



Fort Ward Park and Museum Area Management Plan



The City of Alexandria, Virginia

Adopted January 2015

SECTION I SUMMARY REPORT

The City of Alexandria affirms that significant parts of Fort Ward Park are hallowed ground. Fort Ward Park is home to significant historic and cultural resources, including sacred burial grounds of the families that lived there. The City of Alexandria recognizes that these sacred places and any other burial sites identified in the future shall be protected from disturbance and treated with respect and dignity. The Fort Ward Park and Museum Area Management Plan provides a sensitive approach to acknowledging, protecting and interpreting the resources on this property, which is listed on the National Register of Historic Places along with guidelines for managing the area's natural resources and compatible passive recreation uses.

Acknowledgements

City Council

William D. Euille, Mayor
 Allison Silberberg, Vice Mayor
 John T. Chapman
 Timothy B. Lovain
 Redella S. "Del" Pepper
 Paul C. Smedberg
 Justin Wilson

Ad Hoc Fort Ward Park and Museum Area Stakeholder Advisory Group

(FWAG or SAG) Roster as of 1/2014

Member	Group
Ripley Forbes	Park and Recreation Commission
Linda Ries (resigned 2014)	Park and Recreation Commission
Robert Moir	Park and Recreation Commission
Charles (Chuck) Ziegler	Historic Alexandria Resources Commission
Ellen Stanton	Historic Alexandria Resources Commission
Janice Magnuson	Historic Alexandria Resources Commission
Ryan Sloan (replaced by Susan Gitlin 2014)	Environmental Policy Commission
Adrienne Washington	Fort Ward/Seminary African American Descendants Society
Lena Rainey	Oakland Baptist Church
Frances Terrell	Seminary Civic Association
Sharon Annear	Seminary Hill Association, Inc.
James Walpole (resigned May 2014)	Citizen at Large
Richard Brune	Citizen at Large
Vacant	Citizen Living within One Mile Radius

Prepared by:

Lardner/Klein Landscape Architects, P.C.
 Heritage Strategies, Inc.
 John Milner Associates, Inc.
 Barbara Franco

Recreation, Parks, and Cultural Activities
 Park Planning, Design and Capital Development Staff

In coordination with:

Office of Historic Alexandria
 Transportation & Environmental Services

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Figure 1 - Entrance to Fort Ward Park from West Braddock Road

Introduction

Fort Ward Park Today

Fort Ward Park is an asset to the City of Alexandria and the region. Rich in historical and natural resources, it is fraying, heavily used and in need of a collective vision to move forward, steward its resources and expand its interpretive and passive recreation offerings in a responsible manner. It is time to explore additional sources of financial and volunteer support for the park. Issues that must be addressed in the development of the Fort Ward Park and Museum Area Management Plan include the stewardship of the park's rich collection of cultural¹ and natural resources, the park's importance as a recreational opportunity for the residents of Alexandria and the park's importance as open space for the west end.

Acquisition and Early Development of the Park

The first 35 acres of the 43.46 acre property were acquired in the 1950s to both preserve and reconstruct a portion of the fort for the upcoming Civil War Centennial and to establish a public park. In addition to the Civil War resources, the land possesses a century-long legacy of community life and heritage that preceded development of the park as a public amenity. Known to local families as "The Fort" community, physical evidence of its history includes archaeological sites, burial sites, plantings and road traces. Fort Ward Park's museum has an outstanding collection of Civil War artifacts, a research library and educational and interpretive programming. In recent years, the history and significance of the post-Civil War evolution of the Fort Ward site has been brought to light, focusing on the African American families that built homes and created a community in and around the Seminary. The park was placed on the National Register of Historic Places in 1982.

The Challenge

Every square foot of Fort Ward Park is used and in demand—for historic interpretation and preservation, for recreation and as native woodland and open space. Many issues must be answered to effectively address the needs of the park and museum. The lengthy list of issues generated through the planning process are clustered under the following five questions. Later in the Summary Report, the five goal statements directly respond to the issues raised under each question.

Who is in Charge?

The park is currently managed by four separate departments of the City. A formal Memorandum of Agreement (MOU), annually updated, establishes the roles for each entity and their operational responsibilities. Budget pressures within the City of Alexandria have adversely impacted the park, making it challenging to meet the needs for the



Figure 2 - Loop path users in Fort Ward Park

¹ 'Cultural resources' is a term commonly used in reference to archaeological and historical features



Figure 3 - Loop path near fort gate

FORT WARD PARK DEFINITION AND PURPOSE

Fort Ward Park is classified as a Destination/Historical Park by the City of Alexandria. It is similar in service area, use and size to the City's six other Citywide Parks¹. Fort Ward Park's founding purpose was for use as a 35-acre historic park and Civil War museum with supporting recreational facilities, picnic areas and an amphitheater all enhanced by carefully located planting beds².

Later, additional acres (not subject to this Management Plan) were acquired and are used for active recreation and athletic fields. Today, in addition to its historic, interpretive and educational mission, the park serves the surrounding community's need for passive recreation consisting of less structured and less formal activities. Examples include: a playground, picnic areas, historic/cultural sites, an amphitheater and natural resource areas. The park is also significant locally as preserved open space for the City of Alexandria—associated with an adjoining complex of centrally located and largely wooded parcels of land owned by Episcopal High School and the Episcopal Theological Seminary.

¹ Citywide Parks Improvement Plan 2014, City of Alexandria, Virginia Department of Recreation, Parks, and Cultural Activities, Park Planning, Design & Capital Development, Draft, January 16, 2014. Page 9

² Application for listing on the National Register of Historic Places approved by the Executive Director, Virginia Historic Landmarks Commission, Commonwealth of Virginia, February 16, 1982

preservation of its nationally and regionally significant resources while at the same time meeting recreation needs.

A number of different volunteer groups support the park within very specific areas of focus, primarily related to its history. Currently, there is not a formal, single coalition of interest groups or an over-arching volunteer group independent of the City to take the lead in advocacy for the park and its many resources. The City Council-appointed advisory group—Ad Hoc Fort Ward Park and Museum Stakeholder Advisory Group (FWAG)—terminates in September 2014.

What Should the Park Become?

As archaeological investigations document more of the rich stories of the site while the demand for the park's role as open space increases, tensions between what the park has been and where it is headed are apparent in the ongoing transformation of the site. Best practices for management and maintenance activities address issues and site constraints facing the park.

How Should the Park be Maintained?

Maintenance practices have been deterred while investigations of potential archaeological elements were ongoing. Wisely, normal park maintenance ground disturbing activities such as tree planting, stump removal or ground aeration were prevented until further information was made available to ensure that cultural resources were not inadvertently damaged or destroyed. The challenge is to now restore appropriate landscape cultural (maintenance) practices to the site.

Which Stories Should be Told?

Multiple threads of interpretive stories should be tied together to share the stories of the site from the Civil War to Civil Rights eras. Much of the current interpretation and museum display is focused on stories related to the site's role during the Civil War. Recent installation of interpretive panels share the story of "The Fort" community that grew up in conjunction with the fort and remained until the creation of the park. Many additional stories remain and await interpretation.

Which Recreation Facilities Belong in the Park?

Fort Ward Park is one of Alexandria's citywide large parks. In addition to its rich cultural resources, the park also serves as open space for passive recreation in the west end of the city. As the population grows, additional demands for facilities supporting these activities will grow as well.



Figure 4 - Oakland Baptist Cemetery

The Management Plan

Why a Management Plan?

A management plan lays out a long-range plan that provides strategic guidance for decision-making on complex issues that have many variables and potential answers. Expanded from the concept of a master plan—a type of plan that prescribes improvements and their location within a set time period—a management plan is usually focused on historical and natural resources, educational opportunities and operational issues.

The Fort Ward Park and Museum Area Management Plan focuses on the protection and enhancement of the site's natural and historical resources, interpretation of those resources, pedestrian and vehicular circulation and recreation facilities. The plan recommends best practices and actions to better manage the park and synthesizes years of work—from early FWAG reports to the current planning team effort—to document the significance, threats and vulnerabilities to the resources at the park while recognizing the continuum of history within the region and parkland. These findings are incorporated in the management recommendations to address immediate and long-term needs of the park.

