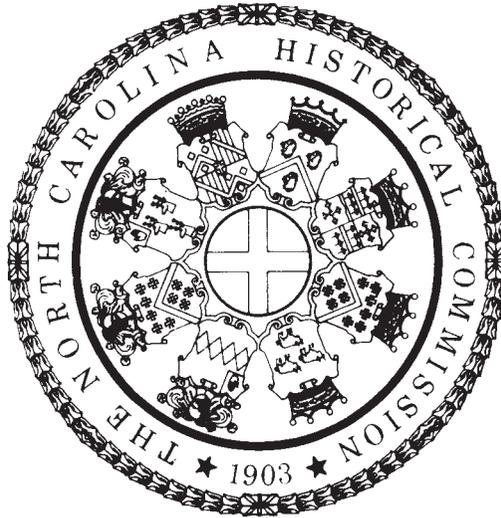


FIFTY-FIFTH BIENNIAL REPORT



THE NORTH CAROLINA  
OFFICE OF  
ARCHIVES AND HISTORY  
2012-2014

BIENNIAL REPORT  
OFFICE OF ARCHIVES AND HISTORY  
July 1, 2012–June 30, 2014



FIFTY-FIFTH BIENNIAL REPORT  
OF THE  
NORTH CAROLINA  
OFFICE OF ARCHIVES AND HISTORY

July 1, 2012  
through  
June 30, 2014



Raleigh  
Office of Archives and History  
North Carolina Department of Cultural Resources  
2015

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**NORTH CAROLINA DEPARTMENT OF CULTURAL RESOURCES**

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Alan D. Watson, Max R. Williams



THE  
NORTH CAROLINA  
HISTORICAL COMMISSION

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To His Excellency  
Pat McCrory  
Governor of North Carolina

Sir:

In line with the practice of the North Carolina Historical Commission from its creation in 1903 until it became the State Department of Archives and History in 1943, and with the subsequent practice of the Office of Archives and History, I have the honor to submit herewith for your Excellency's consideration the *Fifty-fifth Biennial Report* of the North Carolina Office of Archives and History for the period July 1, 2012 – June 30, 2014.

I am pleased to report to you on behalf of the members of the North Carolina Historical Commission that the Office of Archives and History has acquitted its responsibilities as North Carolina's historical agency admirably during the past two years, making it a distinct pleasure to transmit to you this report as the most recent addition to a distinguished series.

Respectfully,

A handwritten signature in cursive script that reads "Millie M. Barbee".

