

**North Carolina Department of Natural and Cultural Resources
Division of State Historic Sites
April 2022**

**Additional Recurring Costs Associated with the Acquisition, Maintenance, and Operation of
Sites and Property Acquired by the 2021-2023 State Budget**

The 2021-2023 State Budget (S.L. 2021-180) appropriated significant capital funding to the Division of State Historic Sites; a division of the Department of Natural and Cultural Resources. Section 40.1.(r) of S.L. 2021-180 required a report on estimated future costs associated with these capital investments. The following report outlines cost estimates associated with these investments organized by individual state historic site. These estimates represent a recurring cost of approximately \$2.65M, including the authorization of 28 FTEs.

Shallowford State Historic Park - Acquisition of Property (to be operated as a satellite of Fort Dobbs State Historic Site)

Shallowford will have 246 acres of river front property, with a pond, approximately five miles of trails, a canoe/kayak landing on the Yadkin River, picnic shelter, restrooms, and parking off the Shallowford Road 15 minutes from downtown Winston-Salem. No visitor center is planned, but the site will require interpretive and maintenance staffing. One interpreter is requested to provide programming, walks, and a physical presence. The maintenance position will provide trail maintenance, visitor facilities cleaning, and grounds care.

Interpreter I (FTE \$55,838)

Appropriation of funds for the acquisition of the 246-acre park requires a position to create and provide public interpretation and programming.

Maintenance Tech I (FTE \$60,198)

Appropriation of funds for the acquisition of the 246-acre park requires a position for upkeep of the grounds.

Class/Comp Adjustments (\$8,000)

Provide for reclassification of Site Manager II at Fort Dobbs to Site Manager III to manage additional site and staff. (\$5,000)

Provide for reclassification of Interpreter II at Fort Dobbs to Interpreter III to oversee staff and programming associated with Shallowford. (\$3,000)

Operations (\$6,000)

Recurring funds are required to sustain site operations made possible by the appropriation of funds for the acquisition and development of this property. Operational funds will be needed to sustain operations such as utilities, security, communications, grounds keeping, vehicle supplies, and fuel costs.

Halifax State Historic Site - Property Expansion and Renovations

Additional resources are required to sustain appropriate visitor service standards in light of: (1) the recent appropriation of over \$5M to renovate and repair the site's aging visitor center, complete the 20-year Davie House restoration project, and acquire the Andrew Jackson School property; (2) local interest in increasing visitor amenities such as trails and riverside developments; and (3) the approaching 250th anniversary of the American Revolution.

Maintenance Tech II (FTE \$64,422)

To accommodate the addition of the Andrew Jackson school property; maintenance of grounds and interior of the completed Davie House, janitorial care of the updated visitor center, a cemetery, seven historic buildings, waysides, trails, and river landing, a second maintenance position is required.

Operations (\$5,000)

Recurring funds are required to sustain site operations made possible by the appropriation of funds for modernizing upgrades to the visitor center and the completion of the Davie House. Operational funds will be needed to sustain these improvements including increased utilities, supplies, contracts, and fuel costs.

Fort Fisher State Historic Site - New Visitor Center

The recent appropriation of \$10M to complete the construction of a new visitor center will require additional operational funding.

Operations (\$6,000)

Recurring funds are required to sustain site enhancements made possible by the appropriation of funds for the construction of a new visitor center. Operational funds will be needed to sustain these improvements including increased utilities, supplies, contracts, and fuel costs.

Horne Creek Farm State Historic Site - New Apple Processing Building

The appropriation of \$1.3M to the NC Living History Farm Committee for the construction of an apple processing building, allowing the site to better manage its Southern Heritage Apple Orchard, will require an increase in staffing and operational funding.

Horticulturist/Interpreter II (FTE \$60,198)

This position will enable the Southern Heritage Apple Orchard and the processing building to be open to the public on a regular basis while conducting orchard maintenance, tours, workshops, and sales.

Operations (\$20,000)

Recurring funds are required to sustain the apple processing facility including increased utilities, security, supplies, contracts, inspections and certifications, and fuel costs.

Bentonville Battlefield State Historic Site - Property Expansion

The recent appropriation of over \$1M to acquire and preserve an additional 338 acres expands Bentonville Battlefield to over 2,200 acres with five miles of trails, seven auto tour routes, historic buildings, visitor center, restroom facility, and other facilities. Since 2010 the site has more than doubled its land holdings, trail mileage, and tour stops but has not seen any staff or operational funding increase to manage them. Land acquisition is planned into the future at Bentonville, likely expanding the site to 3,000 acres during the next decade. Bentonville Battlefield is much like a park with expansive amenities and varied environmental landscapes.

Maintenance Tech I (FTE \$60,198)

Appropriation of funds for the acquisition of 300 additional acres requires a position for upkeep of grounds, trails, waysides, and tour stops.

Environmental Specialist I (FTE \$73,910)

This position will monitor, improve, and manage the site's more than 1,000 acres of diverse forest, wetlands, and other natural resources, by implementing the site's forest management and restoration program, directing prescribed burns and invasive species management, conducting plantings, locating and protecting relict longleaf pine "turpentine stumps," ensuring trails meet environmental protection standards, and providing trainings and occasional programming. This position will also assist other sites such as Town Creek Indian Mound, Alamance Battleground, Reed Gold Mine, and Stagville with their natural resources management needs.