The plan seeks to integrate Fort Ward Park's historical significance and context with contemporary park operations and more recently updated archaeological information. The over-arching intent is that Fort Ward and its resources are sustained, maintained and interpreted. Management recommendations for resource protection, interpretation and enhancement synthesize and apply the best practices available to address the management issues and concerns identified through the planning process. Management recommendations support a broad array of users and uses; protect and maintain the park's nationally significant natural resources; serve to educate the park and museum visitors through innovative and engaging interpretation and programming; and continue to satisfy the growing needs for passive recreational enjoyment of a shady, natural oasis from an increasingly complex urban environment.

Separately, but equally important, is a series of maps that delineate management zones for park operations. One of the challenges that has long faced park managers is the potential that ground disturbing activities such as tree planting or stump removal might inadvertently damage undocumented cultural resources. All ground disturbing activities were halted in 2010 as archaeological investigations took place. Based on this report and the work leading to its compilation by the Office of Historic Alexandria (OHA) and the Recreation, Parks and Cultural Activities (RPCA), park operations were able to begin selected ground disturbing maintenance practices in designated areas of the park in the fall of 2013. Management zones are defined for park operations and serve as graphic definitions of areas of responsibilities and directed actions. Examples of zone maps include the location for maintenance responsibilities between OHA, RPCA, Transportation and Environmental Services (T&ES) and General Services (GS) and the identification of landcover types and maintenance boundaries for woodlands, turf and meadow land.

The MOU and the map designating levels of ground disturbance are the linchpin of this management plan. Developed by OHA (Plate 12 in Section II.8, with additional detail provided in Appendix II), it summarizes findings from archaeological investigations in the park. It delineates archaeological sites and ranks their vulnerability to



Figure 5 - Picnickers near meadow at park entry

ground disturbing activities. This work serves as the basis for all park operation management zone mapping, the proposed soft path alignment and recommendations for facility improvements and relocation. As additional site investigations take place, it is critical that all parties coordinate document updates.

As described in the City's Request for Proposal for the development of the management plan, the Fort Ward Park and Museum Area Management Plan addresses and incorporates the following elements.

- Serves as a guide and policy document for current and future park staff, other partnering agencies, elected officials and interested members of the public
- Identifies stakeholders affected by the park management plan and park use
- Balances the management of natural, cultural and recreational resources and defines needed actions to mitigate any adverse effects
- Identifies sustainable practice strategies that coordinate site use, site protection and changes at the site over time
- Provides a framework for monitoring, preserving, protecting and maintaining resources at the park, including the earthwork fort, archaeological resources, interments, natural features and landscape
- Identifies coordinated park enhancement opportunities, including possible upgrades related to historical education and interpretation; the recognition and demarcation of graves and cemeteries; park facilities, museum additions and improvements; recreation infrastructure; public accessibility and plantings.
- Provides estimates of probable costs for those actions ranked as being of the highest priority by members of FWAG
- Provides overall project priority for the actions included in the management plan
- Serves as a guide for future park budget allocations and annual funding requests

By integrating the historical context of the site and contemporary park operations, successful implementation of the management plan will sustain, maintain and interpret the park and its many resources.

The Management Planning Process

Prior to the planning team's involvement, the Alexandria City Council-appointed FWAG researched and developed a report for City Council that identified issues facing the park and proposed a number of recommendations to address them. Published over a two-year period in 2011 and 2012, the FWAG document includes chapters focused on history and culture; recreational use; environmental and natural resources; park operations; planning; development and promotion; Civil War resources; African American cemeteries and burial sites; African American structures and other resources; cultural resources related to the museum and its collections; and programs and management recommendations for the environmental resources at Fort Ward.

The planning team's work incorporates the issues facing the park and museum as identified by the FWAG. This work was supplemented with additional field work, mapping and research. Planning team members used their professional judgment to shape the framework for the Fort Ward Park and Museum Area Management Plan.

The plan has five structuring goals drawn from the grouping of challenges that face the park. It is organized in a framework structured by these goals to guide the management activities related to the park. Derived from discussions during the public engagement process, from the FWAG's work and additional research from the planning team, each goal focuses on a specific sector of issues and challenges facing the park. Each of the five



Figure 6 - Amphitheater in park (photo courtesy of Sharon Annear)

goals are further articulated with objectives, strategies and actions. To assist the reader in navigating the plan, the goals are consistently color-coded in Section I and Section II. This framework, in association with recommended best practices and actions, was presented to the FWAG and the general public. The five goals, shaped by issues and challenges as identified by FWAG and confirmed by the planning team and public review, are as follows.

- *Who is in Charge?*

Goal 1 Management and Funding

- *What Should the Park Become?*

Goal 2 Park Character

- *How Should the Park be Maintained?*

Goal 3 Landscape Cultural Practices

- *Which Stories Should be Told?*

Goal 4 Educate and Engage Visitors

- *Which Recreation Facilities Belong in the Park?*

Goal 5 Enhance Park Facilities

Public Engagement

In addition to the close interaction with the FWAG appointees, the planning process incorporated an active and broadly based engagement of the general public. Monthly FWAG meetings were open to the public, with a public comment period incorporated at each meeting.

Two park “listening sessions” were conducted at Fort Ward Park in early June 2013. Display tables were staffed by the planning team to elicit informal conversations with park visitors. A park survey was provided at the display table and to users throughout the park. The survey was also made available on the City’s website. It included questions specific to Fort Ward Park and questions parallel to those asked during the Citywide Parks Improvement planning effort for the City’s large parks.

The January 13, 2014 Fort Ward Park and Museum Area Management Plan was linked to the City’s website. Following the draft publication, two public meetings were held to answer questions and to explain the plan contents. The first session, a formal presentation with questions and answers following, was held on the evening of February 24, 2014 at St. Stephen’s and St. Agnes’ Middle School gymnasium, next door to the park. The second



Figure 7 - Fort Ward gate and cannons

session, an open house, was held the following Saturday afternoon, March 8, 2014, at the same meeting site. Comments on the draft plan were also solicited on the City's website.

Associated Work Efforts

Drainage Report, URS 2014

The site and its issues are complex. A separate study on stormwater and drainage, *Fort Ward Park Drainage Master Plan*, was undertaken by URS under a separate contract simultaneous to the management planning effort. Coordination of the management plan and drainage report recommendations was key to both work products. A copy of the report is included in Appendix I of this plan.

Sixteen sites were examined through field reconnaissance to evaluate the existing conditions and to identify potential measures to improve the drainage and sedimentation. URS performed hydrologic and hydraulic analyses to verify the capacity of the existing stormwater system. Drainage recommendations include both structural and nonstructural measures.

Three recommended storm drainage system pilot project improvements were proposed.

- The first is the retrofitting of the existing stormwater system to reduce sedimentation and to improve the water quality of runoff through the installation of a filter system under the existing gravel parking area adjacent to West Braddock Road
- The second is the construction of a diversion berm (shaped landform) and installation of an underground drainage pipe to improve the sheet runoff and subsequent erosion that is impacting the Oakland Baptist Church Cemetery and adjacent Old Grave Yard
- The third is to stabilize the stream north of the cemetery

Archaeological Investigations

Three stages of archaeological work have been completed in the park—Stages 1, 2A and 2B. Stage 3 has been recommended by the Office of Historic Alexandria (OHA) staff but has not been funded during the past two City budget cycles. Other than the archaeological review associated with the current MOU agreement, the Save America's Treasures grant, or upcoming drainage improvements, no additional investigation has been conducted with the exception of week-long summer camp programs for middle and high school students. Archaeological investigation will continue at Fort Ward over a number of future years, as funding and opportunities present themselves. In the meantime, the existing MOU serves to protect archaeologically sensitive areas until further study can be undertaken.

History Report, Dr. Krystyn Moon 2014

Although not completed in time for incorporation within the recommendations of this report, Dr. Krystyn Moon produced an historical report on the parkland, *Finding the Fort: A History of an African American Neighborhood in Northern Virginia, 1860s-1960s*, that is referenced in this document's Appendix III.

Citywide Parks Improvement Plan 2014

Parallel to the development of the Fort Ward Park and Museum Area Management Plan, the City of Alexandria conducted a planning effort for Alexandria's parks that are over 15 acres, municipally owned and have multiple uses. Six parks were included: Ben Brenman and Armistead L. Boothe Parks, Chinquapin Park, Four Mile Run



Figure 8 - Archaeological findings from Fort Ward Park

Park, Joseph Hensley Park, Holmes Run Park System and Simpson Stadium Park. Although Fort Ward Park also meets the criteria for inclusion, the complexities facing park management and operations at Fort Ward led to a separate planning effort.