Millie M. Barbee  
Chairwoman

West Jefferson, North Carolina



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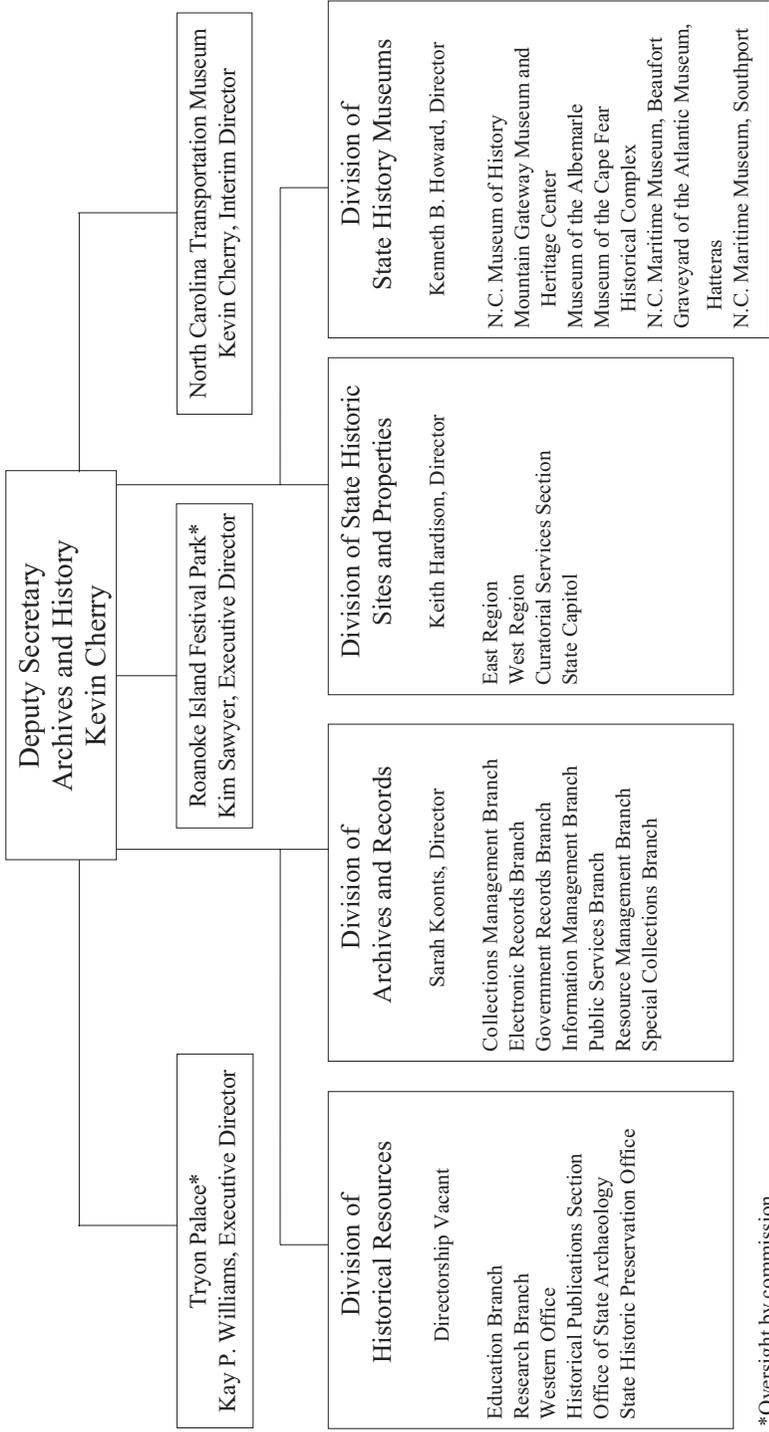
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Biennial Report  
Office of Archives and History  
July 1, 2012–June 30, 2014

**Administrative Organization  
Office of Archives and History  
North Carolina Department of Cultural Resources  
June 30, 2014**



\*Oversight by commission

# BIENNIAL REPORT OF THE OFFICE OF ARCHIVES AND HISTORY

July 1, 2012–June 30, 2014

Kevin Cherry, *Deputy Secretary*



This is my first contribution to the biennial report of the Office of Archives and History. In August, 2012 Secretary Linda Carlisle and the North Carolina Historical Commission, chaired by Dr. Jerry Cashion, did me the great honor of offering me the position of Deputy Secretary of the Department of Cultural Resources/Director of the Office of Archives and History (OAH). I was excited to accept the offer, but I was also apprehensive, as Secretary Carlisle warned me of continuing, serious financial difficulties following the Great Recession and the resulting weakened state of the Department due to a series of deep reductions in appropriations, amplified by annual reversions. I was cheered, however, by the thought of meeting the promised inevitable challenges alongside colleagues that I knew to be truly talented and steadfastly dedicated.

I have long enjoyed the Office of Archives and History's services and programs, having been a Tar Heel Junior Historian and a teenaged genealogist researching family history in the State Archives. (The first place I ever drove outside of my hometown when I received my driver's license was to the State Archives.) Then, as a graduate student at the University of North Carolina at Chapel Hill, I sat at some of the same Archives tables as I research a graduate thesis.