Thomas Day State Historic Site - Acquisition/Creation of New State Historic Site

The recent appropriation of \$800K to develop a new Thomas Day Historic Site in Milton (Caswell County) will need to be followed by more substantial and sustained funding to investigate, study, stabilize, restore, and interpret this important property. Additional property will need to be obtained to provide for parking, visitor amenities, and operational requirements.

Site Manager III (FTE \$79,231)

The manager will direct basic administrative and managerial oversight of the site and its staff including managing employee performance, BEACON, record keeping, purchasing, report generation, and all duties required to operate the site.

Interpreter III (FTE \$64,422)

This position will serve as the “Assistant Site Manager” providing curatorial and interpretive expertise for the collections and interpretive offerings for the site. This position will be responsible for overseeing admissions, collections care, tours, gift shop, and essential visitor engagement.

Interpreter II (FTE \$60,198)

This position will be responsible for staffing, admissions, and gift shop, providing tours, and essential visitor engagement.

Interpreter I (FTE \$55,838)

This position will be responsible for staffing, admissions, and gift shop, providing tours, and essential visitor engagement.

Maintenance Mechanic I (FTE \$60,198)

This position will be responsible for opening and closing the site, grounds keeping, janitorial duties, basic repairs, and upkeep of the site’s assigned tools, equipment, and vehicles.

Temporary Staff (\$24,960)

Supplementing the five FTEs will be two part-time employees to ensure basic coverage of the historic site and grounds. 20 hours/week to enable site to be open five days a week.

Operations (\$75,000)

Recurring funds are required to sustain site operations of this new state historic site. When the site opens for regular visitation, operational funds will be needed to sustain operations such as utilities, supplies, insurance, communications costs, contracts, grounds keeping expenses, and fuel.

North Carolina Transportation Museum - Building Renovations

The NC Transportation Museum was appropriated \$6.4M to complete the renovation of two major structures at the museum: The Powerhouse and The Rail Car Repair Shed. The Powerhouse will act as flexible space to host traveling exhibits and special events. This building is expected to see heavy use as a rental facility. Recent demand for rental space in the area is strong and the supply is limited. The Rail Car Repair Shed will provide shelter and active workspace for the repair and maintenance of rail cars.

Interpreter I (FTE \$55,838)

This position will provide tours, perform duties as visitor center tickets seller, interpretive host and assist with events.

Interpreter II (FTE \$60,198)

This position will take the lead on education programming and event planning, oversee tour operation and other interpretive duties.

Maintenance Tech I (FTE \$60,198)

Addition of Powerhouse and Rail Car Repair Shed requires staff to maintain the buildings and grounds.

Maintenance Tech II (FTE \$64,422)

Addition of Powerhouse and Rail Car Repair Shed requires staff to maintain the mechanical equipment and structures.

Administrative Associate II (FTE \$55,838)

This position will lead the facility rental operations for the site (Powerhouse will be the centerpiece of rental spaces) to include bookings, scheduling, maintaining supplies, operations, and documentation. This position will handle other administrative duties.

Temporary Staff (\$54,288)

Three part-time positions of 29 hours per week to act as ticket sellers, Roundhouse hosts, tour operators, and event staff.

Operations (\$150,000)

Recurring funds are required to sustain site operations and support expansion that includes the Powerhouse and Rail Car Repair Shed. Additional funds will be needed to cover utilities, insurance, janitorial services and products, equipment and supplies, maintenance services and supplies, and life safety services and supplies.

Preservation and Properties

In the 2021-2023 State Budget, Historic Sites received funding to add two new sites to the system (Shallowford and Thomas Day). The budget also provided for additional acreage and facilities to be added to Historic Edenton, Historic Halifax, Charlotte Hawkins Brown, and Bentonville Battlefield totaling over 700 acres. These properties come with historic resources including buildings, cemeteries, archaeological assets, and property features. The 25-site division currently provides stewardship to 281 historic and modern buildings and nearly 5,000 acres of land. The Division leases over 600 of these acres to farmers, three houses to individuals, and provides land easements to neighbors.

All significant repairs, improvements, changes, or undertakings affecting the Division's physical resources require State Historic Preservation Office (HPO) approval in accordance with State and Federal mandates. Initiating work projects requires Division staff to create and submit project proposals and reports for the HPO to conduct an Environmental Review (ER). In 2021, the Deputy Director of the Division, assigned to undertake this work, submitted 21 proposals

for review. In the first two months of 2022, he has already submitted eight proposals. Processing property acquisition requires extensive legal and descriptive paperwork. Preparation of paperwork to establish leases, property easements, demolition of dilapidated buildings, and addition of new structures involves working with the HPO to make sure that US Department of Interior standards are met and state requirements fulfilled. Projects utilizing federal funds come with additional requirements. A dedicated preservation and property professional who can complete and accomplish this work is needed in the Division.