Although generated separately, the Citywide Parks Improvement Plan's four objectives and eight recommendations (sidebar) are equally applicable to Fort Ward. The plan's four objectives follow.

- *Increase accessibility to the City's large parks and their facilities*
- *Design public spaces that meet multiple community needs and balance passive and active uses*
- *Steward and cultivate the parks' many natural and cultural resource assets*
- *Strengthen the network of Citywide Parks and its role in connecting the community*

Each recommendation noted in the sidebar included an estimated cost for the six parks were the focus of the plan. Since Fort Ward was excluded from the citywide planning effort, costs to implement any of the eight common recommendations at Fort Ward Park must be generated separately.

Other City Plans and Documents

A number of other citywide plans that influence Fort Ward's operations and management, influencing and guiding policy decisions affecting implementation of the management plan's recommendations. These include the *Urban Forestry Master Plan*, the *Environmental Action Plan 2030*, *Alexandria Open Space Plan*, *Park and Open Space Facilities Prioritization Analysis* amongst others. A full list is included in the bibliography in Section II.10.

Plan Structure

Section I

Section I, the Summary Report, identifies the key recommendations and findings of the Fort Ward planning effort and directs the reader to a specific location for further information. It is a guide and policy document for use by

Recommendations for all Citywide Parks¹

- **Improve Wayfinding throughout the Park System**
A similar concern was identified in the Fort Ward planning effort and is addressed under Goal 5, Strategy 5.2.3. Currently, there is no consistent graphic conformity for welcome, rules and regulation, and historical/educational signs.
- **Provide Improved Trash Receptacle Locations and Recycling Program**
- **Include Universal Accessibility in all Plans**
The Fort Ward Management Plan addresses this issue under Goal 1 and Strategy 1.3.2—Enhance park's accessibility and meet ADA standards. In addition to meeting the 2010 standards, the Fort Ward plan recommends meeting the draft 2009 Outdoor Recreation Access Route standards for paths connecting park features.
- **Locate Public Art in Collaboration with the Office of the Arts Public Master Plan**
The management plan recognizes the interest in the incorporation of public art at Fort Ward Park under Goal 1, Strategy 1.3.1.
- **Establish Parking Policy and Standards**
This is focused on athletic facility parking, given the exclusion of the athletic fields from the Management Plan, it is not addressed in this document.
- **Upgrade Utilities in the Parks to Support Park Uses, including Special Events**
Opportunities to upgrade or expand the park's existing facilities—the amphitheater, restrooms, the museum, etc.—are directly affected by the park's infrastructure.
- **Install Additional Bicycle Racks in the Parks**
Recommendations specific to bike racks did not come up in discussions during the Fort Ward planning sessions, but the park is used by bicyclists and is featured as a stop on several bicycle trails.
- **Complete a Documentary Study and Archaeological Evaluation and Incorporate Interpretive Elements**
Of great relevance at Fort Ward, this is addressed under all goals, and in particular, interpretation is the focus of Goal 4.

¹ Although Fort Ward is one of the City's large parks, it was not included in the Citywide Parks Improvement Plan because of the separate development of the management plan.



Figure 9 - Tree damage at Fort Ward Park

park staff, other partnering agencies, elected officials and interested members of the public. Recommendations are structured by the goals and subdivided into multiple actions. Given the large number of recommended actions, priorities were established and the Summary Report focuses on high priority actions.

Section II

This section provides supporting documentation to the Summary Report. Section II provides background material and discussion considered by FWAG in support of the key recommendations. The first five chapters reflect the January 13, 2014 draft document. Section II chapters are as follows.

- **Section II.1** - Summarizes the background, location and history of Fort Ward Park.
- **Section II.2** - Presents a snapshot of the site's present natural and cultural resources.
- **Section II.3 and II.4** - Outlines a framework for balancing the need to accommodate a wide range of users and bring awareness to the special significance of Fort Ward Park and the Museum.
- **Section II.5** - Presents the report's recommendations in greater detail than found in this Summary Report. Recommendations are focused around a framework of goals, objectives, strategies and actions. The framework recognizes that the management actions for Fort Ward Park must support a broad array of users and uses; must protect and maintain the park's nationally significant historic and cultural resources and locally significant natural resources; must strive to educate its visitors through innovative and engaging interpretation and programming; and must continue to satisfy the growing needs for passive recreational enjoyment of a shady, natural oasis from an increasing complex urban environment.
- **Section II.6** - Contains the illustrated compilation of Best Practices as tied to each of the recommended actions under the five goals. Section II.6, in conjunction with Section II.7, contains the most critical background material related to the plan's implementation. Both chapters include a comprehensive listing and explanation of each action item. Only those actions ranked as high priority actions by the FWAG or the City are included in the presentation of actions in the Summary Report. Refer to Section II.5, II.6 and II.7 for a full list of actions.
- **Section II.7** - Incorporates an implementation table, with details related to management and monitoring for each action, priority ranking, probable cost (if applicable), responsible party and time frame for implementation. Each action's level of priority, drawn from both FWAG responses and the City, is noted with caveats. The most highly ranked actions by FWAG determined which actions would have probable costs developed. Not all actions identified as a priority by individual FWAG members had costs developed for them. Generally, actions that received support from four or more FWAG members were evaluated in more detail with probable statements of costs developed.
- **Section II.8** - Plates - series of maps prepared for the planning effort.
- **Section II.9** - Landscape Management of Earthworks and Other Civil War Resources.
- **Section II.10** - Bibliography.

Appendices

- **Appendix I** - *Fort Ward Park Drainage Master Plan*, prepared by URS, 2014.
- **Appendix II** - Text, Table and mapping summarizing the status of the archaeological research in the park as of April 2014. This information was used to generate Plate 22, Ground Disturbing Activities.
- **Appendix III** - *Finding the Fort: A History of an African American Neighborhood in Northern Virginia 1860s-1960s*, prepared by Krystyn Moon for OHA under a separate contract.
- **Appendix IV** - 2011 MOU, 2014 MOU DRAFT, Ground Disturbing Activities Notification Protocol



Figure 10 - Speed bump on paved loop path that does not meet current ADA standards

Recommendations

Goals, Objectives and Strategies

The five goals are summarized in this document on the following pages. Using the color coding that is consistent throughout the plan, each goal statement is supported by its objectives and strategies and accompanied by an illustration of a best practice employed to achieve the recommended goal. The highest priority actions related to each strategy follow this section.

Goal 1—Management and Funding

Goal statement, consistently color coded throughout the document

The City of Alexandria will support a broad array of users and uses by collaboratively managing the park and equitably investing in the Fort Ward Park and Museum Area as compared with other regional city parks and facilities.

Listing of the associated objectives and supporting strategies

Goal 1 Objectives and Strategies

1.1 Continue the collaborative management process between City agencies as established in the Memorandum of Understanding (MOU)

The MOU between the Office of Historic Alexandria (OHA), Department of Recreation, Parks and Cultural Activities (RPCA), Department of Transportation and Environmental (T&ES) Services and Department of General Services (GS) spells out the operations and maintenance responsibilities for the Fort Ward Park and Museum Area. It is the primary tool for allocating resources and identifying needs in a manner consistent with the management plan.

- 1.1.1 Use the MOU process to assess and monitor progress and identify problems and solutions

The level of funding and resources available to manage the park is a critical issue facing the park. Current funding levels do not meet all the needs for the preservation of its nationally and regionally significant resources while at the same time meeting recreational needs. There is a strong perception that the allocation of resources is unbalanced and Fort Ward Park is not receiving a fair share of resources when compared with other parks of its size and significance.

Illustration of best practice example - in this case a revision of the boundaries for park maintenance

1.2 Make Fort Ward Park a priority in the City of Alexandria funding

The annual update of the MOU and annual monitoring and progress reporting can be utilized to establish a defensible budget for management and maintenance practices as needed to preserve, protect, repair and maintain the nationally and regionally significant resources that are the responsibility of its owner, the City of Alexandria.