During my childhood through young adult years, I managed to visit nearly all the State Historic Sites with my parents or my friends, and I still carry with me the

## Deputy Secretary's Report

memory of racing back from the beach to attend my first day of graduate history classes, only to break down in New Bern. With a few fraternity pals I had to wait two days for an automobile part to be delivered. Our motel was within extended walking distance of Tryon Palace, and our visit there was the highlight of the ill-fated trip. I will be forever grateful to the ticket taker at the Waystation who let us "go on in for free."

Later, I was happy to serve as a volunteer at the North Carolina Transportation Museum; a member of the executive board and later president of Friends of the Archives; and a member of the executive board and then president of the Federation of North Carolina Historical Societies, all before joining the Department of Cultural Resources as a Consultant for Special Collections in the State Library in 2000. That position allowed me to work closely with colleagues in Sites, Museums, and Archives, where I learned more about the institutions that I had so long respected. I later left that position to teach at East Carolina University and then work for the federal government, before returning home to begin as Deputy Secretary toward the end of October, 2012, just preceding the November elections.

With the election of Governor Pat McCrory, the entire Department immediately went into transition activities: preparing budget, personnel, and activity reports and making presentations for the transition team; inventorying, packing, and moving special office artifacts in the Capitol and cabinet secretary offices; preparing the Executive Mansion; securing papers for transfer to the State Archives; and helping plan the inauguration (reminding new staffers of protocol, assisting with logistics, providing reports and planning documents from previous inaugurations, and securing units for the inaugural parade). The activities took place during what was already one of the OAH's most busy times for special programming, the holiday season, when there are candlelight tours, tree lightings, and fundraisers of all types for the Office's more than 40 institutions.

The Department's staff was in the midst of doing all of this while also trying to make the deadline for an important study required by the legislature's Program Evaluation Division. The study mandated five-year business plans for Roanoke Island Festival Park, Tryon Palace, and the North Carolina Transportation Museum to determine how they could become more self-sufficient. Each of the institutions hired outside consultants and, with some slight variance, each consultant determined that, while all three could become more self-supporting, none could become totally self-supporting. They also determined that a substantial initial investment would be needed at all three to move any of them to a greater degree of self-reliance. In addition to managing the study, OAH was working to meet the information requests of the Office of Management and Budget and the Office of Fiscal Research, as the former constructed the new governor's budget for the upcoming biennium and the latter helped craft the legislature's. On January 2, 2013, the Secretary of Cultural Resources Designee Susan W. Kluttz visited the department for the first time in her new role, and an even more in-depth round of transition activities began.

During the biennium, OAH received additional reductions in appropriations. Since 2009, the Office has lost 17% of its budget and a little more than 20% of its



Kevin Cherry charged up the audience at National History Day finals in 2013.

staff. The continuing loss of state funds has had a serious impact on the services provided. The unit that bore the greatest brunt of the cuts was the Historical Publications Section, once the crown jewel of the Office and, arguably, the source of some of the most consequential projects with the most significant and long-lasting impacts of any of OAH's activities. Acting upon the belief that Publications was not a successful "business enterprise" because it did not make a profit and, not being convinced by the argument that Publications was meant to provide a service that private enterprise could not perform, budget makers proposed doing away with the unit in its entirety. Because the staff in Publications support other aspects of the Department separate from the creation of monographs and serials and because the multi-volume Civil War Troops Roster is such an important undertaking, one that is nearly complete, the Department was able to retain four positions (one receipts-based), including one assigned to the Roster. The United Daughters of the Confederacy subsequently led an effort to protect the other Roster position.