Preservation Specialist (FTE \$79,231)

This position will be responsible for amassing and submitting ER submissions to the HPO, conducting GIS research for sites and special projects, locating and disseminating technical preservation information to field and Craft Services staff, updating site property boundaries and records, conducting research and preparing materials in preparation for the creation of leases, easements, purchases, acceptance of property donations, and generating material to enable the demolition of buildings and addition of new structures.

Modernizing Exhibits and Communications

The 2021-2023 State Budget provided the Division with funding to make substantive investments across many sites. Each of these projects will require program and exhibit design and development to make them meaningful to the visiting public and school groups.

As new sites are added to the Division and exhibits age out across the Division's 25 historic sites, new installations will occur. Visitor center orientation exhibits at five sites are approaching 40 years old, seven exhibits are old "temporary" displays made in-house, and several sites have no orientation installations at all. Site personnel assigned to individual sites generally do not have the time or resources to conceptualize, research, write, and edit new exhibits, relying instead on a variety of Division staff to accomplish this work. Positions are needed that will be responsible for generating and coordinating exhibit content development by working with individual historic site staff and curatorial and design staff. These positions will work with field staff to conceptualize and organize meaningful exhibit content through coordinating their research, writing, image research, and artifact curation as it pertains to the creation and maintenance of exhibits and displays at their sites.

Conveying historical information through exhibits, tours, programs, and events is successful when these opportunities are promoted and made accessible to the public. The modernization of the Division's exhibits, the construction of new visitor centers and exhibits, and the expansion of public offerings attendant to these installations will warrant increased public promotion, social media engagement, and messaging.

Museum Exhibits Technician III (FTE \$74,000)

This design position will conceptualize and design new visitor center exhibits and undertake the long-term process of modernizing older exhibits in existing visitor centers and historic buildings throughout the Division.

Research Historian (FTE \$74,000)

This position will be located at Historic Stagville to provide for improved staff coverage for the site and to be in proximity to the new Thomas Day Historic Site, curatorial workspaces in Durham, and the Division headquarters in Raleigh. This position will be responsible for initiating exhibit research development for new visitor center exhibits, upgrading content for older exhibits, and working with site staff to organize, conceptualize, and write exhibit and outdoor wayside content.

Information & Communication Specialist II (FTE \$79,231)

The Division manages 25 historic sites, with new ones planned. Each site creates an active calendar of special events, programs, and projects. The 2021-2023 State Budget made significant investments throughout the Division, each requiring significant levels of public communication while under development and continuation of messaging once under operation. The Division has a PIO at the North Carolina Transportation Museum to address its site-specific needs, but no position exists to promote the entire Division.

Operational Expenses (\$550,000)

The Division's operations are experiencing a significant era of growth, made possible by a confluence of factors such as the increased awareness of the need for environmental and greenspace preservation; increasing interest in civil rights era history, events, and personages; the "aging out" of the preservation minded Baby Boomer generation looking to ensure their legacy; and the upcoming 250th anniversary of the beginning of the United States as an independent nation. As such, the Division has opportunities to expand its breadth of storytelling and to take advantage of rare preservation opportunities. At the same time, the Division is facing aging infrastructure. Most sites are operating with undersized visitor centers and aging operational systems. The average age of the Division's buildings is 100 years old; most visitor centers date to the 1960s and 1970s.

The 2021-2023 State Budget provided the Division with unprecedented funding totaling over \$47M allocated to over 11 different sites across the state. Over \$1M was appropriated in recurring funds to improve the Division's ability to conduct annual maintenance at its 25 historic sites. The years of deferred maintenance will ensure that those funds are used well annually. However, the Division has also faced years of deferred funding in other operational expense lines. Recent investments will add additional pressure to these budgetary lines.

Line items associated with site and Division operations that need additional funding to sustain and complement the increased funding the Division has received include carpentry and

hardware supplies, miscellaneous contractual services, office equipment, travel & subsistence, uniforms, educational & programming supplies, staff development, and office supplies.

Golden and Ruth Frinks House (Historic Edenton)

The acquisition of the Golden and Ruth Frinks House in Edenton to serve as an anchor from which to interpret the civil rights movement in North Carolina requires staffing and additional operational funds to enable the public to visit the important house, as well as to develop public programming.

Interpreter II (FTE \$60,198)

To anchor the operations of the house, a staff person will be required. This position will be responsible for opening and closing the site, admissions, basic house and collections care, providing tours, and basic visitor engagement.

Operations (\$3,500)

An annual increase in operational funds will need to be applied to Historic Edenton to sustain this house and attendant visitor services including increased utilities, grounds keeping costs, security, insurance, supplies, contracts, and fuel costs.

Minimum Staffing/Safety

Interpreter I (seven FTEs \$390,866)

Seven state historic sites (Alamance Battleground, Aycock Birthplace, Historic Stagville, Fort Dobbs, House in the Horseshoe, President Polk, and Vance Birthplace) currently operate with only three FTEs. Accounting for vacancies and employee leave, these sites are chronically understaffed. Such a low staffing level raises concerns regarding safety, security, and operations at these sites. Funding is requested to provide for a minimum of four FTEs at each State Historic Site.