- 1.2.1 Plan for and communicate the needs and priorities for park management funding (operational and capital) as part of the City budget consistent with the responsible stewardship of a significant historic site and regional park serving the entire City and beyond



Figure 8 - MOU Boundary Zone Map, proposed adjustment to clarify park maintenance responsibilities for historic sites

1.3 Support and finance enhancements to park facilities to meet the needs of the broadest array of park users and neighbors

Broadening the user base is a critical step in gaining the financial and management support for the responsible stewardship and necessary enhancements to Fort Ward Park.

- 1.3.1 Broaden the array of programming and public art in Fort Ward Park
- 1.3.2 Enhance park's accessibility and meet ADA standards

Figure 11 - Diagram of goal sheets

Goal 1—Management and Funding

The City of Alexandria will support a broad array of users and uses by collaboratively managing the park and equitably investing in the Fort Ward Park and Museum Area as compared with other regional city parks and facilities.

Goal 1 Objectives and Strategies

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- 1.1.1 Use the MOU process to assess and monitor progress and identify problems and solutions

1.2 Make Fort Ward Park a priority in the City of Alexandria funding

The annual update of the MOU and annual monitoring and progress reporting can be utilized to establish a defensible budget for management and maintenance practices as needed to preserve, protect, repair and maintain the nationally and regionally significant resources that are the responsibility of its owner, the City of Alexandria.

- 1.2.1 Plan for and communicate the needs and priorities for park management funding (operational and capital) as part of the City budget consistent with the responsible stewardship of a significant historic site and regional park serving the entire City and beyond

1.3 Support and finance enhancements to park facilities to meet the needs of the broadest array of park users and neighbors

Broadening the user base is a critical step in gaining the financial and management support for the responsible stewardship and necessary enhancements to Fort Ward Park.

- 1.3.1 Broaden the array of programming and public art in Fort Ward Park
- 1.3.2 Enhance park's accessibility and meet ADA standards

Who is in Charge?

The level of funding and resources available to manage the park is a critical issue facing the park. Current funding levels do not meet all the needs for the preservation of its nationally and regionally significant resources while at the same time meeting recreational needs. There is a strong perception that the allocation of resources is unbalanced and Fort Ward Park is not receiving a fair share of resources when compared with other parks of its size and significance.



Fort Ward Park and Museum Area Management Plan

MOU Boundaries

City of Alexandria, Virginia

- Management Plan Boundary
- MOU Boundary OHA responsibility*
- Park Parcel
- Contour 2'
- Potential Soft Path

*NOTE: All other areas RPCA responsibility

Figure 12 - Goal 1 Example: MOU Boundary Zone Map, proposed adjustment to clarify park maintenance responsibilities for historic sites

Goal 2—Park Character: Preserve, Protect, Repair and Maintain Resources

The City of Alexandria, working with its boards and commissions, volunteers and park neighbors, will work to protect and maintain the nationally significant historic and cultural resources and locally significant natural resources found within Fort Ward Park.

Goal 2 Objectives and Strategies

2.1 Protect vulnerable park areas from adverse ground disturbing activities

At the most basic level, vulnerable park resources must be protected from ground disturbing activities; however this does not mean that nothing can be disturbed. Ground disturbance must be monitored by activity, depth and frequency. Mapping should reflect the most recent finding on site and included in the annual MOU review and update.

- 2.1.1 Determine level of permitted ground disturbance

2.2 Heal areas of erosion and compacted soils within the park

Erosion and compacted soils contribute to stormwater management problems and degrade the recreational experience in the park.

- 2.2.1 Stabilize surface areas
- 2.2.2 Improve compacted soils
- 2.2.3 Relocate or remove uses that conflict with resources

2.3 Enhance park's vegetative character and open space

The park's open grassy areas, its mature woods and rich ornamental plantings have all declined due to over use and a general lack of investment needed to keep up with the maintenance needs. Storm damaged vegetation has not been replaced due to concerns about adversely affecting archaeological resources. The once thriving azaleas and other plants are in decline. A map designated 'Management Zones for Landcover' has been prepared that crisply identifies turf area (irrigated and non), woodlands and meadows.

- 2.3.1 Maintain mix of open and wooded landscapes
- 2.3.2. Develop and adopt planting approach for Fort Ward's natural and cultural landscapes

What Should the Park Become?

The management plan recognizes the competing roles and demands on the park. What kind of place is the park? How do all the park's competing interests intersect into a coherent whole?

The plan identifies a range of maintenance and management practices that best address the issues and site constraints, presented in Sections II.6 and II.7. These "best practices" are generally applicable throughout the park, specific to natural resources or specific to the cultural resources—in particular the earthworks, "The Fort" community and burial and cemetery sites.



Fort Ward Park and Museum Area Management Plan

City of Alexandria, Virginia

- Management Plan Boundary
- Park Parcel
- Potential Soft Path

- Minimal Ground Disturbing Activities (such as aeration, stump grinding, tree planting, and soft path construction)*
- No Ground Disturbing Activities Allowed without further review by OHA
- No Ground Disturbing Activities Allowed except for placement of formal interpretive elements with archaeological review and investigation by OHA

Ground Disturbing Activities

*Minimal Ground Disturbing Activities source: Draft Summary - Archaeological Investigations Fort Ward Park spreadsheet, Fran Bromberg, Jan. 2013.

General Note: Areas denoted as "Minimal Ground Disturbing Activities" may contain impervious surfaces such as concrete or asphalt.

Figure 13 - Goal 2 Example: Level of ground disturbance allowed and associated landscape cultural practices; striped green pattern allows for greatest level of ground disturbance (tree planting for example with notification of OHA) and red indicates most restrictive area where ground disturbance is most limited

Goal 3—Landscape Cultural Practices

Adopt appropriate and coordinated landscape management practices.

Goal 3 Objectives and Strategies

3.1 Support ongoing landscape cultural practices

The City of Alexandria's RPCA currently has a monthly maintenance calendar and is moving towards adapting guidelines for the level of maintenance service (leaf removal frequency, mowing frequency, etc.) modeled on standards developed by the APPA as defined in *Operational Guidelines for Educational Facilities, Grounds*, second edition.

- 3.1.1 Coordinate Management Plan recommendations with RPCA operations

3.2 Contribute towards the City of Alexandria's Tree Canopy Goal of 40%

The City of Alexandria's Urban Forestry Master Plan identifies a goal of establishing a 40% tree canopy cover for the City as a whole and planting 400 new trees citywide per year to achieve that goal.

- 3.2.1 Restore and expand the existing woodlands
- 3.2.2 Assess tree cover and health
- 3.2.3 Perform tree maintenance

3.3 Restore shrub layer

The shrub layer is an important element of the desired park character as noted during the park listening sessions and in the Fort Ward Advisory Group report on the park's natural resources. Restoration of the shrub layer requires restorative pruning, soil amendments, top dressing and weeding to remove non-native invasive species.

- 3.3.1 Restore shrub layer in high visitor use areas and at woodland edges
- 3.3.2 Perform shrub maintenance

3.4 Remove inappropriate vegetative growth

Non-native invasive plant materials are problematic in the park. Vines smother trees, groundcovers potentially damage the earthworks and burial grounds. Identification of the extent of the problem, followed by a systemic eradication program is needed.

- 3.4.1 Remove non-native invasive groundcovers and undesired shrubs and saplings from earthworks and burial grounds
- 3.4.2 Minimize non-native invasive plants

3.5 Establish attractive and sturdy turf

Turf areas in the park serve as a back yard for many of the neighboring apartments, as well as for those wishing to picnic, relax or appreciate the park-like setting of Fort Ward Park. This appreciation has led to over use, soil compaction and lack of vigorous turf growth. Several areas of the park have been designated as "no mow" areas, where grasses are allowed to grow, enhancing infiltration and preventing foot traffic from fragile resources.

- 3.5.1 Actively manage turf
- 3.5.2 Actively manage meadow growth

3.6 Train maintenance personnel on appropriate practices for historic and archaeological sites and natural areas

Under the current MOU, OHA is responsible for maintenance around the Civil War fortification and museum. With extensive historic and archaeological resources throughout the park, training for maintenance personnel should be directed towards all those with maintenance responsibilities throughout the park.

- 3.6.1 Use the MOU park maintenance zone areas to identify level of training required for maintenance personnel

How Should the Park be Maintained?