The resulting five positions were then merged into the Research Branch, and the new Historical Research Office was created under the supervision of Michael Hill. The former Publications staff now sell the backlog of previously produced texts, continue production of the Roster and the *North Carolina Historical Review*, and aid in research, editing, and writing of other OAH projects such as promotional materials, Web content, and exhibit texts. Even though its circulation had fallen drastically in the last few years, it was particularly difficult to say goodbye to *Carolina Comments*, OAH's official news bulletin, after an almost 62-year run. And, although the Colonial Records Project was lost in a previous biennium, there is still hope to provide greater access to the state's early records through digital technologies employed by the State Archives and State Library. These digitization efforts, however, will not benefit from the hand of a knowledgeable historical editor who provides needed identification, contextualization, and explanation.

## Deputy Secretary's Report

During the budget creation in late 2012 and early 2013, in a difficult series of decisions, the Department's senior leadership, using a formula based upon visitation, cost of operation, cost of needed improvements to increase visitation, and geographical distribution, provided a prioritized list of institutions to make dormant. Dormancy in this sense meant that designated institutions would close to the public indefinitely, with the hope that some state appropriations might return in the future to be paired with non-state funds to aid in re-opening. All of the institutions on the resulting prioritized list were then slated for dormancy. These included three historic sites, Polk Memorial, Vance Birthplace, Aycock Birthplace, and House in the Horseshoe, and one museum, Mountain Gateway Museum in Old Fort.

Secretary Kluttz, Director of Historic Sites Keith Hardison, and I travelled to each of the designated sites and the museum to meet with local elected officials, members of support groups, and representatives of tourism groups to explain the budget situation and what the Department hoped to do, if the site in question went dormant. As can be expected, at each stop, local individuals let their disapproval be known in civil but strong ways. The media also covered each event. Perhaps most memorable were the schoolchildren who met the Raleigh delegation at Polk and Vance to lobby for their sites. At Polk Memorial, the children performed the James K. Polk rap, and at Vance, the local chapter of Tar Heel Junior Historians,



Vance Birthplace was among the Historic Sites visited by Kevin Cherry and Secretary Susan W. Kluttz early in their tenure.

lined the road leading to the site carrying protest signs. I don't think I have ever been more proud to have been a Tar Heel Junior Historian than the day my fellow Junior Historians surrounded me with protest signs. Thanks largely to the work of these individuals (including the Vance chapter of Tar Heel Junior Historians who came down from Weaverville to walk the halls of the legislature), none of the sites were closed, but the Divisions of Historic Sites and Museums did receive additional budget reductions.

Following the series of reductions beginning in 2008, Historic Sites now operates with an annual maintenance budget of \$72,000 (down from \$800,000 in 2007). The Division of Historic Sites is developing a serious maintenance backlog. The Division now has only one educator and one exhibit designer (with an assistant) to support staff at all 24 sites. It has only two regional directors to handle administrative matters for all 24 sites, and eight of those 24 sites have only three employees. Because of the loss of maintenance funds, these few employees are now cleaning bathrooms and mowing lawns, in addition to planning programs, leading tours, and performing other professional public history tasks. The Museum of History has disbanded its curatorial unit, having lost most of this expert staff, including the military curator and agricultural history curator. The Office of State Archaeology now operates its lab with volunteers taken largely from the ranks of its retirees. This can't continue for much longer. It is impossible to maintain an archaeological program without an active lab.

In the State Archives, there are only seven records analysts to aid in the management of all state agency records, the records of the community college system, and more than 500 municipal and local government units. (The State Archives had approximately 80 employees in the late 1980s and currently claims 69 with digital records changing the very nature and magnitude of the Archives' work since that time.) The Capitol Visitor's Center has been downsized from its own separate institution to a desk in the History Museum staffed by only one person who schedules all group tours and fieldtrips for the State Capitol, Legislative Building, History Museum, and Science Museum while also welcoming visitors to the History Museum. There is no longer an Executive Mansion curator or an OAH deputy director. The Education and Outreach Branch, which coordinates cross-divisional activities to perform statewide commemorations, multi-site travelling exhibits, professional development and support for non-state museums and historical societies, and cultural heritage emergency response and recovery support across the state, now has only 2.5 employees.

