignity.
- Integrity
 - We are thoughtful stewards of the public's trust.
- Teamwork
 - We do great things together.
- Continuous Improvement
 - We challenge ourselves to learn and grow.



Office of Historic Alexandria

Mission

The Office of Historic Alexandria (OHA) preserves and shares Alexandria's past to enrich the present and inspire the future.

Vision

To infuse Alexandria's rich and complex history into the fabric of the community.

Values

- Equity
 - Engages in scholarship and research-driven content.
 - Acknowledges that history is complex and embraces dialogue.
- Community
 - Offers compelling and innovative research-driven experiences for both residents and visitors.
 - Builds community by fostering understanding and civic value.
- Collaboration
 - Actively seeks community partnerships and input.
 - Offers resources for community projects, planning, and decisions.

Goals

Embrace the diversity of our community, both past and present
We are committed to sharing the diverse stories of our past in meaningful ways with our changing community.

- **Expand Alexandria’s African American history interpretation throughout OHA**
 - Implement Fort Ward Interpretive Plan
 - Develop phased approach to funding and implementing interpretive elements.
 - Coordinate related departments and establish plan for interpretive trail. Apply for FY23 CIP funding in Fall 2021.
 - Maintain active connections with the descendant community and other stakeholders.
 - Evaluate all OHA public programming to ensure it incorporates and respects the diverse stories of our community
 - Family: Seek new ways to build relationships with the diverse families of Alexandria
 - School:
 - Develop ABHM and Freedom House school program(s)
 - Review and update existing school programs to better share stories of various races, genders, and social class.
 - Organize teacher workshops that highlight local African American history
 - Align with the Commonwealth of Virginia’s Commission on African American History Education recommendations.
 - Adult: Evaluate programs, lecture series, and symposiums for content and balance
 - Equip staff and volunteers to better engage a diverse community and share African American history
 - Create training materials that provide information about Alexandria’s African American history and its connection to broader themes told across the city.
 - Participate in ACPS Cultural Competency training to bring museum educators and local teachers in line with language using to engage students.
 - Schedule Race and Identity training for staff and volunteers that ties into OHA’s interpretive work

- Complete and make available to the public the following on-going projects that highlight Alexandria’s African American history
 - Develop walking tours in partnership with the African American Heritage Trails Committee.
 - Finalize the Freedmen Cemetery Archaeology and History reports, making the information available online and in brochure form.
 - Catalogue the Moss Kendrix collection and make it available online.
 - Research the Apothecary’s archival collection of manumissions and publish findings.
- **Understand and incorporate community needs in all areas of OHA exhibitions, museum sites, and collections**
 - Continue and expand Oral History program
 - Seek ways to collect oral histories and material culture at community events.
 - Continue to enlist and train volunteers and community members to collect oral histories.
 - Develop a plan to make oral histories more accessible to the public.
 - Develop long-range plan for the Alexandria Black History Museum, with a focus on community needs and access
 - Develop long-range plan for Alexandria’s History Museum at The Lyceum
 - Undertake survey of community to determine the future of the museum and space usage
 - Develop a plan to redesign the space based on community input and museum needs
 - Continue to update Alexandria Archaeology Museum’s exhibits and infrastructure.
 - Review collections plans to ensure the diversity of Alexandria’s history is actively and intentionally collected within the scope of each site.
 - Develop acquisitions committee and department-wide collections plan
- **Establish the Freedom House Museum as a City Museum**
 - Acquire the site
 - Develop long-range plan for various spaces in the historic structure
 - Develop partnerships for the preservation and interpretation of the museum
 - Create fundraising plan and grants based on long-range plan for site
 - Complete Historic Structures Report
 - Research and create interpretive plan based on new research
 - Establish site within the larger trajectory of the slave trade (domestic and trans-Atlantic) at the local, regional, and national scale.
 - Explore membership in the International Coalition for Sites of Conscience
- **Implement Equal Justice Initiative and Community Remembrance Project**
 - Create a three-year timetable for meetings, soil collection, marker and monument installation.
 - Hold public meetings and offer programs to foster community engagement
 - Offer “pilgrimage” opportunities to Montgomery, AL for the community, with sponsorships
 - Partner with other city entities/support’s city’s committee to “Equitable Alexandria”

Instill a sense of place

We contribute to the unique character that makes Alexandria attractive to residents, visitors, and businesses.

- **Infuse the City's redeveloping waterfront with Alexandria's history**
 - Create Waterfront Interpretive Plan
 - Using FY21 CIP funds, hire a firm to create the interpretive plan
 - Implement wayfinding signage in new interim waterfront park
 - Develop marketing plan to include social media and city website to share information related to waterfront history and archaeology
 - Complete research to place Alexandria's early seaport history in the local, national, and international context.
 - Develop and continue to implement conservation, study, and preservation and/or exhibition of new archaeological discoveries from the waterfront
 - Carlyle Warehouse (anticipated return: 2021)
 - AX229 - Hotel Indigo ship (anticipated return: 2022)
 - Three Ships (documentation completed: 2020)
 - Thousands of artifacts from waterfront development locations, encompassing the lives of residents, black and white, free and enslaved
- **Implement Archaeology Protection Code**
 - Oversight of code for major city projects, including Waterfront, Fort Ward, and CSO/RiverRenew
 - Partner with other departments to anticipate and plan for future development projects
 - Revise, update, and implement archaeology standards and policies
 - Collections policy
 - Archaeology standards
 - Disaster plan
 - Field and lab manual
 - Digitization/metadata protocols
- **Expand interpretation in publicly accessible areas throughout the City**
 - Continue to create wayfinding interpretive signs throughout the city, including
 - Duke Street corridor signage
 - New development and trails
 - Wayfinding signage outside museum sites
 - Parker Gray historic district
 - Arlandria/Del Ray/Rosemont/West End
 - Design and install exhibits at City Hall and Union Station
 - Install plaque at the WWI Monument by Union Station
 - Be intentional about participating in events outside of Old Town
 - Explore pop-up exhibits or traveling exhibits about local history

- **Create a field trip program in partnership with ACPS that provides an equitable field trip experience for all 2nd grade students in ACPS.**
 - Establish workgroup of local teachers, with incentives for participation
 - Identify topics/themes 2nd grade teachers say they would like additional support in
 - Gather collections items and research related to the classroom content identified by teachers
 - Develop workgroups of ACPS and OHA staff who will create the field trip program
- **Preserve historic structures and landscapes that are under City's care**
 - Work with General Services to create long-term comprehensive plans for care, safety, and maintenance of buildings through CIP process
 - Work with Purchasing to create a list of pre-qualified historic preservation contractors or companies to be used as needed for projects
 - Assist the Historical Restoration and Preservation Commission on easement oversight
 - Complete the 10-year building study and develop action plan for Gadsby's Tavern Complex
 - Establish long-term preservation plan for Murray-Dick-Fawcett House
 - Seek additional resources to survey, study, interpret, and preserve Alexandria's historic African American cemeteries.

Use history to spark curiosity and reflection

We encourage life-long learning for all ages.

- **Ensure collections and archival materials are accessible online**
 - Utilize PastPerfect software to make collections available online.
 - Themed and/or site specific
 - Gadsby's Silver
 - Carlton Funn Collection
 - Moss Kendrix Collection
 - Utilize Laserfische software to make archives available online.
 - Apothecary
 - Irwin collection
 - Digitize historic documents that illustrate changes to the city's landscape.
- **Exceed AAM accreditation standards for preserving collections and archival materials for generations to come**
 - Purchase, customize, and migrate archaeological collections data into new software program
 - Work with General Services to secure a new storage facility for the OHA collection, archaeological collection, and City Archives.
 - Continue timely accession and appropriate housing of collections
 - Maintain current inventory of collections

- Conduct a deaccession survey by 2022 across all sites to ensure all objects adhere to set collecting plans
- **Contribute to City commemorations and annual events**
 - Black History Month (February)
 - Women’s History Month (March)
 - Preservation Month (May)
 - 1939 Sit-In with Alexandria Libraries (August)
 - Archaeology Month (October)
- **Begin planning for RevWar 250 Anniversary in 2026**
 - Research the early history of Alexandria, particularly the decades around the Revolutionary War.
 - Actively participate in state-wide and regional planning committees
 - Share research with the community through public programming, social media, and printed articles.
 - Establish annual Symposium in partnership with Emerging RevWar to bring latest research to the area
 - Create an Alexandria 2026 commemoration plan, in collaboration with all Alexandria historic sites and attractions
 - Seek City Supplemental Funding beginning in the FY23 budget, requested in Fall 2022
- **Provide mission-driven experiences for tourists visiting City Museums**
 - Develop new tour and training plan at Gadsby’s Tavern Museum
 - Develop interpretive plan for the Murray-Dick-Fawcett House
 - Finish the ADA Compliance Assessment for the department and create plan for implementation
 - Create and evaluate public programming and special events that tie to OHA’s mission and provide products for tourism marketing campaigns
 - Participate in the AASLH Visitor Counts program
 - Rebrand museums for easier identification as City sites and more effective marketing campaigns.
- **Develop programming that fulfills the needs of the local community**
 - Develop outreach programming related to new archaeology discoveries
 - Build partnerships with community organizations and other city departments who work with the local population
 - Evaluate the effectiveness of existing programs in terms of cost recovery and mission-related success as well as community need
 - Grow the Junior Docent program
 - Streamline volunteer recruitment and training for tours and programs.
 - Assess operating hours for current museums for site capacity, staffing, and public need. Make recommendations and implement updated plan.
 - Develop a coordinated exhibition schedule at the department’s sites and other city venues that reflect OHA’s values and goals.

**Uphold and advance OHA as a resource for local history, historic preservation,
and museum management**

We share our expertise and skills for the good of the community.

- **Create a more flexible and dynamic museum system**
 - Reorganize OHA using City’s Administrative Regulations as guideline
 - Prioritize full time over part time positions
 - Hire a development officer
 - Write new position descriptions
 - Establish workplans for new staff and divisions
 - Establish training procedures for onboarding new staff
 - Establish internal promotion opportunities that encourage staff engagement and retention
 - Establish ongoing professional development opportunities throughout all levels of the organization.
- **Implement State Regulations for the City’s Archives and Records Management Program**
 - Follow state code for records management, retention, and disposal.
 - Implement City-wide Records Management Training
 - Work to secure new location for mandated Archives and Records facility
- **Actively share knowledge, research, and best-practices**
 - Establish a communication plan for sharing latest research, collections items, and educational opportunities.
 - Social Media
 - City Website
 - Weekly and monthly newspaper articles to local paper
 - Write, publish, and /or present scholarly work on waterfront history, archaeology, and historical research
 - Present at local, state, and/or national conferences
 - Continue to advise and be recognized as a resource for city staff in other departments
 - Offer learning opportunities to City employees
 - Be recognized as a valued partner in city festivals and events.
- **Plan and secure diverse long-term funding and resources for sustainability**
 - Achieve a sustainable balance of contributed, earned, and public annual operating income.
 - Continue to cultivate museum stores that promote site missions while providing added revenue
 - Operate the rental program that provides added revenue
 - Seek outside grant opportunities to support prioritized initiatives
 - Analyze fee schedule to ensure appropriate balance of access and cost-recovery.