This goal is focused on the more traditional park maintenance and operations needs. The City of Alexandria is moving towards adopting the APPA guidelines for grounds maintenance, where levels of service are defined as 1 through 5.

The existing woodlands at Fort Ward Park are in serious decline. Tree count is down by one-quarter or more, based on a survey of approximately 600 trees in the park. No new trees or shrubs have been planted since 2010 due to ground disturbance concerns related to unknown archaeological resources. Now that more information is known about the archaeological resources and a process has been established for ground disturbing activities as part of the management plan, new trees and shrubs need to be planted on an annual basis. Additional effort must be invested in maintaining the remaining trees, shrubs and turf.



Fort Ward Park and Museum Area Management Plan

Management Zones Land Cover Definition

- City of Alexandria, Virginia
- Management Plan Boundary
 - Park Parcel
 - Contour 2'
 - Woodlands
 - Meadows
 - Irrigated turf
 - Turf not irrigated
 - Arborist's Memorial

Figure 14 - Goal 3 Example: Land over treatments: woodland, meadow, turf

Goal 4—Educate and Engage Visitors - Share the Stories of Fort Ward Park

Increase and broaden the audience in support of the park's preservation and enhancement by providing a high quality interpretive and educational experience.

Goal 4 Objectives and Strategies

4.1 Develop a detailed Interpretive Plan for Fort Ward Park that celebrates the park's multi-faceted history

The management plan lays out a broad interpretive framework regarding the time frame, geography, audiences and potential themes for park interpretation. A more detailed interpretive planning effort is needed to apply themes to sites, select appropriate stories related to each theme and site and to identify the appropriate interpretive tools that best tell the stories. The more detailed interpretive plan is necessary to define ways the landscape can be used as an interpretive tool while not overwhelming the park and its resources. The incorporation of the landscape will allow the Civil War-era interpretation to expand from the museum and “The Fort” community interpretation to be brought into the museum—presenting the site as one connected story from the Civil War to Civil Rights. OHA is to formally invite key stakeholders from the Fort Ward and Seminary African American Descendants Society, Civil War historians, naturalists, educators and community representatives to participate in a new advisory committee working on the development of an interpretive plan.

- 4.1.1 Expand or reform the Fort Ward History Work Group and Fort Ward Advisory Group to provide advice on the interpretive planning, design and implementation
- 4.1.2 Make use of landscape features to tell the stories

4.2 Increase awareness of the site's local, regional and national significance by linking to themes related to the Defenses of Washington with the establishment and building of an African American community

Recent archaeological work and historical research presents a tremendous opportunity to link the system of forts associated with the Defenses of Washington with the African American settlements that grew into communities in and around many of these forts. The story is not being told anywhere else—allowing Fort Ward to be identified as a significant place for the interpretation of African American heritage.

- 4.2.1 Greet and orient the visitor
- 4.2.2 Link interpretation at Fort Ward to broader citywide and region-wide themes
- 4.2.3 Strengthen regional linkages to interpretation at Fort Ward

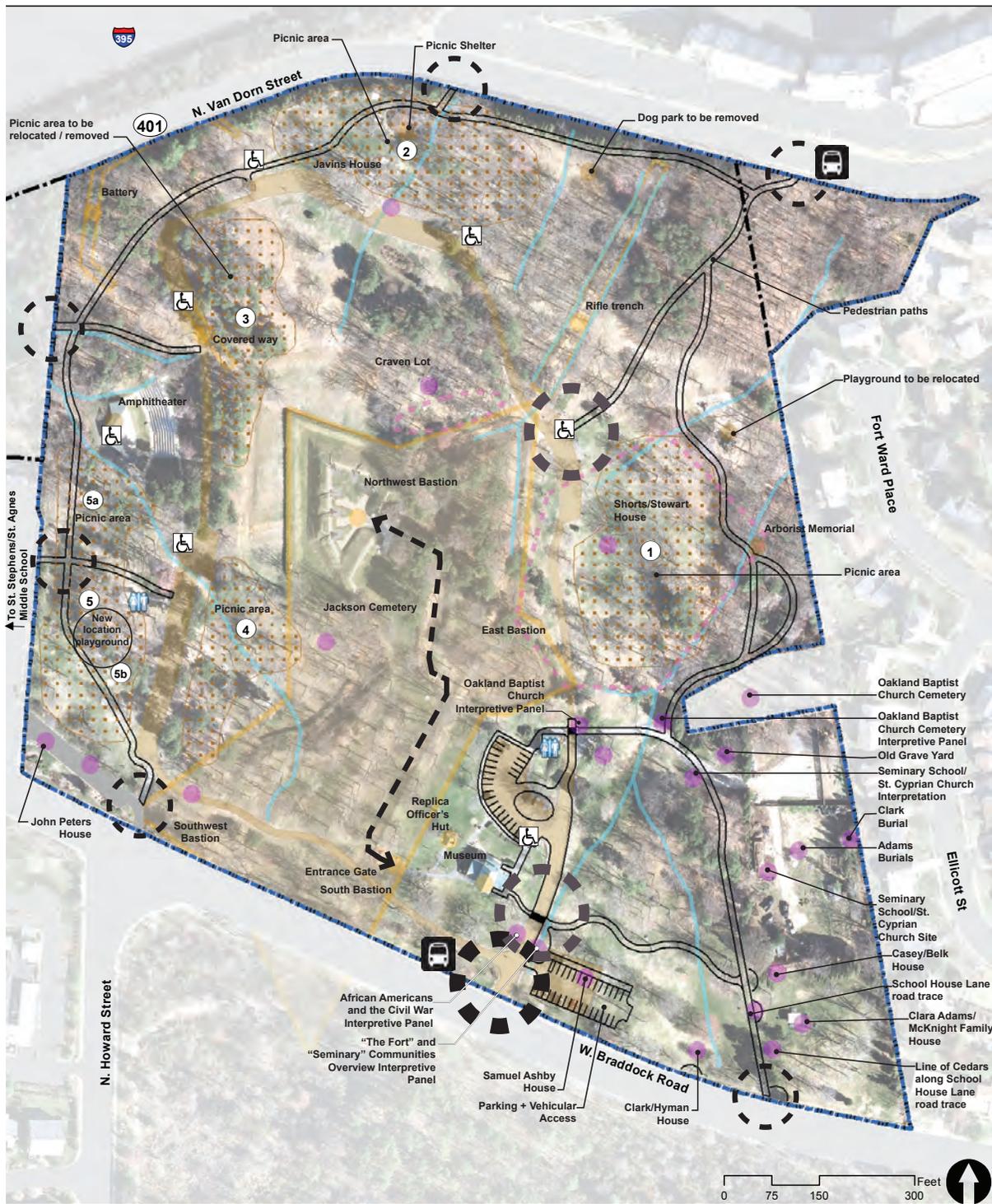
4.3 Reorganize and/or expand the museum to engage more visitors and broaden the stories told

The Fort Ward museum is a tremendous resource for telling the story of the Civil War fortifications, the Defenses of Washington and the African American communities that grew up around them after the war. But more than just the story, the museum has the potential to encourage visitors to establish connections with the people and places associated with the stories—involving moments of intellectual and emotional revelation, perception, insight or discovery. The museum and park can encourage these connections by developing more self-guided experiences where the visitor discovers the connection through a more interactive experience.

- 4.3.1 Develop the tools and resources needed to expand museum interpretive opportunities with self-guided experiences
- 4.3.2 Create a capital campaign to raise funds for a museum expansion
- 4.3.3 Use the existing museum building for new exhibits
- 4.3.4 Create as many opportunities for personal connections as possible and visitors will enjoy the experience and find relevancy
- 4.3.5 Reach people who do not normally go to museums by taking the museum to places where this audience normally goes

Which Stories Should be Told?

Currently there is both passive and active interpretation in the park. Many of the existing interpretive exhibits need to be refreshed, and recent findings from archaeological work and historical research for the fort need to be incorporated into new and updated interpretations focusing on the overall thematic time frame, from the Civil War to the Civil Rights-eras. A more detailed interpretive plan is needed to apply themes, topics and related stories to sites and places within the park.