The popular teacher's summer camp, a joint program of the Archives, Museum of History, Sites, and Education and Outreach is long gone. National History Day is now totally supported by grants. Tryon Palace has never been funded for the utilities for the History Center since the opening of that facility, and it has lost nearly 40% of its staff. The North Carolina Transportation Museum now operates with five state-supported positions down from 22 at its height, and Roanoke Island Festival Park has been dipping into reserves set aside for major repairs and upgrades each year for a number of years just to remain open. These are some of the more serious, but not the only, reductions that the OAH has borne over the last six years, but there is

great hope and every indication that funding has been stabilized, and that OAH has weathered the storm.

The Office of Archives and History is building its abilities to raise non-state appropriated revenue. While OAH still seeks to make available all of its services and programs as close to free as is practicable and to provide a free, basic experience to all of its visitors at sites and museums, these museums and sites are now offering enhanced experiences for reasonable fees. This might mean ticketed travelling exhibitions or programs or specialized, regular tours such as “behind-the-scenes,” “top-of-the-fort” or “lamplight” tours. All sites have been charged with the creation of these regular “receipts generators” and to develop at least one fundraising event per year. (Averaged out across the calendar, that is almost one fundraiser per week for OAH.)

To these receipts, every site and museum is now adding rental income. Every OAH museum and site has identified portions of their facilities that can be rented for private functions, from picnic shelters and meeting rooms, to auditoriums and cabooses, to formal gardens and naturally maintained meadows. Thanks to OAH institutions, it is now possible to get married in a barn, courthouse, or caboose, down a gold mine, in front of a lighthouse, on a 16th century sailing ship, outside a Palace or on a battlefield—Civil War or Revolutionary. Where appropriate, sites have also pursued management of forests and farmland to get the most from the products of the land. While these sources of funds will never be able to replace state appropriations, they do provide additional funds to meet a wide range of needs.

State appropriations, roughly speaking, now provide for core salaries and some of the maintenance, utilities, and supplies required to run OAH's various institutions. OAH sites and museums now raise almost all of the funds required for programming (tours, presentations, field trips, etc.), exhibits, publications, marketing and promotions, and artifact acquisition, as well as some maintenance, supplies, and utilities. In some cases, the institutions also use non-state funds to provide personnel (the positions are referred to as “receipts-generated”). Without the rentals, receipt generators, and fund-raising, this would not be possible. The legislature aided OAH in its receipt generation by making the Department of Cultural Resources exempt from the Umstead Act while giving it the ability to raise fees without going through the state government rule-making process.

Cross-divisional programming has been emphasized over the last biennium. To be as efficient as possible, during the last biennium, the OAH has used cross-divisional teams to build shared signature exhibits, projects, and programs. OAH has long done this for activities such as National History Day, the North Carolina Awards, and some aspects of statewide commemorations. One of the first cross-divisional activities of the biennium was the celebration of the 10th anniversary of the return of North Carolina's copy of the Bill of Rights. What started as a straightforward Archives/Museum of History reworking of a display case outside of the Archives search room, blossomed into a procession of the Bill of Rights—featuring bagpipes, Capitol Police Honor Guard, elected officials, and schoolchildren—from the Legislative Building to the State Capitol where all were

welcomed by Governor McCrory. Archives staff placed the document on exhibit and lines formed to view it. Later that evening the North Carolina House and Senate held special sessions in the Capitol in honor of the occasion, and the entire event received press coverage. Similar but smaller events (without the procession) were held for the 350th anniversary of the Carolina Charter and for the 300th anniversary of the founding of Edenton (which also included a procession, by boat and carriage, no less, as well as a Great Seal Ceremony on the town green.)