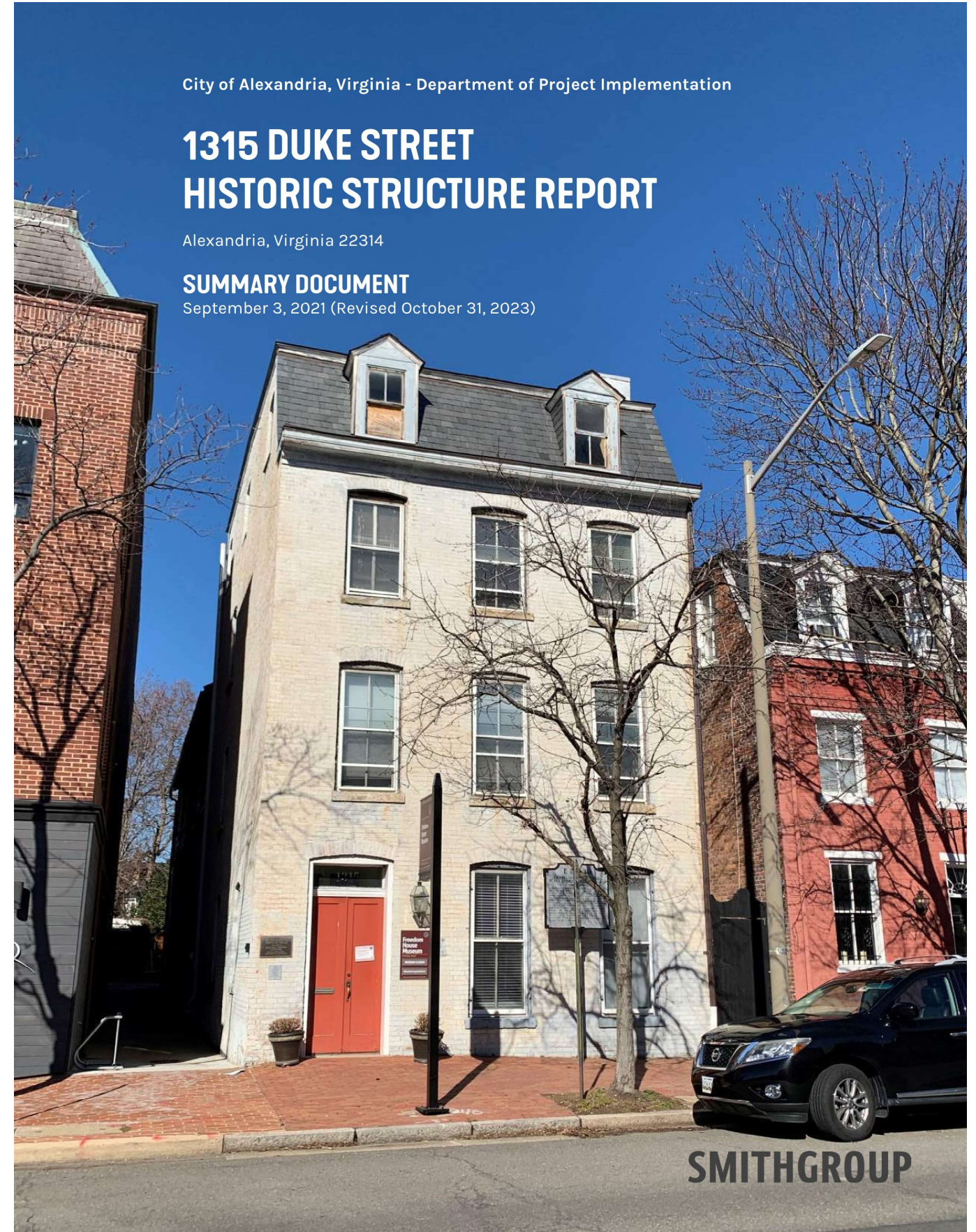
- Seek funding to assist with preservation of city buildings based on priority list
- Re-envision Friends Groups to better support OHA’s mission and priorities
- Develop departmental list of conservation priorities and funding plan.
 - *Ship timbers conservation*
 - *Friendship Firehouse Pumper*
 - *Apothecary windows*
- Cultivate donor relationships for departmental priorities

To fill in under bullets once reorg is finalized

Action Item	Measure	Staff/Resource	Date Completed

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6.2 1315 DUKE STREET HISTORIC STRUCTURES REPORT - SUMMARY DOCUMENT



City of Alexandria, Virginia - Department of Project Implementation

1315 DUKE STREET HISTORIC STRUCTURE REPORT

Alexandria, Virginia 22314

SUMMARY DOCUMENT

September 3, 2021 (Revised October 31, 2023)

SMITHGROUP

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BUILDING DATA

Preferred Structure Name:	1315 Duke Street
Other Historic Names Used:	Franklin & Armfield Office Freedom House
Property Location:	1315 Duke Street Alexandria, VA 22314
Property Owner:	City of Alexandria, VA
National Register Information:	June 2, 1978; Record Number 78003146
National Historic Landmark Listing:	June 2, 1978
Virginia Historic Landmark Listing:	October 16, 1979
VDHR Architecture ID:	100-0105
Archaeological Resource Site Number:	44AX0075
Original Construction Date:	c. 1812 -1813
Period of Significance:	1828-1861
Architectural Style:	Federal/ Second Empire
Current Use:	Museum/ Office
Building Gross Square Feet:	Basement: 922 sf First Floor: 2,639 sf Second Floor: 2,639 sf Third Floor: 2,639 sf Fourth Floor/ Mezzanine: 922 sf TOTAL: 9,761 sf

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INTRODUCTION

In January of 2021, the City of Alexandria, Virginia Office of Historic Alexandria (OHA) contracted SmithGroup to provide a Historic Structure Report (HSR) for 1315 Duke Street (also known as Freedom House) located in Alexandria, Virginia. 1315 Duke Street once served as the headquarters of Franklin & Armfield, the largest domestic slave trading firm in the United States. OHA plans to use this HSR as a road map for the future rehabilitation of the building to become a museum dedicated to telling the history of slave trade on this site as well as the legacy of domestic slavery in the Chesapeake Region and across the nation.

BUILDING BACKGROUND

The three-story brick townhouse at 1315 Duke Street was constructed in 1812 as the residence of Robert Young, Brigadier General of the second Militia of the District of Columbia. By 1828, it was leased by Isaac Franklin and John Armfield and used as a warehouse for slaves being extracted from Northern Virginia and sent to the deep south to enter a life of slavery. Franklin and Armfield were in this business until 1837, exploiting over 8,500 persons and sending them to cotton and sugar plantations to live as slaves, supporting that southern agricultural economy.

Subsequent firms continued trafficking persons of color on this site. A sign seen in Civil War era photographs has the name of Price, Birch & Co., a firm that continued Franklin & Armfield's line of business. During the Civil War the building and surrounding site were used by the Union Troops as a military prison for deserters, the L'Ouverture Hospital for black soldiers, and the barracks for those persons who fled the confederate states and sought refuge with Union troops. The building was subsequently converted to a multi-occupant boarding facility and modified yet again to become office space.

1315 Duke Street is currently being used as an office building with a small Museum located in the basement. The City of Alexandria purchased the property in March 2020 when it was being used as the headquarters of the Northern Virginia Urban League (NVUL). The NVUL created the basement exhibit on the history of the site in 2008. It is the intention of the OHA to renovate the building and to maintain it as a Museum.

TEAM ASSEMBLY

To prepare this HSR a comprehensive team of consultants was assembled to address all aspects of analyzing the existing historic resource. The team assembled to complete this work included the following consultants:

SmithGroup - Architecture, Historic Preservation, Mechanical/ Electrical/ Plumbing Engineering, Fire and Life Safety Engineering, Landscape Design

Robinson & Associates, Inc. - Architectural and Regional History

Silman - Structural Engineering

Jablonski Building Conservation, Inc. - Materials Conservation & Analysis

PROJECT SCOPE

Per the Scope of Work provided by the City of Alexandria, the HSR was to include a full analysis of 1315 Duke Street that augmented the historic research already developed by the City of Alexandria Office of Historic Alexandria Staff. This research was to support a comprehensive historical background and context regarding the property along with a chronology of its development and use. Additionally a full assessment of the building and its current systems was to be provided followed by recommendations to mitigate deficiencies that were identified. The HSR was guided by the identification of a Period of Significance to establish work recommendations and options for treatment and use.

Research and physical investigations were to clarify the following areas of the building's history:

- Building sequence of alterations through history
- Significance of the site
- Similarities to other Slave Pens in the Chesapeake Region

Documentation of the team research was to be provided in the following format:

- Existing building configuration in drawing format
- Digital scans that can translate to future 3D drawings and models
- Photographs that document existing conditions
- Bibliography that identifies primary sources

The conditions assessment was to identify deficiencies in building components and systems and make recommendations for correcting noted deficiencies for the following items:

- Exterior and interior building materials
- Exterior and interior building features and finishes
- Structural systems and building stability & per floor load capacity evaluation
- Interior space use and conditions
- Mechanical/Electrical/Plumbing systems
- Fire Alarm/Fire Protection/Life Safety Systems
- Materials testing and lab analysis
- Accessibility
- Code compliance

The HSR was to conclude with recommendations for specific treatment and use to prepare the building for appropriate interpretation as a Museum regarding slave trade on site and the significant role it played as part of domestic slavery in the Chesapeake Region.

PRIOR RESEARCH AND DOCUMENTATION

OHA provided several previous studies and resources that served as the basis for the SmithGroup team's initial evaluations and analysis of both the physical fabric of the building and the developmental history. These resources included the following list items:

- [Building Property and History, Benjamin Skolnik, PhD, 2021](#)
- [Alexandria Slave Pen - Archeology of Urban Captivity, Artemel, et al. 1987](#)
- [National Register Nomination, 1976](#)

A more comprehensive list of all resources and documents that were used to develop historic content for the report can be found in Appendix C of the HSR.

RESEARCH GOALS AND QUESTIONS

The scope of services included the requirement to address the following questions to the greatest extent possible in the research, analysis and documentation as part of the HSR development:

- Establish the general building sequence (construction/use/demolition/renovation).
- Establish if there is surviving fabric from the original residence and how much original fabric associated with the Period of Significance survives.
- Determine as best as possible what the original floor plan of the existing structure was.
- Use of the Basement during the Slave Pen era.
- How the First Floor functioned as a show room during the Slave Pen era.
- Determine the building alterations post-1861 to present.
- Determine as best as possible what surviving fabric survives from the slave pen period.
- Categorize remaining elements of the building and its modifications to periods.
- Explore possibility of returning south facade to its original appearance.

PROCESS

The following steps were taken to inform the team of the history and evolution of the site and its surroundings. All of these exercises provided building forensics data that informed shaping a more accurate developmental history of the structure and site.

SITE VISITS

The SmithGroup team visited the site multiple teams to collectively document and analyze existing conditions and to try to synthesize historic research with on site conditions observations. These site visits were a critical part of the building forensics required to understand how the building evolved over time.

REVIEW OF EXISTING DOCUMENTATION

In addition to reviewing the historic research documents provided by OHA, the SmithGroup team also reviewed many other existing documents that helped the team understand the evolution of the property over time. The documents included:

- Historic photographs ranging in date from 1836-1900
- Historic maps ranging in date from 1861 to 2019
- Drawings reflecting alterations to the building such as the 1985 renovation drawings created by Vello Dines AIA Architects as well as permit records from 1937-2011
- Previous reports that reviewed such things as hazardous materials and the fire alarm system
- Additional research on the slave trade such as A History of the Slave Trade In Washington, DC by Mary Beth Corrigan (2001) and John Armfield, Slave-Trader by Isabel Howell (1943)

LASER SCANNING

As a means of documenting the site and the historic structure at 1315 Duke Street, SmithGroup used laser scanning technologies to obtain three dimensional data of existing conditions. This technology, in conjunction with hand measurements, is often used to gather highly accurate data for existing and historic properties. The scanner used for the documentation was a FARO 3D laser scanner. It is a surveying device (phase based) primarily suited for interior or close-up exterior scanning. The resulting point cloud images were able to support the creation of very accurate floor plans and elevations that were used as the basis for annotating observations during the conditions assessment. The point cloud that was the resulting byproduct of the scanning was also used to create a 3-D Revit model that was the basis for the developmental chronology diagrams to be used in the report. This point cloud also revealed some significant shifts in the structure that have put floor levels out of alignment around the existing central stair.

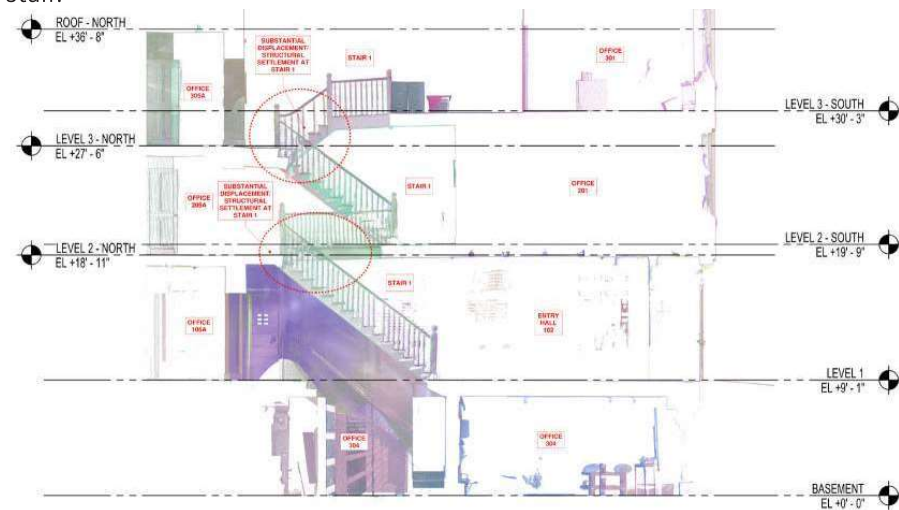


Figure 01: Section view of laser scan showing extent of structural deformation and settlement at Stair 1.