Fort Ward Park and Museum Area Management Plan

City of Alexandria, Virginia

- Management Plan Boundary
- Park Parcel
- Park Road or Parking
- Drainage flowlines
- Native American Resource
- The Fort Community Features
- Civil War Features
- Fort earthworks and interior features
- Exterior Fort earthworks
- Recreational Feature
- Picnic Area
- Restroom

Potential Soft Path System and Enhancement Opportunities

- Potential Soft Path System
- Potential park access point
- Entrance / orientation
- Planned ADA path
- Potential ADA parking

Figure 15 - Goal 4 Example: Potential interpretive opportunities

Goal 5—Enhance Park Facilities

Satisfy the growing need for passive recreational enjoyment of a shady, natural oasis from an increasingly complex urban environment.

Goal 5 Objectives and Strategies

5.1 Clarify and enhance park circulation and parking

Park users and FWAG members identified a number of issues and problems that related to the park entrance, parking, vehicular and pedestrian use of park roadways, pedestrian circulation and the need for a secondary system of soft paths.

- 5.1.1 Improve pedestrian circulation and safety
- 5.1.2 Improve bus access and parking (tour and school groups)
- 5.1.3 Reconfigure existing parking

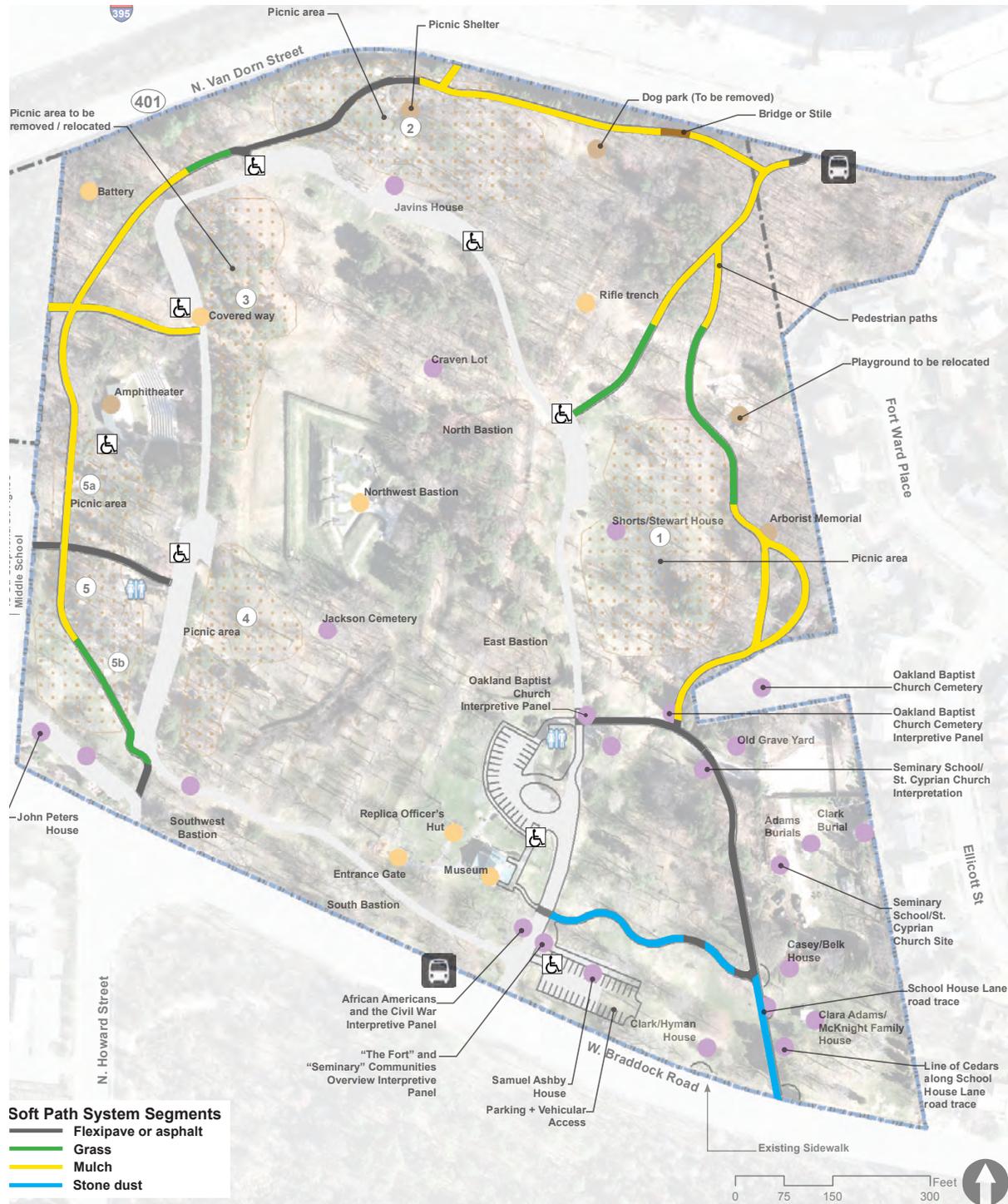
5.2 Minimize conflicts between adjacent uses both within and around the park

Park users and FWAG members identified a number of issues and problems that have led to conflicting experiences among users with different expectations during their visit to Fort Ward Park.

- 5.2.1 Communicate park regulations
- 5.2.2 Remove the off-leash dog exercise area location and facility
- 5.2.3 Relocate and enhance park facilities (long-term) to better serve the public and to protect the park's resources
- 5.2.4 Evaluate the effort required to upgrade and improve the amphitheater for more active use
- 5.2.5 Replace, upgrade or remove failing facilities

Which Recreation Facilities Belong in the Park?

As noted in Section II.3, Fort Ward Park is valued for its passive recreational uses, as well as for the events and gatherings associated with the historical aspects of the park.



Fort Ward Park and Museum Area Management Plan

Soft Path System

City of Alexandria, Virginia

- Management Plan Boundary
- Park Parcel
- Park Road or Parking
- The Fort Community Features
- Civil War Features
- Recreational Feature
- Picnic Area
- Restroom

Figure 16 - Goal 5 Example: Soft path alignment with four different surface treatments



Figure 17 - Grassy area within Fort Ward Park

Management Actions

Key to the plan's implementation are its actions, identified and related to each goal and organized under separate strategies. Actions match the best maintenance and management practices with the issues and site constraints facing Fort Ward. All the recommended actions are listed in Section II.5 Recommendations, illustrated in maps and photographs in Section II.6 Best Practices and are outlined in tabular format in Section II.7 Implementation Table. The highest priority actions are discussed more fully in this Summary Report.

Action Ranking

Fort Ward has many needs, all of which cannot be addressed immediately or simultaneously due to funding, staffing and volunteer limitations. The Fort Ward Park and Museum Area Plan recognizes that the needs of the park must be addressed incrementally, over time as resources, staff and volunteer time become available. Action ranking takes into consideration priority of need and an understanding of what action needs to occur prior to another action taking place.

Ranking actions as medium or low priority does not mean that the lower ranked action is unimportant. Instead, ranking recognizes that phasing of the plan's recommendations is necessary. Funding is not available for all of the desired changes and improvements at this time. Funding requests must be placed in future City Capital Improvement Plans or gained from private fundraising and donations. Although some actions may be accomplished by volunteers, currently there is no structured volunteer organization, representative of the full spectrum of interests in the park, to oversee such activities.

High Priority Actions

The action priority ranking incorporates phasing needs, particularly in terms of what must take place prior to another action being implemented and what actions are most critical to address Fort Ward's many needs. Decisions were predicated on several factors. Did an action need to be accomplished before another action could be implemented? For example, the fencing around the maintenance yard must remain for security purposes until the archaeological investigation can take place there.

Decisions were also based on park operations and good landscape cultural practices. For example, how should park operations handle leaf litter, where should meadows be located, what are the boundaries for turf and woodlands, etc.? Presumably, a number of these operation related actions ranked highly by the planning team or City staff were not ranked highly by FWAG as they were already being implemented in the spring of 2014. Although a number of the highly ranked actions are underway, others fall in the timetable of 1-3 years, 3-5 years or 5-10+ years.

Ranking also took into consideration priorities noted by the FWAG. Members were asked to identify their top three priorities under each of the five goal statements. Individual priorities are noted in Section II.7

Estimated Cost

Probable estimate of costs were developed for the most highly ranked actions. Prices are in 2013 dollars, using unit costs developed for the Citywide Parks Improvement Plan unless noted. More detailed price information with line items is included in Section II.7. Year 1 is assumed to begin at Fiscal Year (FY) 2016. Current park operations

funding is complex. Funds for OHA managed contracts as defined in the MOU are currently transferred out of the RPCA operating budget. Any new or additional operating and maintenance activities will require an increase to the related operating budget. All funds noted in the following charts will require new or additional funding allocations.