Among the biennium's cross-divisional traveling exhibitions was the highly successful Queen Anne's Revenge, which was designed and built by the Maritime Museum system staff and opened on May 31, 2013, at the OAH Western Office in Asheville. It then travelled across the state, stopping at the North Carolina Transportation Museum, Historic Bath, Charlotte Hawkins Brown State Historic Site, Tryon Palace, Historic Edenton, and Brunswick Town/Fort Anderson, ending its run on December 20, 2014, at Town Creek Indian Mound. Visitation increased at each of the locations where the exhibit stopped, but its greatest impact on visitation, perhaps, was at Bath, Brunswick Town, and Tryon Palace. More than 20,000 people toured the exhibit statewide.

Other cross-divisional activities included the Gathering Place, a joint project between the OAH Education and Outreach Section and the North Carolina African American Heritage Commission. The project is designed to provide professional development opportunities for individuals preserving African American culture in the state. During the biennium, the project reached out to at least 36 different museums in the state, as well as at least 70 other cultural heritage institutions that maintain and preserve materials that relate to the African American experience. One of the most publicly visible cross-divisional activities is "This Day in North Carolina History," a brief essay on some event that occurred in North Carolina's past that goes out to radio and newspaper outlets across the state in addition to being emailed directly to those who request the service. Soon, "This Day. . .," as it is known about the Office, will begin to be shown on the Time Warner statewide cable news channel. And in a cross-divisional activity that was primarily a marketing tool, OAH decided to promote the Second Saturday Series for one more summer in 2013 and then review its status. The subsequent review showed that while the series proved to be a successful marketing technique for a handful of historic sites, most of the sites did not feel that it met their needs. The series was shelved.

Cross-divisional activities in OAH have traditionally been used to carry out statewide commemorations. There were several statewide commemorations taking place during the biennium. OAH completed the observance of the Bicentennial of the War of 1812 with events at the Maritime Museum in Southport and a symposium on Andrew Jackson and the Backcountry, held in Salisbury. Planning continued on the commemoration of the Centennial of World War I. The commemoration of the 150th Anniversary of the Civil War (CW150) received the greatest attention during the biennium with every division sponsoring programs and exhibits. In addition to individual division activities, cross-divisional activities for the CW150 included a symposium titled, "Lay My Burden Down," in Winston Salem, which featured an appearance by Maya Angelou, one of her last.



The New Bern Academy Museum reopened in 2014 with a new exhibit, “Face to Face: Civil War Sketches and Stories.”

The commemoration also included the “Juneteenth Tour,” planned and carried out by staff from the State Archives, the Museum of History, Historic Sites, and the African American Heritage Commission. This tour carried North Carolina’s copy of the 13th Amendment, which formally ended slavery in the United States, along with a few contextualizing artifacts, to Edenton, Somerset, Vance Birthplace, Charlotte Hawkins Brown, Historic Stagville, CSS Neuse Interpretive Center, and Tryon Palace. One of the more moving scenes that I was privileged to observe during the biennium was provided by an African American family which came to view this freedom document in the shaded interiors of one of Stagville’s slave cabins. As they stood in front of the exhibit, I watched as the presumed grandmother stepped back from the case and proudly told the children before her, “This was our people’s house.” Indeed, she told me later, some of her own ancestors had lived in the very room that then held the 13th Amendment.

Also, as part of the CW150 activities, a team led by LeRae Umfleet expanded the Civil War exhibit in the New Bern Academy, part of Tryon Palace’s complex. The exhibit had gone dark and the Academy had closed to the public with the opening of the Palace’s History Center. It is now open on the weekends. Finally, a Civil War bus tour was planned with logistics handled admirably by Vivian McDuffie and programming by Sites’ staff. It is the hope of the OAH that, instead of hosting every aspect of such tours, it can provide future “packages” to private bus tour companies.

Such projects and activities as described above allow OAH to assemble teams with particular skills sets to perform tasks that no one division can accomplish alone. They allow OAH as a whole to provide higher quality services or services that have greater reach or depth. Given the current levels of staffing and other resources, it is highly likely that cross-divisional activities will increase in number and type going forward.