INVESTIGATIVE PROBES

The SmithGroup team worked collectively to define investigative probes on site that would strategically remove existing building fabric to potentially expose older and more historic materials and finishes. The intent was for these probes to reveal more information about what historic fabric might still remain from earlier periods of construction and occupancy. Nineteen probes were implemented that cut openings in walls and peeled back finished on floors. The probes revealed doors that were covered over, existing structural framing, historic plaster finishes and older wood flooring. They also allowed for the team architectural conservator to obtain materials samples for analysis that would otherwise have not been available.



Figure 02: Images showing process of investigating behind existing modern drywall finishes to uncover evidence of historic 3-coat plaster.

HISTORIC FINISHES ANALYSIS

Jablonski Building Conservation, Inc (JBC), as an integral part of the SmithGroup team, analyzed a limited number of paint and mortar samples from the interior and exterior of 1315 Duke Street. The purpose of this analysis was to assist with verifying construction history of the building through paint archaeology and mortar analysis. The analysis of the mortar was somewhat inclusive as the entire building was re-pointed in 1985 as part of a comprehensive restoration. However analysis of the exterior paint samples taken from brick and wood and the interior samples taken from plaster and wood confirmed that some of these finishes date to the 1870's or early 1900's.

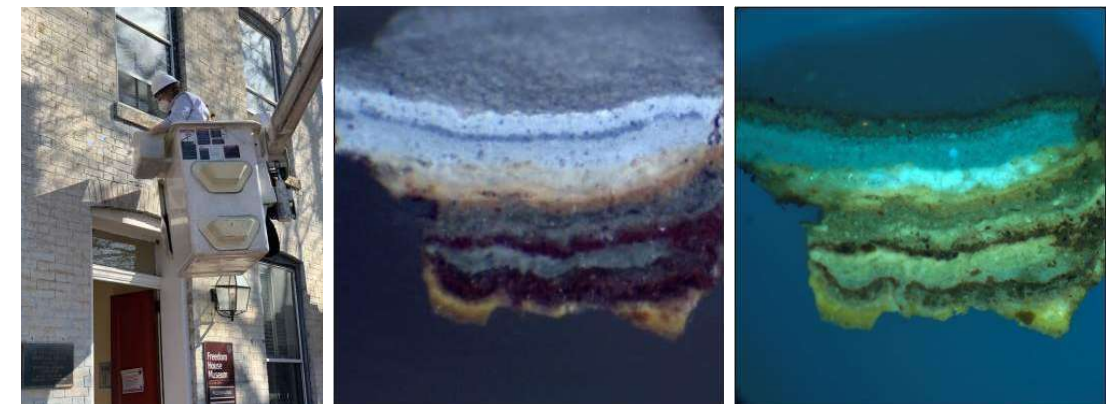


Figure 03: Images of process for obtaining historic material samples for further analysis, including exterior paint samples and subsequent photomicrograph analysis.

HISTORIC IMAGE ANALYSIS

Several key historic photographs and illustrations from the mid 1800's served as critical resources for documenting how 1315 Duke Street appeared at the tail end of its period of significance. The SmithGroup team not only analyzed these photographs and illustrations in detail but also overlaid subsequent building information on them and annotated them to try to best identify what feature from that period might still remain. This analysis also assisted with supporting the developmental history of the site and building.

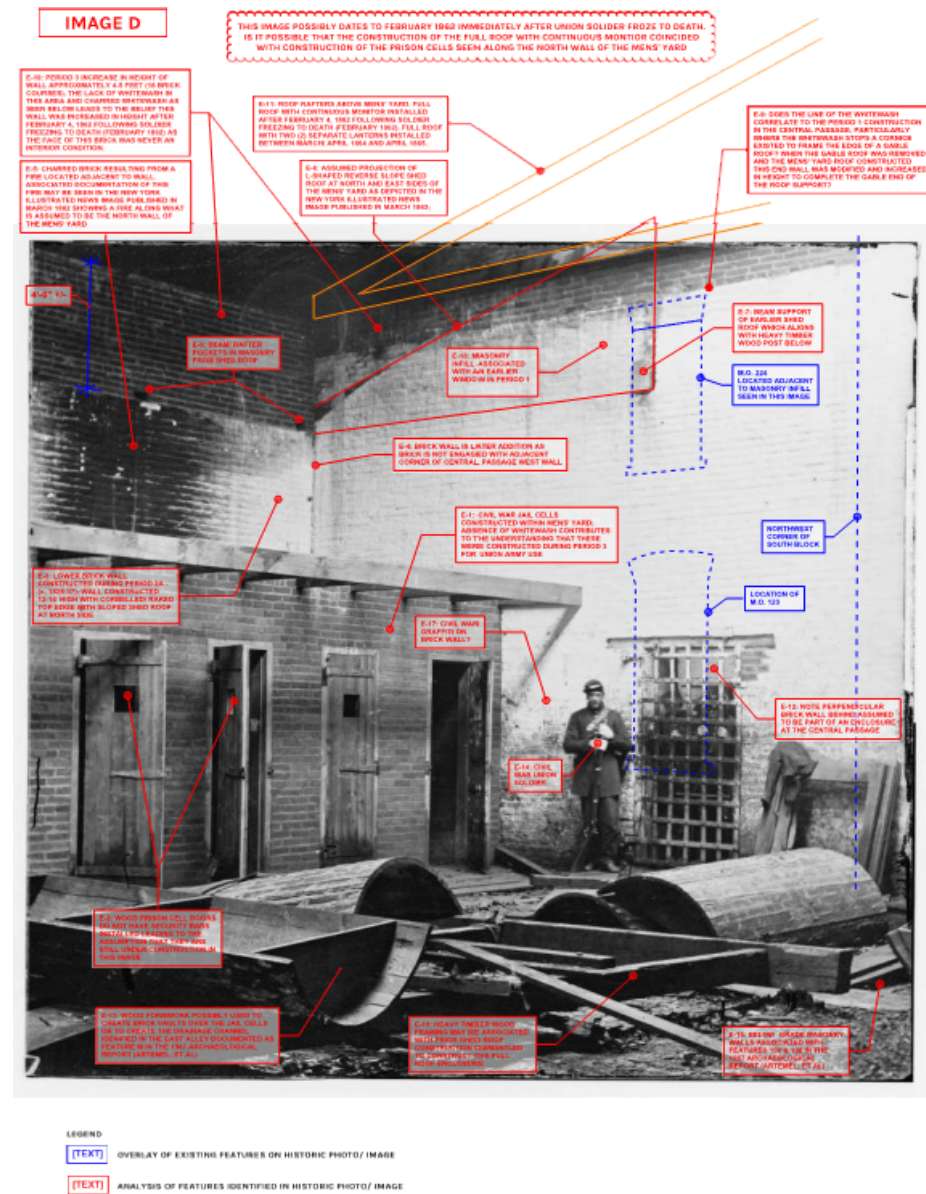


Figure 04: Sample of detailed analysis and comparison of historic photographs to existing conditions to understand the developmental history of the property and structure.

ADDITIONAL RESEARCH

In addition to the historic information provided to the SmithGroup team by OHA, Robinson & Associates, the team historians, augmented this research by looking into the background of slavery in the Chesapeake region as well as the history and evolution of slave pens and their contribution to the slave trade economy.

BUILDING HISTORY AND SIGNIFICANCE

Built in 1812-13 by Alexandria merchant Robert Young as a private residence, 1315 Duke Street originally stood three stories tall under a moderately-pitched, side-gable roof. The Federal-style, brick dwelling measured roughly 24 feet across by 38 feet deep. The front facade was divided into three bays, with the entrance bay on the west. The original windows were likely twelve-over-twelve, double-hung, wood sash windows. Tax records can be interpreted to indicate that within one year of the house's construction, Young also built a detached two-story brick outbuilding that was likely used as a kitchen-quarters. Research to date has not identified the architect or builder of the dwelling.

1315 Duke Street functioned as a residence for fifteen years before being leased, in 1828, to Franklin & Armfield, a newly established business partnership formed by slave traders Isaac Franklin (1789-1846) and John Armfield (1797-1871).

SLAVE TRADE

One result of the federal prohibition of the trans-Atlantic slave trade in 1808 was an increase in the domestic trade of enslaved people. By that time, areas in the United States where the slavery system was established (Virginia, Maryland, and North Carolina) had a "surplus" of enslaved workers, many of whom were relocated by force to fulfill a demand for laborers both in the Deep South and the southwest frontier. Cotton planters at the time were faced with a growing demand for their crop on the world market and were eager to increase their workforce by purchasing enslaved people from the Upper South and transported them to markets in Savannah, Charleston, Mobile, Natchez, and New Orleans. During these early years of the interstate trade in enslaved labor, speculators were typically small-scale operators who worked alone out of taverns or hotels. Most transported bondspople either overland or by river. Chained caravans of slaves called coffles covered roughly 20 to 25 miles a day on foot.

Starting in the 1820s, the interstate slave trade experienced a vast transformation in scale, geography, effectiveness, and profitability. Between 1820 and 1860, forced migration impacted roughly 882,000 enslaved lives, with 60 to 70 percent of this total migration a result of the slave trade. Slave traders frequently formed partnerships, with one partner assigned to handle purchases and move enslaved people from the Upper South and another to handle sales transactions. In this way, purchasing did not have to be suspended while moving a coffle or waiting to complete sales. The use of maritime transport became more widespread during this time, increasing the frequency at which traders could ship bondspople. The larger seafaring vessels could carry more than 200 enslaved workers per trip. Transporting slaves by sea was highly efficient, taking less than half the time it took to travel overland with coffles, and reduced the risk of escape.

During this period, a pattern of exchange between large urban centers emerged, and the interstate slave trade became more regularized and organized. In the Upper South, cities including Baltimore, Alexandria, Washington, D.C., and Richmond became slave collecting and resale centers. Traders established permanent places of operation rather than relying on hotels

or taverns to do business. In urban centers, these slave pens – essentially private jails – were typically sited a short distance from a wharf if located in a port city, at the outskirts of town near trade routes or turnpikes, in districts with low property values that were out of the public eye, or a combination of the above. Slave pens established in the 1850s might be located near railroad stations. If space allowed, for a daily fee, some slave traders opened their pen to other speculators who did not have their own facility, or to travelers who needed to confine one or more bondspople overnight or on a short-term basis. County jails often provided the same service.

SLAVE PENS AND SLAVE TRADE IN THE CHESAPEAKE

Several commonalities emerge in studying archival documentation and contemporary descriptions of urban-based slave pens in the Chesapeake region from the period 1820 to circa 1860. Although a fenced yard or simple whitewashed shed could function as a slave pen, more frequently, the facilities operated by large-scale, interstate dealers were sizeable establishments that could accommodate dozens or even hundreds of enslaved people. A slave pen might include specialized structures or spaces for housing business owners and/or employees, conducting business, confining bondspople, preparing and providing food and clothing, offering medical care, and staging supplies for transport. The most notorious slave pens in the Upper South were operated by men such as Austin Woolfolk and Hope H. Slatter in Baltimore, William H. Williams in Washington, D.C., Franklin & Armfield in Alexandria, and Robert Lumpkin in Richmond, among others.

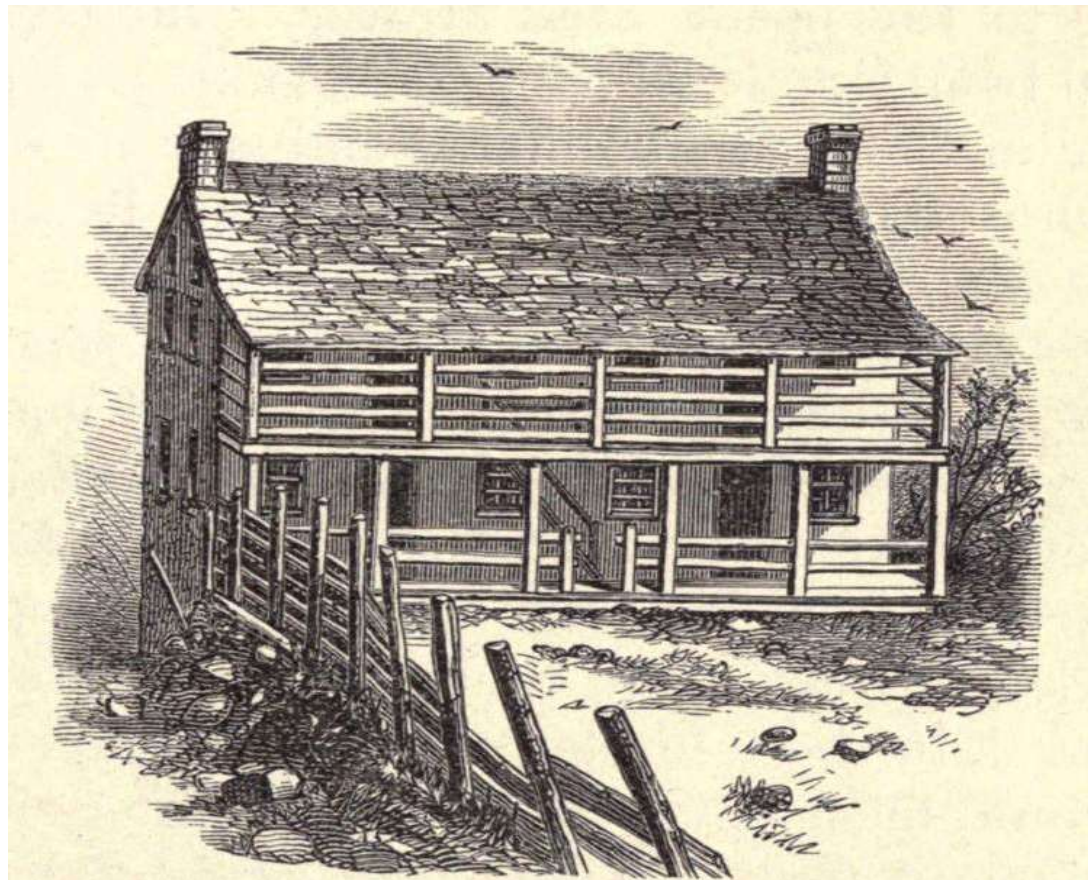


Figure 05: Engraving of the jail at Lumpkin's slave pen in Richmond. From Charles H. Corey's *A History of the Richmond Theological Seminary*. [Charles H. Corey, *A History of the Richmond Theological Seminary* (Richmond, VA: J. W. Randolph Company, 1895), 47.]