To clarify the next steps priority actions are grouped by time frame and associated goals within three categories: Operations; Capital/CIP; and Partnerships.



Figure 18 - Action Priority Categories

The park is big and complex. Many actions were identified during the planning process. Highly ranked actions, to be undertaken in the near future, are listed in this Summary Report and are grouped by timing for implementation, categories and goal association. A much lengthier list of actions is included in Section II.6 Best Practices and Section II.7 Implementation, categorized by goal statement. The diagram below dissects the information presented for each highly ranked action in the Summary Report.

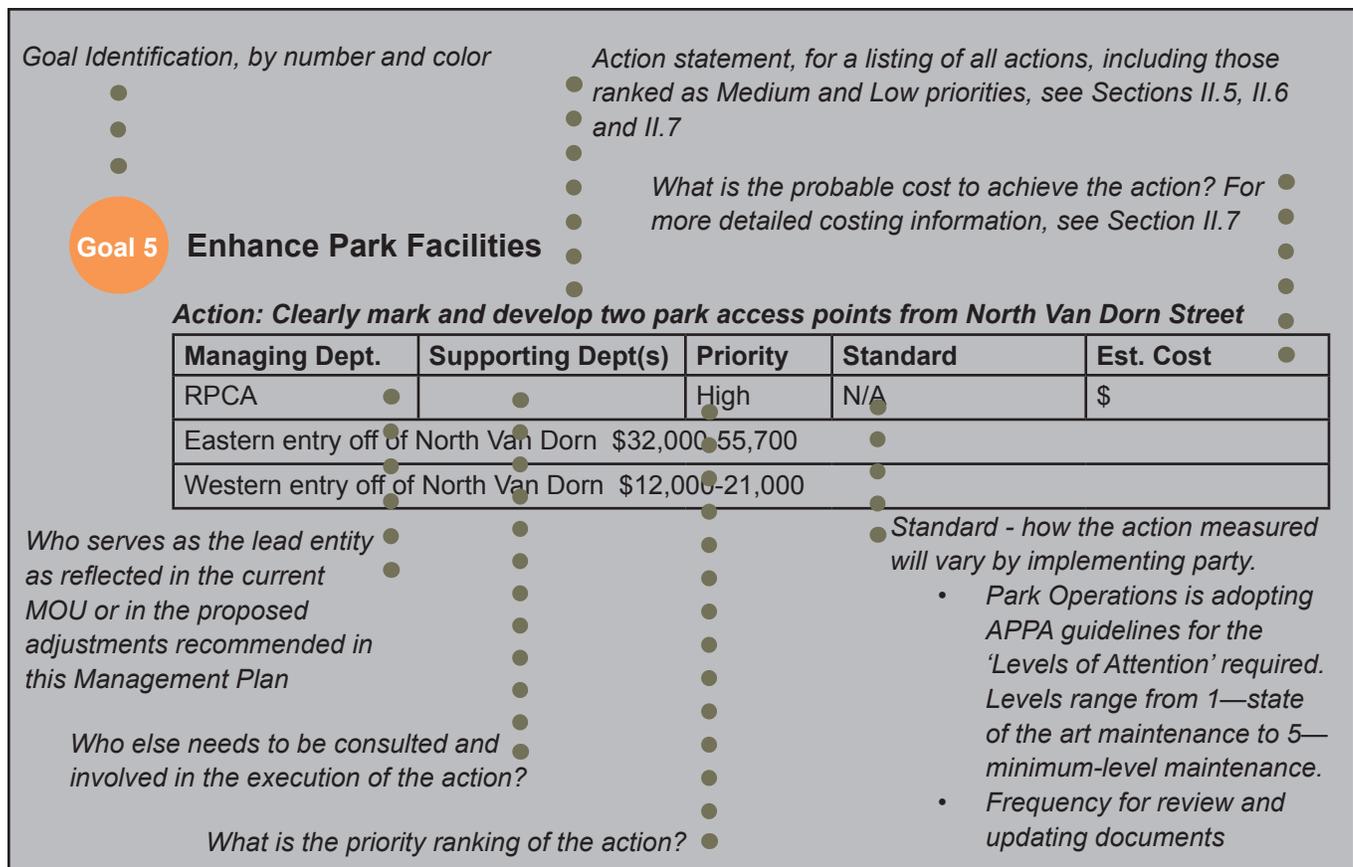


Figure 19 - Diagram of Action matrix

Action Priorities: Underway or Completed

A number of actions included in the management plan are being or have been successfully implemented prior to adoption of the management plan. Their successful incorporation into park operations demonstrates the planning effort's value in achieving consensus with FWAG's, City staff and the planning team. As best practices were identified and supported by the work group, the practices have been incorporated into the care of the park. Although some are complete, none have been eliminated from the plan's recommendations to ensure that the actions continue to be supported and updated as appropriate.

Operations

Goal 1 Management and Funding

Action: Review and update Memorandum of Understanding (MOU) annually

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA/T&ES/GS	High	Review quarterly	N/A
Managing Department may change in accordance with future changes to the MOU.				

Goal 2 Park Character

Action: Map areas in conjunction with RPCA to identify where ground disturbance may occur unsupervised; where ground disturbance may occur with supervision; and where ground disturbance is NOT allowed

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	Update annually	N/A

Action: Address animal tunneling in earthworks

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA		High	Annually	N/A

Action: Restore shovel pit testing sites to original grade

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	W/contract	N/A

Action: Reinforce eroded edges of paved surfaces

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
T&ES	RPCA	High	Level 2	N/A
Continue to fill eroded edges with river rock as an interim solution to more permanently reinforcing the loop path's shoulders. Cost for reinforced shoulder in Section II.7 Implementation Table.				

Action: Repair surface erosion damage

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA	OHA	High	Level 3	N/A
Through standard maintenance practices during turf management, repair erosion damage with new topsoil to fill holes and to smooth out eroded areas, aerate and reseed, add compost and leaf litter as appropriate.				

Action: Establish boundaries for turf and meadow management

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	Level 3 turf; Level 4 meadow	N/A

Action: Establish boundaries for areas managed as native woodlands

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	Level 5	N/A


Goal 3
Landscape Cultural Practices**Action: Coordinate with City maintenance practices and City maintenance calendar**

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA	OHA	High	Annually	N/A

Action: Identify appropriate treatment of leaf litter

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA	OHA	High	Level 3	N/A

Action: Core aerate soils to address compaction

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA	OHA	High	Level 1 for 2-3 years; then Level 3	N/A
Initial cycles required to address severity of soil compaction are as frequent as 4-6 times per year. As the soil is improved, likely after 3 years, frequency may be reduced to 2 times per year.				

Action: Overseed and top dress turf

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA	OHA	High	Level 3	N/A

Action: Define mowing height

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	Level 3	N/A
The intent is to maintain turf at the same height within the OHA and RPCA areas of responsibility. However, there may be times and circumstances when this is not possible and mowing heights will differ.				

Action: Remove invasives and woody plant materials from meadows

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	Level 4	N/A
Coordination is needed between private contractor under OHA supervision and park operations.				

Goal 5 Enhance Park Facilities

Action: Enforce existing park regulations

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
APD		High	Ongoing monitoring	N/A

Action Priorities: 1-3 Years

A number of actions, or an initial investment addressing each action, should be implemented within the next three years. Actions listed under the time frame of 1-3 years for implementation may require additional investments in later years. Where this is the case, a note is added to the action table.