In either 1821 or 1823, Austin Woolfolk established a slave pen that operated from his house at the west end of Pratt Street in Baltimore, and other slave traders in larger towns of the Upper South replicated this business model. One or more spaces within the house likely functioned as offices and were used to meet with customers, negotiate purchases and sales, communicate with agents, arrange the transport of enslaved people, settle accounts, and secure business records. To an incarcerated slave or a passerby, however, the most obvious physical manifestation of a slave pen was its fence or wall. A description of Hope H. Slatter's pen in Baltimore, for example, noted that the brick walls around his facility measured about 20 feet high. While the primary function of a permanent enclosure was to prevent escape, it also blocked communication with outsiders and concealed the slave pen's inner workings from outsiders and the eyes of "polite" society. Yards, whether defined by a solid masonry perimeter wall, a high wood fence, the wall of building, or a combination of elements, provided an open, or partially open, space capable of holding large groups of enslaved people. Another typical feature of many large-scale, urban slave pens was a jail – a building separate from the house but enclosed within or forming part of the perimeter of the yard where enslaved people could be securely locked up for days or longer periods. Contemporary descriptions indicate that interiors of slave jails were typically divided into separate rooms, often called cells or apartments, that were used for holding more than one person rather than functioning as a space for solitary confinement. Having separate cells rather than one large space protected against internal threats such as the spread of disease or insurrection. The jail at Lumpkin's slave pen in Richmond was described as a long, two-story, brick building with a piazza, or porch, on the north that provided access to both levels. In addition to a residence/office, yard, and jail, some slave traders built boarding houses on their properties to accommodate visitors participating in the trafficking of humans. Other structures and spaces within a slave pen may have included a hospital, kitchen, stable, privies, and work yards.

As one of the country's busiest colonial ports, Alexandria had long held a reputation as a robust slave market. By the early nineteenth century, it ranked second to Baltimore as a leading urban center for the slave trade in the Upper South. In the first two decades of the nineteenth century, the key sites of Alexandria's domestic slave trade were concentrated along lower King Street and near Market Square, where slave traders congregated in taverns or could be found at the jail or post office. Beginning in the 1820s, as the interstate slave trade became more regularized and organized, slave traders established large slave pens on the outskirts of the city, typically near or along key trade routes or turnpikes.

1315 DUKE STREET AND THE SLAVE TRADE

Isaac Franklin was born in 1789 near what is now Gallatin, Tennessee. John Armfield, eight years Franklin's junior, was from the central Piedmont region of North Carolina. Franklin's brothers introduced him to the trafficking of enslaved people as a young man in the first decade of the nineteenth century. Armfield operated a general store in Surry County, North Carolina, before entering the slave trade in 1825. Both were involved in the slave trade in Alexandria, part of Washington, D.C., at the time, prior to forming a partnership in 1828. Franklin & Armfield's business operations were organized so as to efficiently divide labor. Armfield presided over the Alexandria slave pen, supervised purchasing agents, and organized the slaves' transport – both overland by coffle and via the coastal route. Franklin managed sales from depots in New Orleans, Natchez, and, beginning in 1833, Forks of the Road outside of Natchez. Franklin & Armfield's business model relied on an extensive network of purchasing agents, introduced efficiencies in coastwise transport, and exploited the use of credit to gain immense personal wealth. The firm speculated on a massive scale and was responsible for the forced migration of thousands of enslaved men, women, and children from Virginia and Maryland to the Deep South, becoming, in the process, the largest slave trading firm on the continent.



Figure 06: This image of the former slave pen at 1315 Duke Street was taken from the southeast corner of the intersection of Duke and Payne streets. Although it dates to the Civil War period, it is the best historic photograph of the two-story, brick building set back from Payne Street. While this building was likely constructed during Period 2, its original function is not clear. The whitewashed walls of the former women's yard are clearly visible in this image, as is the shed roof that partially covers the space. [Slave pen, Alexandria, VA, Matthew Brady, 1861-1865, Prints and Photographs Division, Library of Congress]

Franklin and Armfield used 1315 Duke Street as their firm's Alexandria headquarters, first leasing the 1-acre property then purchasing it in 1832. The firm transformed the former residential grounds into a cruelly efficient facility for the acquisition and confinement of enslaved people and for the preparation of those people for transport to the Deep South on foot or by sea. While the exact number and type of buildings and structures that once comprised the Franklin & Armfield slave pen has not been determined with certainty, it is known that the site supported several two-story, brick buildings and at least two slave yards in addition to the Federal-era dwelling house. Research indicates that a large part of this infrastructure was built in the early 1830s. The Franklin & Armfield slave pen in Alexandria was notorious during its time, described and denounced by politicians, journalists, and abolitionists, some with international audiences. When Franklin & Armfield left 1315 Duke Street in 1837, the property continued to be used by merchants engaged in the trafficking of enslaved African Americans for another twenty-four years until May 24, 1861, when U.S. Army troops crossed the Potomac and occupied Alexandria at the start of the Civil War.

During the Civil War, the slave pen at 1315 Duke Street was converted into a military prison and quarters, and a portion of the site was occupied by structures associated with the L'Ouverture Hospital and Contraband Barracks. The property reverted to private ownership in 1866. By the early 1870s, all of the buildings and structures associated with the former slave pen had been razed with the exception of the dwelling house, the two-story outbuilding behind it that was likely built as a kitchen-quarters, and a portion of the structure that served as a passage between the two. 1315 Duke Street was renovated in 1871 when it converted into a boarding house.

For most of the twentieth century, the building functioned as an apartment building. Early twentieth-century alterations included adding a half story over the main block and a third floor to the rear wing. After archaeological investigations and a major renovation in 1984-85, 1315 Duke Street was leased as an office building. Over the years, the larger parcel once associated with the slave pen was subdivided (to create what is today 1301-1311 Duke Street, 1317-1321 Duke Street, and 1323 Duke Street) and sold. The Northern Virginia Urban League purchased the property in 1997 and occupied most of the building, by that time known as Freedom House, as its headquarters while setting aside space in the basement for the placement of museum exhibits. The Freedom House Museum, interpreting the antebellum history of the building and its association with the slave trade, opened in 2008. The City of Alexandria purchased 1315 Duke Street in 2020 with plans to preserve and interpret the property for future generations.

1315 Duke Street is nationally significant for its associations with Franklin & Armfield, once the largest slave-trading firm in the United States, and for its decades-long affiliation with the domestic slave trade in Virginia. The period of significance of the property is defined as 1828 to 1861. This interval includes the years that Franklin & Armfield either leased or owned the property and encompasses its use as a slave pen by George Kephart, Price, Birch & Co., and other merchants participating in the interstate trade of enslaved people.

The business practices and activities of the traders that occupied and owned 1315 Duke Street between 1828 and 1861 were emblematic of larger, nationally significant trends during the antebellum era. The firm of Franklin & Armfield, in particular, was instrumental in shaping a new phase of the interstate slave trade that started in the 1820s and encompassed a transformation in the scale, effectiveness, and profitability of the business that impacted over half a million lives. The firm's importance to the business of trading in enslaved people and its location near the National Capital also made it a target of those Americans determined to end that trade. Prominent national publications carried stories on the slave pen to make the inhumanity of its practices known to a wide audience in hopes of gaining support for emancipation. The events and activities tied to 1315 Duke Street represent important aspects of the complex historical narrative of slavery in the United States, a narrative that helped shape the economic, political, and social development of the United States in the nineteenth century and continues to pose challenges to our national identity today. In recognition of its outstanding historic significance, 1315 Duke Street was designated a National Historic Landmark by the U.S. Secretary of the Interior in 1978.

PERIODS OF DEVELOPMENT

The development of 1315 Duke Street from its original construction to present day can be divided into five major periods. These periods were identified through archival research as well as on-site investigations of the existing physical fabric, using laser scanning, site probes, materials analysis, and other tools and methods.

PERIOD 1: RESIDENCE (1812-1828)

Period 1 covers the initial development of the property – then comprised of a 1-acre parcel consisting of two 1/2-acre town lots – by Brigadier General Robert Young and its ownership by Young and subsequently by the Mechanic's Bank of Alexandria. This period encompasses the years in which the brick dwelling house, which would eventually be assigned the address 1315 Duke Street, was originally built and used both as a leased and as an owner-occupied residence. Also during this period, a detached, two-story, brick outbuilding was constructed behind the dwelling house. Although the type, location, and character of other outbuildings or site features from this period of construction is unknown, dependencies common to buildings like this may have included a privy, stable, washhouse, or smokehouse.

PERIOD 1 (1812-1828): SOUTHEAST VIEW

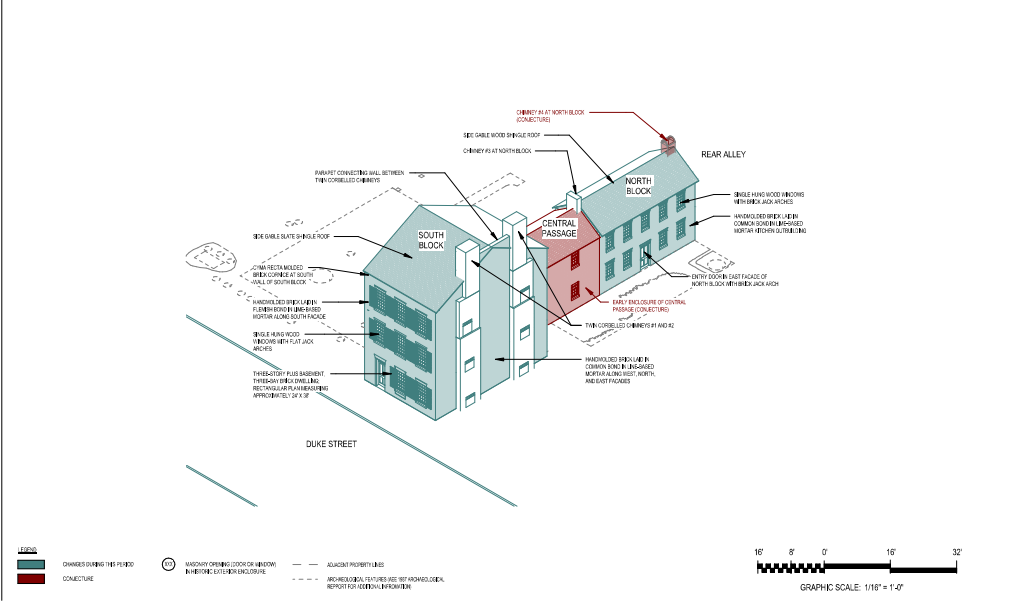


Figure 07: Three-dimensional model of the property and structures at 1315 Duke Street during Period 1.

PERIOD 2: SLAVE PEN (1828-1861)

Period 2 covers the period during which 1315 Duke Street was used as a center for the interstate slave trade. During this time, several iterations of slave trader partnerships utilized the property and made changes to the building and site to accommodate its commercial function.

PERIOD 2A & 2B (1828-1859): SOUTHEAST VIEW

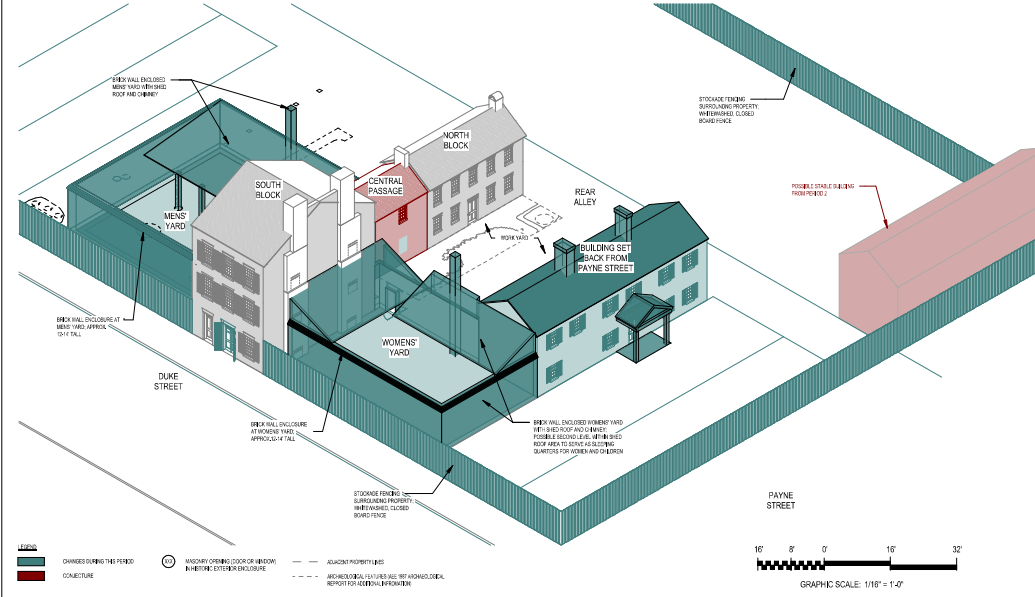


Figure 08: Three-dimensional model of the property and structures at 1315 Duke Street during Period 2.

PERIOD 2A: FRANKLIN & ARMFIELD (1828-1837)

In early 1828, the Mechanic's Bank entered into a five-year lease with Franklin & Armfield. The agreement ushered in a new phase in the development history of the property, effectively transforming the residence into a place of business engaged in the trade of enslaved people. During this period, significant alterations were made to the dwelling house and site to convert the property into a slave pen, including, but not limited to, the construction of yards to hold enslaved people and the construction of additional outbuildings.

PERIOD 2B: GEORGE KEPHART & CO., ET AL. (1837-1859)

In 1837, slave trader George Kephart – a former Franklin & Armfield agent – advertised that he had taken over the slave pen on Duke Street. Although Kephart established his business there, he would not actually purchase the property until March 1846. By this period, the site included a large stable.

PERIOD 2C: PRICE, BIRCH & CO. (1859-1861)

George Kephart sold the Duke Street slave pen in 1858, when it was purchased by slave traders Charles M. Price and John C. Cook. These two men, along with Kephart and William H. Birch, engaged in a business partnership operating under the name Price, Birch & Co. The firm made some alterations to the property, including the installation of running water and possibly changes to the roof over the men's yard.

PERIOD 3: MILITARY OCCUPATION DURING THE CIVIL WAR (1861-1866)

At the start of the Civil War, US Army troops entered Alexandria and liberated the former Franklin & Armfield slave pen. The army then requisitioned the property and converted it into a military prison. The former slave yards were used to incarcerate prisoners, the dwelling house was transformed into officers' quarters, and guards were housed in the outbuildings.

PERIOD 3A & 3B (May 1861-Fall 1864): SOUTHEAST VIEW

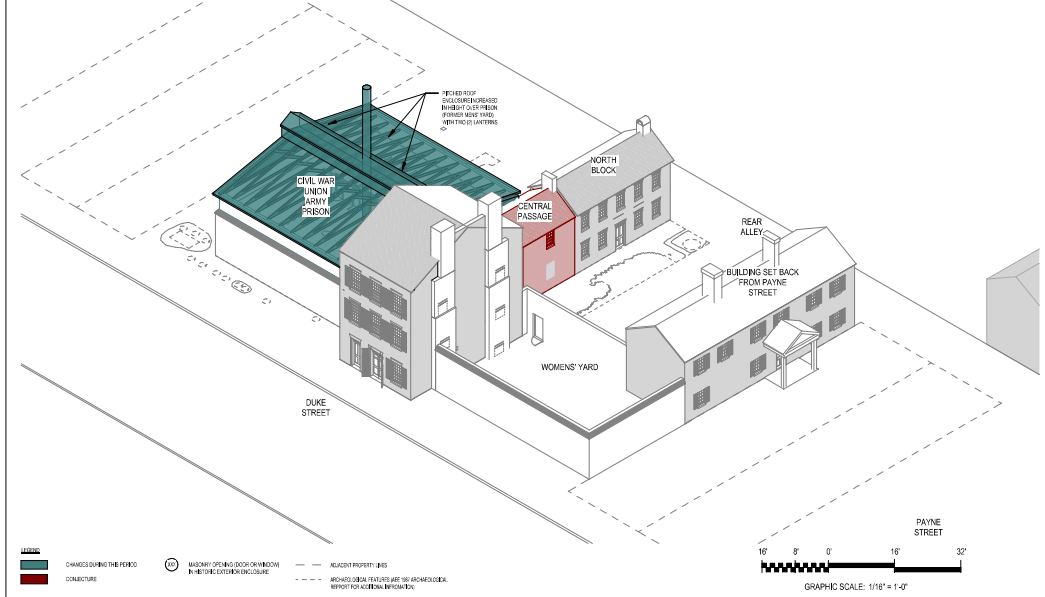


Figure 09: Three-dimensional model of the property and structures at 1315 Duke Street during Periods 3A & 3B.

PERIOD 3A: INITIAL OCCUPANCY (MAY 1861-CA. LATE FEBRUARY 1862)

During Period 3A, the US Army seized the slave pen at 1315 Duke Street and started using it as a military prison.

PERIOD 3B: MEN'S YARD ALTERATIONS (CA. LATE FEBRUARY 1862-FALL 1864)

During this period, the US Army likely made substantial changes to the former men's yard structure, including raising the height of the walls, enclosing the space with a side-gable, monitor roof, and adding cells for the solitary confinement of inmates.

PERIOD 3C: LATER CHANGES (CA. FALL 1864-1866)

The US Army made additional changes to the former men's yard when its monitor roof was replaced with a new gable roof that featured two louvered lanterns. Additionally, three windows may have added to the south wall of the former men's yard during this period.

PERIOD 4: BOARDING HOUSE AND APARTMENT BUILDING (1866-1984)

Period 4 encompasses the post-Civil War years through the mid-1980s. Many of the spaces and structures associated with the slave yard and US Army prison were razed during this period, and the early nineteenth-century dwelling house was converted first into a boarding house, then to flats, and finally to an apartment building. In this process, the property was transformed into a typical urban block composed of residential and commercial buildings representing multiple periods in the development history of Alexandria.

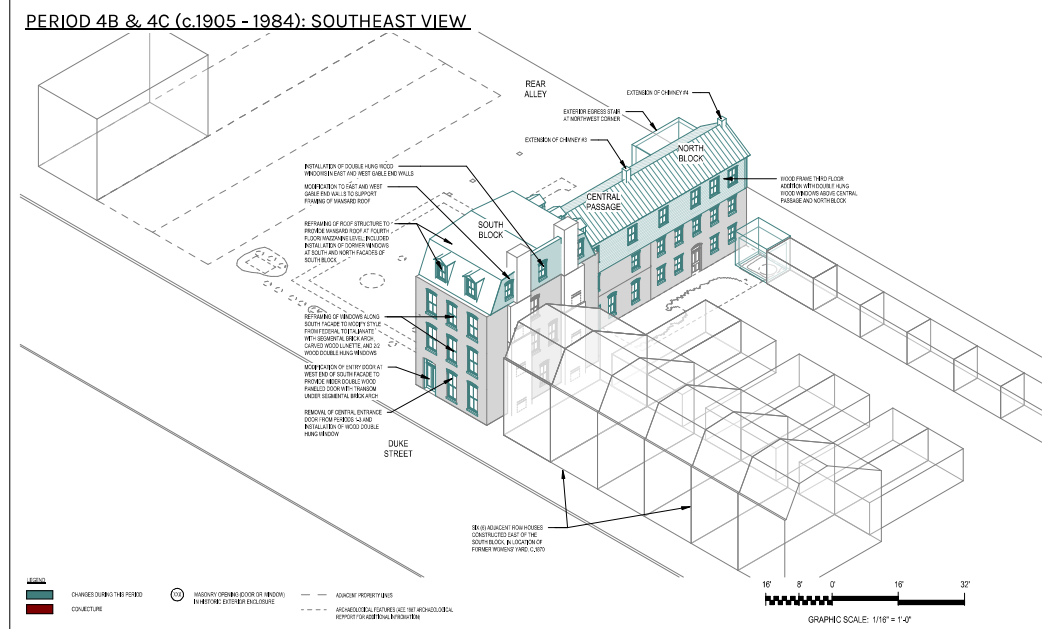


Figure 10: Three-dimensional model of the property and structures at 1315 Duke Street during Periods 4B & 4C.

PERIOD 4A: RESIDENTIAL DEVELOPMENT AND BOARDING HOUSE RENOVATIONS (1866-1902)

Period 4A covers the years during which much of the former slave pen complex was razed to clear the land for the construction of six row houses (now 1301-1311 Duke Street) and 1315 Duke Street was renovated to convert it into a boarding house. This work likely involved rebuilding the passage that linked the former dwelling house and kitchen outbuilding,

incorporating the west wall of the earlier structure and possibly other components. While the full scope of the interior changes during this period is unknown, the original window openings of the south facade of the nineteenth-century dwelling house were enlarged, the window sashes replaced, and new window openings were added to the side facades, likely as part of the 1871 renovation of 1315 Duke Street.

PERIOD 4B: BUILDING EXPANSION AND CONVERSION TO FLATS (1902-1915)

During this period, 1315 Duke Street was enlarged, likely circa 1905, with the addition of a half story under a mansard roof over nineteenth-century dwelling house and the construction of a third floor over the rear wing. The function of the building changed from a boarding house to flats.

PERIOD 4C: APARTMENT BUILDING (1915-1984)

In Period 4C, 1315 Duke Street functioned as an apartment building. By the 1980s, it had been subdivided into seven units – two on the first, second, and third floors and one in the half story (or mezzanine). Each of the apartments had a separate kitchen and bathroom.

PERIOD 5: OFFICE BUILDING AND MUSEUM (1984-2020)

Washington, D.C., residents and investors J. Peter Dunston and Betty Dunston acquired 1315 Duke Street in 1984 and renovated and expanded the historic structure to convert it into an office building. Prior to the renovation, archaeological investigations were carried out at 1315 Duke Street and at the adjacent property to the west (1317-1321 Duke Street). The building was dedicated as Freedom House in 1988 in honor of Lewis Henry Bailey, a formerly enslaved man once confined in the slave pen. The Northern Virginia Urban League (NVUL) purchased the property in 1997 to use as its headquarters and later used the basement as an exhibit space. The interpretive and educational use of 1315 Duke Street continued under the current ownership of the City of Alexandria.

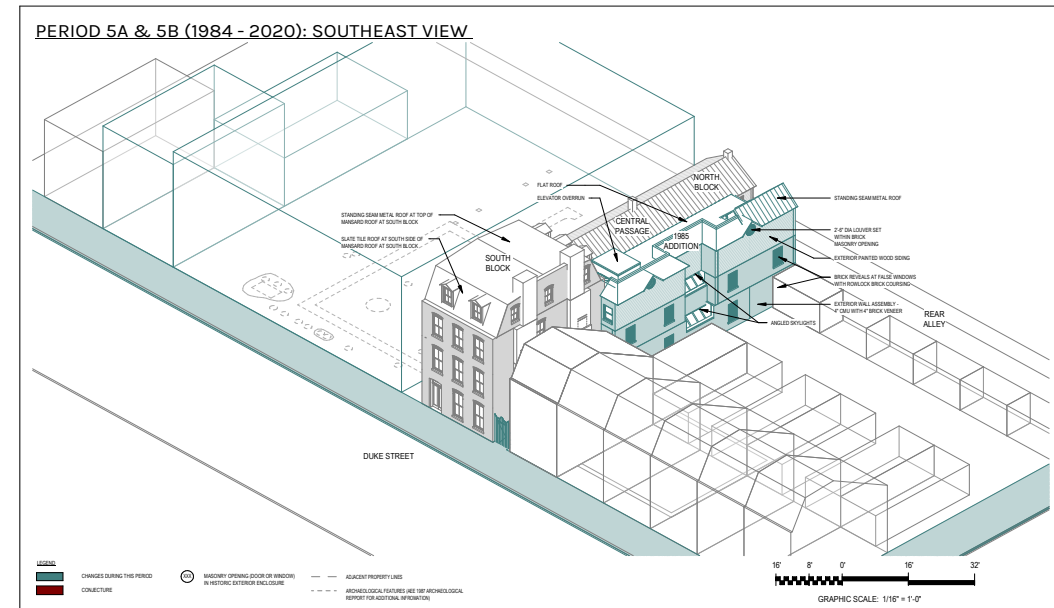


Figure 11: Three-dimensional model of the property and structures at 1315 Duke Street during Periods 5A & 5B.