Partnership/CIP

Goal 1 Management and Funding

Action: Link financial needs of the park to other City initiatives; broaden ‘ask’ for funding and support

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	N/A	N/A

Goal 4 Educate and Engage Visitors

Action: OHA to formally invite key stakeholders from the Fort Ward and Seminary African American Descendants Society, Civil War historians, naturalists, educators and community representatives to participate in a new advisory committee working on the development of an interpretive plan

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	N/A	\$35,000-150,000 plan (scope dependent)
A discussion of models and potential structures for a broadly based “Friends of” Fort Ward group is found in Section II.5. One possibility is to “grow” a formal, 501c3 group from the newly formed advisory committee on interpretation, creating opportunities for fundraising and connections with similarly-focused groups in the metropolitan region.				
Fund interpretive plan and early action interpretive elements - \$35,000-\$150,000, scope dependent				

Capital Investment/CIP

Goal 1 Management and Funding

Action: Make existing paved loop pedestrian path system accessible where possible and sign areas where not possible

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
T&ES	RPCA	High	Level 3	\$7,100-8,600 for ADA compliant speed bumps/sign slopes exceeding ADA
5+ Years - Desire to repave path using 'pedestrian friendly' material; \$50,000-228,000 (if current paving funding allocation is not adequate to complete in 1-3 Year time period)				
10+ Years - regrade portions of path that exceed 2010 ADA Standards or 2009 ORAR standards to meet ADA Standards for accessibility				

Action: Provide accessible park furniture

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	N/A	\$7,500/ Annual allocation

Action: Provide accessible parking and pathways for all park and museum features

Managing Dept.	Supporting Depts)	Priority	Standard	Est. Cost
RPCA	T&ES	High	N/A	\$42,000-76,800
Cost may be less, dependent on grading and paving needs. 12 spaces required per Kimley-Horn study				

Goal 2 Park Character

Action: Mark and protect unrecognized Civil War archaeology

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	N/A	\$68,500-98,000
Time frame 1-7 Years: Ground survey earthworks and tie data to GIS database = \$3,500-8,000; Perform metal detector site survey = \$10,000-15,000; Perform Barracks archaeological investigation = \$55,000-75,000				

Action: Mark and protect “The Fort” community and burial sites

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	N/A	Maint Yard: \$60,000-120,000; School House: \$25,000-40,000
Time frame 1-3 Years: Perform archaeological investigation in former maintenance yard prior to removal of fencing and gate (also noted under action related to ‘Remove former maintenance yard’)				
Time frame 1-7 Years: Perform archaeological investigation for School House/Church/Residence site				

Action: Redirect stormwater and sheet flow away from sensitive cultural and recreational resources through small berms, spreaders and other techniques

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
T&ES	OHA, RPCA	High	See Appendix I	N/A
Time frame 1-3 Years for two pilot projects: berm near cemetery, filter in parking lot				

Action: Remove former maintenance yard access drive, fencing and gate

Managing Dept.	Supporting Dept(s)	Priority	Level	Est. Cost
OHA- archaeological investigation prior to removal	RPCA - remove fence, gate and drive	High	N/A	\$60,000 - 120,000 for archaeology investigation; \$38,000-60,400 demolition - includes driveway demo, topsoil replacement, reseeding
Time frame 1-3 Years: Perform archaeological investigation in former maintenance yard prior to removal of fencing and gate (also noted under action related to ‘Mark and protect “The Fort” community and burial sites’) Note on demolition - costs may be less dependent on amount of driveway removal undertaken; clarification still needed on status of potential easement and location of drive for Oakland Baptist Cemetery.				

Action: Reshape or remove fill at site of former maintenance yard

Managing Dept.	Supporting Dept(s)	Priority	Level	Est. Cost
T&ES	OHA, RPCA	High	N/A	N/A
Reshape area in conjunction with berm installation per <i>Fort Ward Park Drainage Master Plan</i> and following archaeological investigation.				

Goal 3 Landscape Cultural Practices

Action: Plant new trees

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	Level 3	\$10,350-13,250
Cost is for planting 24 nursery-sized trees; budget for new nursery-scaled tree planting every 10 years; seedling installation may be more frequent				
Initial tree planting to take place in areas shown on Plate 22 Ground Disturbing Activities within areas defined by green striping on map and in legend 'Minimal Ground Disturbing Activities'. Tree species selection to be drawn from the City of Alexandria's <i>Landscape Guidelines</i> , April 2007 and in consultation with the Natural Resources Division of RPCA.				

Action: Prune diseased and dead tree limbs

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	Level 3 - turf and meadow areas, along paths; Level 5 - woodlands	\$5,000-10,000

Action: Remove fallen and hazard trees

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	Level 3 - turf and meadow areas, along paths; Level 5 - woodlands	\$3,000-7,750, annual allocation

Action: Remove inappropriate vegetation from earthworks

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA		High	Level 3	\$2,500-7,500, annual allocation

Action: Remove inappropriate vegetation from burial grounds and cemeteries

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA		High	Level 3	\$2,500-7,500, annual allocation

Goal 5 Enhance Park Facilities

Action: Make pedestrian use the priority use for the paved loop path and mark mileage distances on or near pavement

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA	T&ES	High	N/A	\$6,700-6,800
Change signs, add mileage markers				

Action: Develop a pedestrian network of soft paths

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA	OHA	High	N/A	N/A
Year 1-3 Develop ADA accessible path between parking and picnic shelter using flex pave or similar material (evaluate cost differential between access from western side of parking lot—longer length vs. impact on known archaeological resources at eastern end of parking lot)				\$42,500-75,000
Ongoing, develop in increments the soft path as shown in Section II.8, Plate 24, using different surface materials as recommended in the diagram: grass, mulch, stonedust, FlexPave or asphalt				\$441,000-641,000 (cost excludes separately priced path segments - see II.7)

Action: Redesign the existing parking area to better accommodate a bus drop-off

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	T&ES, RPCA	High	N/A	N/A
Year 1-3 Test concept with cones of reconfiguring gravel lot behind museum				

Action: Remove the off-leash dog exercise area from the park

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	N/A	\$3,125-6,325
Restore grounds, remove sign; Requires approval for revision to Dog Park Master Plan.				

Action: Repair and evaluate the upgrading of the existing restroom located on the western side of the park

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	N/A	N/A
1 Year - Repair roof 3-5 Years - Evaluate feasibility for expansion in conjunction with evaluation of the amphitheater				

Operations

Goal 2 Park Character**Action: Protect earthworks from undesignated foot traffic**

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA		High	N/A	N/A
Add a barrier and explanatory sign at each end of the rifle trench to deter and prevent use of the berm top as a trail and access point into the park				

Action: Protect burial sites from unintentional recreational use

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA		High	N/A	N/A
1-3 Years - Add signs to perimeter of burial sites indicating site and response requested				
5+ Years - install enclosure system				

Action: Renovate picnic areas by rotation or partial closure of group area

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	Level 3	N/A
Time frame 1-7 Years				

Goal 3 Landscape Cultural Practices**Action: Train all personnel on the use of equipment to minimize damage to resources**

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	Annually	N/A

Action: Provide training and certification for maintenance personnel at the park

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	Annually	N/A

Action Priorities: 3-7 Years

Partnership

Goal 4 Educate and Engage Visitors

Action: Work with partners to encourage the National Park Service to interpret and promote the circle forts to promote regional interpretation of the Defenses of Washington

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA		High	N/A	N/A

Capital/CIP

Goal 2 Park Character

Action: Develop a planting strategy, with recommended plant list and planting zone

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	N/A	N/A

Goal 4 Educate and Engage Visitors

Action: Design and install an interpretive trail as part of the overall trail network as a means of organizing the outdoor interpretive experience

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA, T&ES	High	N/A	N/A

Action: Install a small, 1-panel orientation kiosk at each minor entrance to the park

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA		High	N/A	N/A

Action: Identify Fort Ward on region-wide maps, brochures, web-sites and other city publications as a place to explore Alexandria's history from the Civil War to the Civil Rights eras

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA		High	N/A	N/A

Action: Update the historic information on the picnic area map to include areas associated with burial sites

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
OHA	RPCA	High	N/A	N/A

Goal 5 Enhance Park Facilities

Action: Clearly mark and develop two park access points from North Van Dorn Street

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	N/A	see below
Eastern entry off of North Van Dorn \$32,000-55,700				
Western entry off of North Van Dorn \$12,000-21,000				

Action Priorities: 7+ Years

Capital/CIP

Goal 1 Management and Funding

Action: Relocate the current playground facility to the western side of the park, making access and equipment accessible

Managing Dept.	Supporting Dept(s)	Priority	Standard	Est. Cost
RPCA		High	N/A	see below
The cost to make the existing location meet ADA standards (parking, path, surface, equipment) \$246,000-455,000; difference between two locations is path construction				
Relocate to western side of park to meet ADA standards (parking, path, surface, equipment) \$116,000-190,000				