PERIOD 5A: DUNSTON OWNERSHIP (1984-1997)

At the start of this period, 1315 Duke Street was renovated to convert it from an apartment building to an office building. The work included the construction of a three-story, 1,984-square-foot addition that built out the lot and encapsulated the north facade of the nineteenth-century dwelling house and the east facade of its rear wing.

PERIOD 5B: NORTHERN VIRGINIA URBAN LEAGUE (1997-2020)

Period 5B covers the recent past when the NVUL used the building as its headquarters and operated the site for meetings, programs, and administrative use. In 2008, the NVUL opened a basement exhibit with support from a Save America's Treasures Grant. In 2018, the Office of Historic Alexandria stepped in to expand the exhibit to the first floor and operate the museum.

PERIOD 5C: CITY OF ALEXANDRIA (2020-PRESENT)

Period 5C covers the building's ownership by the City of Alexandria, which acquired 1315 Duke Street in March 2020 with the intent to restore and interpret the site. 1315 Duke Street became the eighth museum operated by the Office of Historic Alexandria.

PERIOD OF SIGNIFICANCE - PERIOD 2 (1828-1861)

The Period of Significance for a historic property is based upon the length of time that the resource made the contributions or achieved the character on which significance is based. For properties associated with events that have made a significant contribution to the broad patterns of history, the Period of Significance is usually the span of time when the property actively contributed to the events. For architecturally significant properties, the period of significance is typically the date of construction.

1315 Duke Street is significant for its associations with Franklin & Armfield, once the largest slave-trading firm in the United States, and for its decades-long affiliation with the domestic slave trade

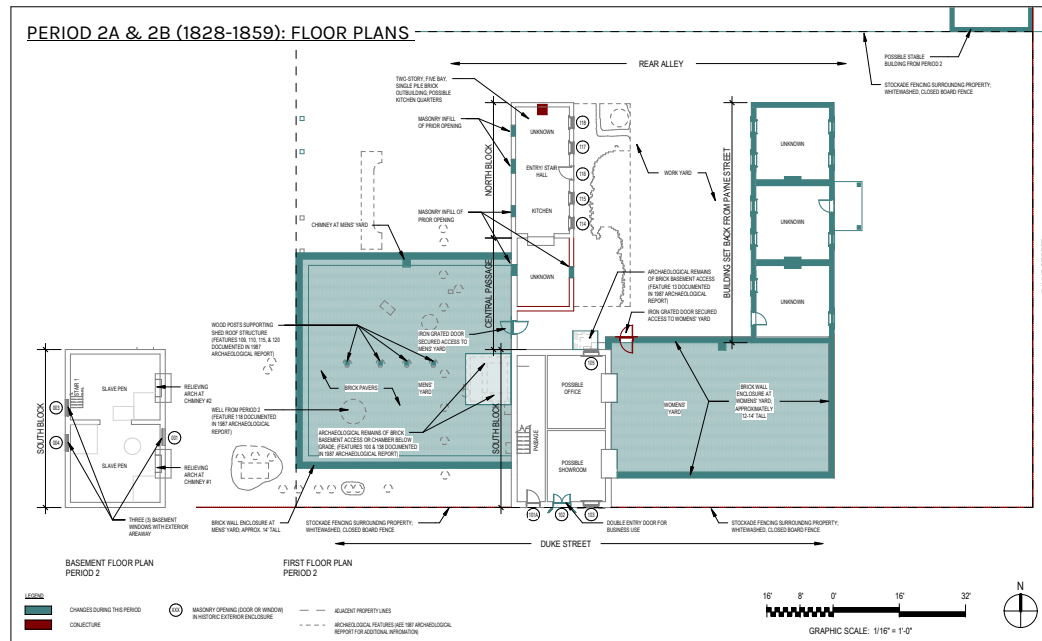


Figure 12: Basement and First Floor plans of site and property during the Period of Significance (Period 2: 1828-1861).

in Virginia. The Period of Significance is defined as 1828 to 1861. This interval includes the years that Franklin & Armfield either leased or owned the property, encompasses its use as a slave pen by George Kephart, Price, Birch & Co., and other merchants participating in the interstate trade of enslaved people, and corresponds with the period of significance identified in the National Historic Landmark nomination.

PHYSICAL DESCRIPTION & INVENTORY

As part of the thorough documentation of the existing conditions of the building all exterior and interior features have been captured in the physical description and inventory portion of the HSR. This documentation describes the exterior with drawings, photographs and narratives and identifies features as best as possible as to whether they are contributing to the period of significance or not. Similarly, all interior spaces were surveyed and every room was analyzed and documented regarding flooring, walls, ceiling and other features with an analysis of which feature that can be attributed to the period of significance or not. The matrices for each room identify the architectural feature, provide a description of the feature, give an approximate age, prescribe it to a period, explain the documentation for assuming its age and determine whether it is Contributing or Non Contributing to the defined Period of Significance. The purpose of this analysis is to provide guidance for treatment and use as to what can be removed and what must be maintained related to the Period of Significance.

OFFICE 304

Location: Third Floor, South Block



SPACE INVENTORY

FEATURE (including designation if applicable)	DESCRIPTION	APPROX. AGE	PERIOD	DOCUMENTATION FOR DETERMINING AGE	COMMENTS	Contributing (C) or Non-contributing (NC)
Room Plan	enclosed office	1985	5A	1985 Dunston Property Renovation Drawings	None.	NC
Flooring	carpet on plywood subfloor; select areas of tongue & groove wood flooring remain under carpet	1985	5A	1985 Dunston Property Renovation Drawings	Historic wood flooring exposed in Investigative Probe #13. See Appendix E.	NC
Ceiling	painted 1/2" gypsum wallboard	1985	5A	1985 Dunston Property Renovation Drawings	None.	NC

Figure 13: Abbreviated example of the physical description and inventory of all interior spaces at 1315 Duke Street.

CONDITIONS ASSESSMENT

The Conditions Assessment portion of the HSR provide a thorough analysis of all building systems and identified deficiencies. The SmithGroup project team spent several days assessing these conditions to evaluate every aspect of the building. The following list represents highlights of that assessment.

ACCESSIBILITY

- Although there is an interior elevator, entry into the building and circulation through it is not provided in a holistic manner.

ARCHITECTURAL - EXTERIOR

- Masonry Issues - Cracks in brick, loose and missing mortar, open mortar joints, biological growth, missing or mismatched brick were observed and need to be addressed.
- Wood Elements - All wood elements have lost paint and bare wood is exposed with evidence of rot being noted. Windows are missing elements, sills are deteriorating and glazing putty is missing.
- Metal Elements - Downspouts have corroded and in some cases are missing.

ARCHITECTURAL - INTERIOR

- Interior Finishes - Many interior finishes show signs of wear and replacement is required in select areas. The City of Alexandria has been actively updating select areas of the building as the existing tenant is relocating. This includes repairs and upgrades to the elevator, the kitchen, accessible restrooms on the first floor, and select offices.
- Code Compliance - Several code deficiencies were identified at stairs and landings, particularly

at Stair 1 and Stair 2.

- Restrooms - The restrooms at the second and third floors require repairs and upgrades to comply with code.

STRUCTURAL

- Stair 1 - Significant displacement was noted.
- Localize cracking noted in brick masonry at north and east elevations.
- Existing load capacities may limit future use unless floor structure is augmented.

LIVE LOAD CAPACITY DIAGRAMS



Figure 15: Structural live load capacity analysis diagrams.

CONDITIONS ASSESSMENT - SOUTH & NORTH ELEVATIONS

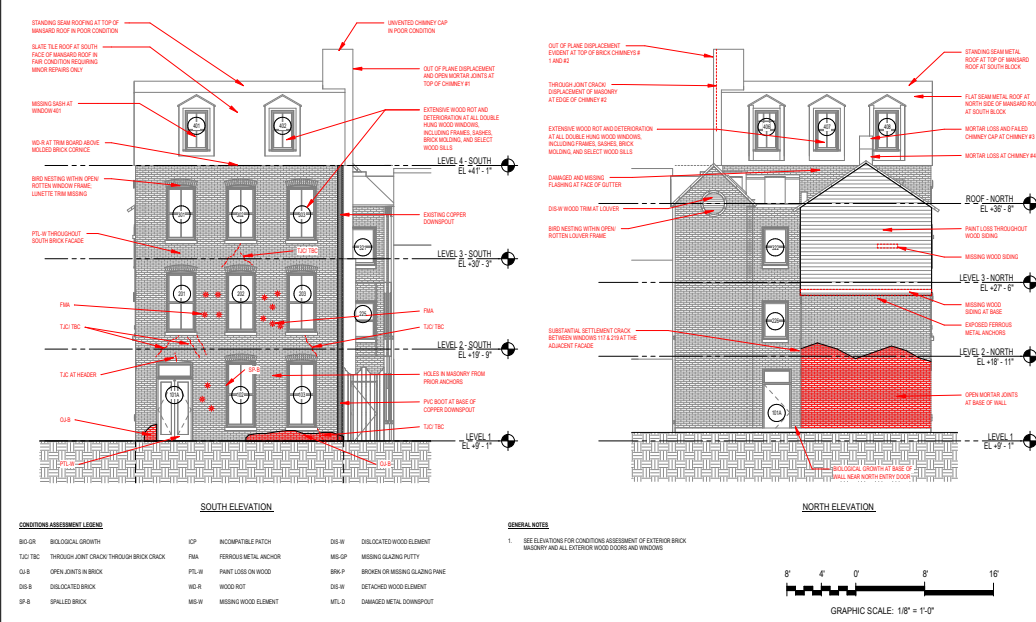


Figure 14: Example of the exterior conditions assessment of the south and north facades.

MECHANICAL, ELECTRICAL, PLUMBING

- Single Zone Split Systems - The mechanical systems were recently replaced by the City of Alexandria. Routine maintenance is recommended. Depending upon the intended use of the structure the system capacities may need to be reevaluated to serve future needs.
- Electrical Service and Wiring - The underground electrical service enters the basement along the south wall of the basement and services three (3) electrical utility meters. Depending upon the intended use of the structure the system may need to be re-evaluated to serve future needs.
- Plumbing and Domestic Water Service - The existing domestic water service is provided from the north alley. Some of the plumbing fixtures (restrooms and kitchen) have been recently upgraded, but others require replacement to meet current code requirements.

LIFE SAFETY, FIRE PROTECTION, FIRE ALARM

- The Fire Alarm system is in good condition with miscellaneous devices installed that do not meet proper height or operation requirements that have to be corrected.
- The Fire Protection System is in good condition. Some deficiencies were noted with sprinkler heads not installed to NFPA 13 standards that need to be corrected.
- Exposed wood siding on third floor does not comply with current code.

WORK RECOMMENDATIONS

After identifying the deficiencies of the existing building, the SmithGroup team made recommendations for mitigating these issues. The recommendations are meant to address items with the knowledge that a more robust building renovation is planned for the near future to convert the building into a Museum. Some of the recommendations include additional studies to better inform next steps.

ACCESSIBILITY

- Provide improved accessibility to building from accessible parking
- Improve accessible circulation within the building
- Provide a virtual tour for those not able to access exhibits
- Implement more robust building code evaluation to review all life safety, egress, and accessibility compliance during the next phases of design

ARCHITECTURAL - EXTERIOR

- Implement exterior masonry repairs and re-pointing
- Repair and repaint wood siding
- Restore/replace existing windows and make operable
- Repair/replace flashing and parts of roofing
- Re-point and repair chimneys and provide chimney caps

- Repair/ replace gutters and downspouts

ARCHITECTURAL - INTERIOR

- Correct Stair 1 floor deflection
- Repair ceiling damage on third and fourth floor

HAZARDOUS MATERIALS

- Abate or encapsulate existing lead-based paint

STRUCTURAL

- Full re-pointing of the historic exterior brick and localized re-pointing of interior areas
- Select rebuilding of masonry at areas of localized cracking and displacement
- Further assess Stair 1 condition through probes to evaluate deformation and live load capacity
- Further study Chimney #1 and Chimney #2 at the South Block to evaluate lateral displacement
- Re-evaluate occupancy and live load capacity prior to next phase of design
- Provide localized reinforcement at Stair 1, the fourth floor framing, and the mansard roof
- Conduct code required seismic evaluation if the next phase of design requires removal of interior masonry walls, particularly at the first floor of the North Block

MECHANICAL, ELECTRICAL, PLUMBING

- Relocate toilet exhaust
- Provide cooling & dehumidification of server room
- Provide proper building pressurization
- Provide mechanical system environmental controls & monitoring
- Domestic hot water heater: replace the electric water heater which is beyond end of life.
- Correct waste vent routing
- Consolidate electrical services
- Provide proper working clearances at electrical equipment & panels
- Emergency battery backup in architectural lighting
- Automatic lighting controls

LIFE SAFETY, FIRE PROTECTION, FIRE ALARM

- Obtain Code Modification Approval for Third Floor historic wood cladding
- Correct Fire Sprinkler spacing and installation deficiencies
- Correct Fire Alarm System deficiencies

TREATMENT AND USE OPTIONS

The Office of Historic Alexandria (OHA) intends to renovate the building to be fully utilized as a Museum that tells the story of the slave trade on the site, within the Chesapeake Region, and across the United States. The interior spaces would be used for exhibit space, museum support spaces, a research center, administrative offices and other uses determined by master planning and through community engagement.

Understanding how OHA plans to use the building and having documented what remains of the historic fabric from Period 1 and Period 2 (Period of Significance), the following treatment options are recommended.

TREATMENT #1**RESTORATION TO THE PERIOD OF SIGNIFICANCE (PERIOD 2: 1828-1861)**

Replicate as much as possible the configuration of the site and building to resemble the Period of Significance (Period 2: 1828-1861), recognizing this will remove previous alterations and additions to the building to achieve this goal.

TREATMENT #2**RESTORATION OF SOUTH FACADE TO THE PERIOD OF SIGNIFICANCE (PERIOD 2: 1828-1861),
RETAINING MANSARD ROOF AT SOUTH BLOCK**

Restore the front facade to resemble the Period of Significance (Period 2: 1828-1861), recognizing this will be a limited restoration which will maintain later alterations and additions to the site and building. This approach will also maintain the mansard roof at the South Block which does not date to the Period of Significance (Period 2: 1828-1861).

TREATMENT #3A**RESTORATION OF SOUTH FACADE TO THE PERIOD OF SIGNIFICANCE (PERIOD 2: 1828-1861),
REMOVING MANSARD ROOF AT SOUTH BLOCK**

Restore the front facade and South Block roof to resemble the Period of Significance (Period 2: 1828-1861), recognizing this will be a limited restoration which will maintain later alterations and additions to the site and building. This approach will provide a full restoration of the south facade of the South Block, accurately depicting the front facade to the Slave Pen period, but will result in a loss of usable interior space at the fourth floor/ mezzanine level.

TREATMENT #3B**RESTORATION OF SOUTH FACADE TO THE PERIOD OF SIGNIFICANCE (PERIOD 2: 1828-1861),
REMOVING SOUTH PORTION OF MANSARD ROOF AT SOUTH BLOCK**

Restore the front facade and South Block roof to resemble the Period of Significance (Period 2: 1828-1861), recognizing this will be a limited restoration which will maintain later alterations and additions to the site and building. This approach will provide a full

restoration of the south facade of the South Block, accurately depicting the front facade to the Slave Pen period. Partial removal of the existing south portion of the mansard roof will restore the original end gable pitched roof as seen from Duke Street. The existing north portion of the mansard roof will remain at this time to serve programmatic needs at the fourth floor.

TREATMENT #4**REHABILITATION**

The existing historic and non-historic fabric will remain allowing for the greatest flexibility in the use and interpretation of the site and building.

RECOMMENDED TREATMENT AND USE

At the conclusion of all research, documentation, and analysis undertaken to complete this Historic Structure Report (HSR), SmithGroup recommends that the City of Alexandria pursue Treatment Option #3B which includes full restoration of the south facade of the South Block to the Period of Significance (Period 2: 1828-1861) and removal of the later mansard roof with dormer window addition above this portion of the historic structure.

As documented in this HSR, limited historic fabric remains from this time period and the majority of the remaining historic fabric is found in the masonry and framing of the South Block. Following a comprehensive restoration and rehabilitation of this Historic Landmark, much of the structure preserved will be from a later time period. This front facade presents the greatest opportunity for interpretation of this structure to the Period of Significance along the most prominent and publicly visible facade. There will be a loss of a small portion of occupied space on the fourth floor/ mezzanine of the South Block, but the opportunity to restore the front facade of this structure to accurately reflect the Period of Significance outweighs the impacts from the removal of this later 20th century addition.

FURTHER RECOMMENDATIONS AND STUDIES

The research and investigations to better understand the history of 1315 Duke Street will continue for years and decades to come. There is much to the story of this site and structure that is still not fully understood and it is strongly recommended that this effort continue. With the constraints of this contract, the A/E Team evaluated much of the extant on-site building elements and compared this detailed analysis to known historic records and prior research and documentation efforts. Many questions were answered, but still many more need further investigation. The following represents a list of additional investigations and areas of research recommended in the next phases of the project to restore and rehabilitate this historic site and structure.

ADDITION PAINT AND FINISH ANALYSES

South Facade, South Block Signage: Take and analyze additional samples from several undisturbed locations along the area of the signage and front facade to continue to search for any vestiges of the historic signage from Period 2.

Molded Brick Cornice: It is evident from historic photographs taken during the Civil War that the molded brick cornice is likely original. This would be an ideal location for additional paint sampling and analysis.

Central Passage West Wall: Though established in the Historic Finished Analyses (Appendix A of the HSR) as likely being finished in whitewash, there is strong evidence

that a portion of this wall is original to Period 1. Obtaining paint samples from this wall may assist in understanding the history and evolution of the site.

Central Passage East Wall: Though established in the Historic Finished Analyses as likely being finished in whitewash, there is some evidence that a portion of this wall may be original to Period 1. Obtaining paint samples from this wall may assist in understanding the history and evolution of the site, particularly in the area of the Central Passage.

ADDITIONAL INVESTIGATIVE PROBES

Locate Original Fireplaces at Chimneys: Removal of select drywall finishes at the interior will provide access to review any existing fireplaces and locate masonry infill of chimneys and flues where applicable.

First Floor Flooring: Removal of the existing hardwood floor, believed to be a recent 20th century addition, may reveal original solid wood flooring. A wood sub-floor can be seen from select areas of the basement below.

Original Stair 1 Location: Additional selective dismantling of the drywall finish along the west wall of Entry Hall 102 and the adjacent flooring may uncover additional information of the original stair in this location. This may reveal evidence in the sub-floor and exterior masonry wall where the stair would have been framed and structurally supported.

Stair 1 Support: As established in the structural conditions assessment, and confirmed in the laser scan documentation, there is significant deformation and settlement at Stair 1. Select dismantling in areas surrounding this stair will assist the structural engineering team in understanding the existing condition and in making appropriate repair and reinforcement recommendations.

Masonry 211 Infill: Additional selective dismantling of the drywall finish along the west wall of Conference Room 201 might uncover additional information related to masonry infill 211.

Structural Framing: A complete building renovation will require select structural repairs and reinforcement. Removing existing flooring or ceilings will assist a structural engineer in locating original and modified wood framing, and evaluating its condition. Areas that warrant further investigation are noted in the report, including locations with evidence of recent water infiltration and locations where a change in occupancy or use increases the minimum structural floor load.

ARCHAEOLOGICAL INVESTIGATION AT CENTRAL PASSAGE

Though it would be quite destructive to the existing building and site to implement, the Central Passage area below Corridor 105, Restroom 106, Restroom 108, and Kitchen 110 is an area which could be studied and evaluated further with an archaeological investigation. The existing concrete slab on-grade could be removed to conduct an archaeological investigation in the area between the South Block and the North Block.

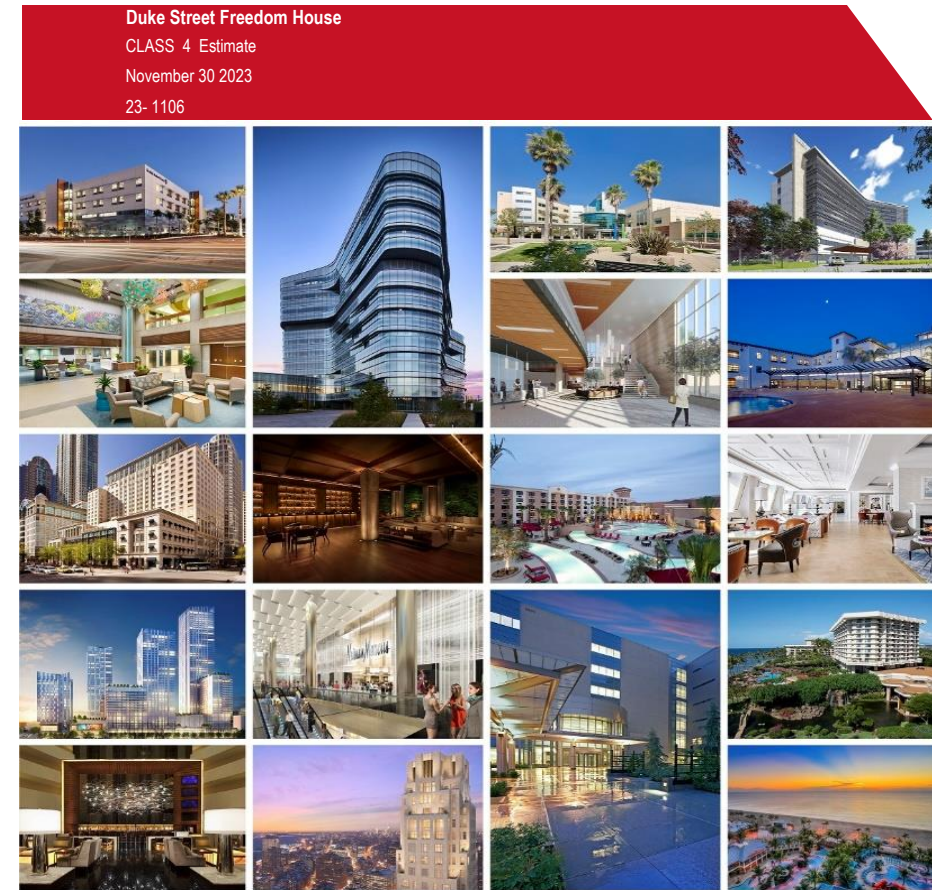
RESEARCH TOPICS

Connection between 1315 Duke Street and the Railroad: It would be beneficial to complete the understanding of slave trade in the Chesapeake Region to confirm if slave traders working out of 1315 Duke Street utilized the railroad to transport enslaved people in addition to their use of ship transport.

Twentieth-Century history of the Building: Conduct oral histories with Lavern Chatman, George Lambert, Anne Stone, or others to gain a better understanding of the twentieth-century history of the building.

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6.3 COST ESTIMATE BACKUP



Prepared for Smith Group



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Phase 1		PHASE 1	PHASE 2					PHASE 3			COMMENTS
Option #	Phase 1 - Narrative Scope Description	Option 1	Options 1 - 7 Below					Options 1 - 3 Below			
1	Immediate Renovations										
	<i>Masonry Repairs</i>										
	Selective Repointing	\$31,915									
	<i>Wood Siding</i>										
	South Elev. Restore siding	N/A									No siding this elevation
	West Elev. Remove/ replace	\$1,350									Per narrative description
	West Elev. Restore siding	\$14,800									Per narrative description
	East Elev. Remove/ replace	\$12,350									Per narrative description
	<i>Exterior Painting</i>										
	Paint windows	\$12,000									Paint replaced & restored openings
	Paint Shutters	\$7,000									
	Paint All Siding	\$5,500									
	<i>Skylight</i>										
	Skylight Replacement - 2 levels	\$9,250									Existing skylight East elev.
	Caulking	\$1,600									Existing skylight East elev.
	Finish Skylight interior	\$2,000									Existing skylight East elev.
	<i>Drainage Repair</i>										
	Roof Drainage allowance	\$5,500									Assume reset & flashing of existing
	Surface Drainage allowance	\$8,000									Assume no new underground work
	<i>South Elevation</i>										
	New/ Replaced Window (15)	\$52,500									
	Restore Windows (5)	\$8,750									
	New Replica Dbl. Door & Opening	\$8,500									To Match 1861 elevation photo
	New Replica Door & Opening	\$4,500									To Match 1861 elevation photo
		\$11,900									Allowance - no direct locations noted
	Infill Windows - masonry	\$27,000									Twenty openings filled in per narrative elevations
	<i>South Block Roof</i>										
	Demo exist. Roof & rooms	\$28,630									
	Refinish area GBd & Insul	\$44,990									
	Reframe Structure - allowance	\$52,800									Rework of mansard to gable roof
	New Slate roofing	\$95,000									Rework of mansard to gable roof
	New copper cladding	\$178,000									Rework of mansard to gable roof
	<i>East Elevation</i>										
	Masonry repair/ pointing chimneys	\$19,400									
	<i>Access / Scaffolding</i>										
		\$67,500									

Project # 23- 1106
11/6/2023

Phase 2		PHASE 1	PHASE 2							PHASE 3			COMMENTS	
Option #	Phase 2 - Narrative Scope Description	Option 1	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 1	Option 2	Option 3		
1	Second Floor Accessibility Create ramp between south block section on 2nd floor Correct structural stair deflection 2nd fl also Add handrail		\$7,800 \$11,550 \$1,200										Ramp assumed 8 ft long (1" per 12")	
2	Improve Flow / Spaces <i>Relocate bathrooms- Re-lo existing to single unit on each floor</i> Demo existing toilets - (5) Repair damage to restore adjacent surfaces New toilets (3) adjacent to elevator one per floor Infill existing skylights Demo skylight 2nd & 3rd floor Rebuild/ Extend floor construction- 2nd & 3rd floor Enclose exterior wall / siding- finishes Patch Masonry- allowance Patch roofing/ flashing ADA power assist front entry Dbl. door ADA power assist interior entry door ADA push buttons- 2 pair Stair Upgrade- replace south block - north stair 3rd to 4th. Incl structural rework <i>Upgrade exhibit lighting - all areas</i> Basement 1st Floor 2nd Floor 3rd Floor 4th Floor <i>Upgrade all finishes north stairs - ALL floors</i> Basement 1st Floor 2nd Floor 3rd Floor Additional Hand Rails Bsmt., 1st thru 3rd Fls. <i>Multi-purpose room - 2nd fl south block</i> Upgrade finishes - allowance <i>Kitchenette 3rd fl add new ± 5'x11'</i> Plumbing Rough & trim Cabinets & countertop Finishes <i>Upgrade offices - 3rd 4th fl south block</i> 3rd Floor 4th Floor Basement exhibit area - add			\$24,375.00 \$22,400.00 \$36,000.00 \$5,400.00 \$4,950.00 \$40,800.00 \$18,975.00 \$15,000.00 \$13,600.00 \$7,500.00 \$4,200.00 \$2,100.00 \$16,800.00 \$11,200.00 \$46,000.00 \$46,000.00 \$46,000.00 \$9,000.00 \$4,160.00 \$4,160.00 \$4,160.00 \$4,160.00 \$7,260.00 \$19,275.00 \$5,000.00 \$3,750.00 \$2,200.00 \$31,240.00 \$21,500.00 \$19,852.00										Allowance \$3,200 each assumed Allowance \$10,000 each assumed Enclose openings only Assume extends to load bearing beyond Assumed \$20 sf for lighting upgrade " " " " Assume existing railings to remain Treads & Risers to get resilient covering Metal railings & stringers to get painted Interior or stairwell to be painted Allowance of \$500 patch/ repair each floor Floor, ceiling, walls - new finishes Includes stairway - storage Modular cabinets - Solid surface top floors - walls - ceiling Floor, ceiling, walls - new finishes Includes stairway Includes stairway New finishes floor & Ceiling Includes demo of existing equipment

Phase 2		PHASE 1		PHASE 2							PHASE 3			COMMENTS
Option #	Phase 2 - Narrative Scope Description	Option 1	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 1	Option 2	Option 3		
	<p><i>Mechanical consolidation -reconfigured -upgrades- combine units create shafts - common riser & distribution</i></p> <p>Upgrade Controls \$27,000.00</p> <p>Demo existing Equip. - create riser shafts \$42,650.00</p> <p>Rework distribution \$31,640.00</p> <p>New consolidated equipment- Bsmt. \$189,840.00</p> <p>Soffit work for retro fit of ductwork - allowance \$15,000.00</p> <p>AV Closets - add to each floor - North Block</p> <p>1st Floor \$4,400.00</p> <p>2nd Floor \$4,400.00</p> <p>3rd Floor \$4,400.00</p> <p>Selective wall removal \$1,850.00</p> <p>Patch Demo scars \$1,200.00</p> <p><i>Lighting / sprinkler adjustments at ceilings also due to toilet & floor reconfiguration. Includes finishes</i></p> <p>Basement exhibit area \$12,600.00</p> <p>1st Floor \$32,480.00</p> <p>2nd Floor \$30,240.00</p> <p>3rd Floor \$26,040.00</p> <p>4th Floor \$10,500.00</p> <p>Paint Rooms \$4,995.00</p> <p>Misc. Mechanical adjustments -</p> <p>Replace HW heater \$7,850.00</p> <p>Sprinkler head spacing \$5,685.00</p> <p>Plumbing vent riser reconfigured \$5,800.00</p> <p>Electrical panels - basement - combine & enclose in room \$56,000.00</p> <p>Room enclosure w/ door - allowance \$7,250.00</p>												<p>Creation of shaft risers & enclosure</p> <p>Shaft enclosure rated assembly</p> <p>Ner riser & duct distribution</p> <p>Allowance for new centralized equipment</p> <p>North Block/ South Block are separate</p> <p>Enclosure for new ductwork allowance</p> <p>Assume 5'x5' closet w/ door</p> <p>\$500 allow. for Misc.</p> <p>Includes ceiling removal, replacement, sprinkler rework, w/ finishes.</p> <p>Lighting relocation and conduit</p> <p>assumes partial involvement all ceilings</p> <p>"</p> <p>"</p> <p>"</p> <p>"</p> <p>assume same location</p> <p>incl in section above</p> <p>tradesman forty hours + \$1000 mat'l.</p> <p>3- tradesman forty hours + \$20,000 mat'l.</p>	
3	<p>Basement Accessibility- Exist. Elev to Bsmt only</p> <p>Dismantle elev. Equip/ rails \$3,000</p> <p>Demo Existing Elev Pit/ Fdn.- remove spoils \$8,500</p> <p>Extend existing elevator to basement - excavation/ hand \$8,250</p> <p>Pit Slab on grade & foundation \$8,500</p> <p>Expand mech area- hand excavation - spoil removal \$31,625</p> <p>Archaeological premium impact cost \$20,000</p> <p>Underpinning - shoring \$56,727</p> <p>Slab on grade with basement walls (mech) \$24,375</p> <p>Extend Elevator Run & Controls \$64,000</p>												<p>Allowance for down time</p> <p>Enclosure from elevator extension</p>	
4	<p>4th Floor Accessibility - Exist. Elev to 4th FI only</p> <p>Enclosure around elev. Extension \$24,780</p> <p>Modify roof for passage from elev. To 4th floor \$20,561</p> <p>Extension of CMU shaft one floor higher \$11,500</p> <p>Extend Elevator Run & Controls \$64,000</p>												<p>Flat roof assumed</p> <p>CMU existing shaft presumed</p>	

Phase 2		PHASE 1	PHASE 2							PHASE 3			COMMENTS	
Option #	Phase 2 - Narrative Scope Description	Option 1	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 1	Option 2	Option 3		
5	Relocate Elevator <i>Elevator - Demo old - Relocation of new 6 stop -double door. To 4th Fl & Basement</i> Demo existing elev. CMU shaft, equip., rails, etc Demo Existing Elev Pit/ Fdn.- remove spoils Premium for archeological exploration New foundation Underpinning - shoring excavate for new elev.pit Excavate expanded area for mech. area Slab on grade with basement walls (mech) New elevator- 6 stop Finishes - @ enclosure areas - 6 stops Significant structural re-work Elev Masonry Shaft Enclosure framing						\$15,000 \$8,500 \$20,000 \$11,750 \$56,727 \$8,250 \$31,625 \$24,375 \$390,000 \$30,000 \$12,850 \$49,392 \$24,780						Allowance for down time Double door incl. Roof enclosure	
6	Rooftop Reflection - In conjunction w/ Option #4 or #5 Mechanical Equip. consolidation -reconfigured Demo existing Equip. - create shafts Rework distribution New consolidated equipment- Bsmt. Condenser units rear parking Planting allowance at roof deck Extend stair 2 to roof Provide roofing membrane Provide roof deck Provide perimeter roof architectural railings Support for extra load at roof - allowance Glazed decorative, exterior enclosure							\$15,715 \$27,400 \$31,640 \$168,000 \$18,600 \$10,000 \$5,000 \$21,990 \$36,650 \$18,500 \$34,750 \$35,063						
Option #	Phase 3 -Narrative Scope Description	PHASE 1	PHASE 2							PHASE 3			COMMENTS	
1	West Façade Interpretive Installation West Façade Mural Allowance Wall mural Preparation Allowance										\$85,000.00 \$25,500.00			
2	Parking Area Interpretive Installation Lightning Allowance Exhibit Surface Allowance Installation cost Allowance											\$26,000.00 \$52,000.00 \$26,000.00		Assume wall surface lighting - \$25/sf Assume wall surface of unknown material \$50/sf Allowance for unknown wall treatments installation
3	Expanded Exhibit Space Expanded Exhibit Space Property Expanded Exhibit Space Property												See comment See comment	Purchase ranges from \$150.82 to \$189.12 PSF Rental ranges from \$ 23.32 to \$43.74 PSF
Subtotal - Hard Costs		\$710,735	\$20,550	\$1,018,837	\$224,977	\$120,841	\$683,249	\$423,308	\$0	\$110,500	\$104,000			

Soft Cost			PHASE 1	PHASE 2							PHASE 3			COMMENTS
			Option 1	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 1	Option 2	Option 3	
General Conditions	6.0%		\$42,644.1	\$1,233	\$61,130	\$13,499	\$7,250	\$40,995	\$25,398	\$0	\$6,630	\$6,240	N/A	Based on 3958 SF Exhibit @ \$550 psf Soft & Hard costs
General Requirements	4.0%		\$28,429.4	\$822	\$40,753	\$8,999	\$4,834	\$27,330	\$16,932	\$0	\$4,420	\$4,160		
Bonds & Insurance	1.3%		\$8,884.2	\$257	\$12,735	\$2,812	\$1,511	\$8,541	\$5,291	\$0	\$1,381	\$1,300		
Subguard Insurance	0.5%		\$3,553.7	\$103	\$5,094	\$1,125	\$604	\$3,416	\$2,117	\$0	\$553	\$520		
Contractor's Fee	4.0%		\$28,429.4	\$822	\$40,753	\$8,999	\$4,834	\$27,330	\$16,932	\$0	\$4,420	\$4,160		
Design Contingency	20.0%		\$142,147.0	\$4,110	\$203,767	\$44,995	\$24,168	\$136,650	\$84,662	\$0	\$22,100	\$20,800		
Construction Contingency	12.0%		\$85,288.2	\$2,466	\$122,260	\$26,997	\$14,501	\$81,990	\$50,797	\$0	\$13,260	\$12,480		
06-01-24 start	Escalation to MOC, 12/30/25	10.8%		\$2,221	\$110,136	\$24,320	\$13,063	\$73,859	\$45,760	\$0	\$0	\$0		
06-01-24 start	Escalation to MOC, 12/15/24	8.5%	\$60,267.0											
Subtotal - Hard Costs w/ Markups			\$1,110,377.9	\$32,584.1	\$1,615,467.9	\$356,723.5	\$191,605.5	\$1,083,359.6	\$671,197.2	\$0	\$163,263.8	\$153,660.0		
Design Fees- Arch. / Engineer	15.0%		\$106,610.3	\$3,083	\$152,826	\$33,747	\$18,126	\$102,487	\$63,496	\$0	\$16,575	\$15,600		
Const.Mgmt Svcs Fee	5.0%		\$55,518.9	\$1,629	\$80,773	\$17,836	\$9,580	\$54,168	\$33,560	\$0	\$8,163	\$7,683		
Permits, Inspection and Testing	1.0%		\$7,107.4	\$206	\$10,188	\$2,250	\$1,208	\$6,832	\$4,233	\$0	\$1,105	\$1,040		
FF&E add allowance - \$15/SF	(1249 SF total)				\$15,735		\$3,000							
Exhibitor Design Fee	20.0%								\$435,380					
Interpretive Environment Upgrades	(3958 SF)								\$1,741,520					
Subtotal - Soft (Indirect Cost)			\$169,236	\$4,917	\$259,522	\$53,832	\$31,915	\$163,488	\$101,289	\$2,176,900	\$25,843	\$24,323		
Total Project Cost (Direct & Indirect costs combined)			\$1,448,851	\$42,418	\$2,134,513	\$464,389	\$255,435	\$1,410,335	\$873,775	\$2,176,900	\$214,950	\$202,306	N/A	