In legislative matters, the Department was unable to get the legislature to take up the State Archives' proposal for "sunshine legislation" during the short session. This legislation would allow state records that are deemed of permanent value, but which are presently permanently closed to the public, to be made available to researchers following an appropriate number of years (in most cases, many, many years, indeed.) The legislature gave the Department greater flexibility to set its hours and fees without going through rule making and passed legislation allowing volunteers to drive state-owned vehicles at the North Carolina Transportation Museum. This will allow volunteers to better help with maintenance of the site's 57 acres.

Because of ongoing difficulties between the Roanoke Island Commission and Friends of the *Elizabeth II*, the local support group, as well as the Commission's inability to sign a Memorandum of Agreement with the Friends, the legislature removed the governing status of the Roanoke Island Commission and made it an advisory body. This made the Park more integrated with the OAH. Conversations continued between members of the legislature, the legislature's fiscal research office, the Office of Management and Budget, and the Department of Cultural Resources about state funds that had been transferred to the Friends of Elizabeth II over the years in an effort to build an endowment for the Park. The disagreement concerned the amount of funds that should be reverted to the Park for operating expenses.

The highest legislative priority for the Office of Archives and History and the Department as a whole was the historic preservation tax credit program. Initially, the Department hoped simply to remove the date of sunset from the legislation, but this was not encouraged. Then the Department began to develop new legislation that would make the impact on the state budget more predictable, cost the state budget less, and better target portions of the state in need of economic development. The Historic Preservation Office, led by Ramona Bartos, performed yeoman's service in this enterprise while also meeting all of its other obligations. In months of work with the Department of Commerce, Office of Management and Budget, and individuals with the Office of the Governor, a piece of legislation was crafted that met all of the requirements to the satisfaction of the governor. There was considerable support for the new proposal in the legislature, and members of the House placed it in the budget, and then replaced after it had been removed. The new legislation also eventually made the Senate budget, and there it remained until the eleventh hour when it was removed at the last minute before the vote by the chair of the Senate Finance Committee. North Carolina's historic preservation tax credit, a model for other states, which had brought to the state approximately \$700 million in out-of-state funds since its inception, helped encourage \$1.72 billion in private investment in the state, been used in 90 of 100 counties, and, most significantly, helped preserve the built environment of the state, was scheduled to sunset on December 31, 2015.

In other activities across the biennium, OAH has managed to preserve 280.396 acres (236.386 acres acquired in fee simple and 44.01 acres in conservation easement) in seven separate tracts of land to benefit Averagesboro Battlefield (non-OAH entity, managed by the Averagesboro Battlefield Commission, a private non-profit), Alamance Battleground, Bentonville Battlefield, and the Bunker Hill Covered Bridge (non-OAH entity, managed by Catawba County Historical Association). Funds for this important work were derived from combination of federal American Battlefield Protection Program (ABPP), private funds from an anonymous donor and the Civil War Preservation Trust, and state funds from the Natural Heritage Trust Fund and Clean Water Management Trust Fund programs at NC DENR.

On Oct 1, 2013, DCR completed mediation with Intersal, a private corporation that had originally discovered the *Queen Anne's Revenge*. The original agreement made fifteen years earlier, had come to the end of its terms. On November 19, 2013, a Superior Court three-judge panel ruled in favor of the Department of Cultural Resources finding that the Sons of Confederate Veterans (SCV) and the Historical Preservation Action Committee had no standing to bring suit against the department. These organizations interpreted a piece of legislation concerning "monuments in the right of way" to mean that the OAH was responsible for the maintenance of the Reidsville Confederate monument which had been erected more than 100 years earlier by the United Daughters of the Confederacy (UDC) and which had been struck by a car. The UDC had decided to move the repaired monument to a local cemetery, and the SCV objected. The Office of Archives and History maintained that it did not have a role to play in the ongoing discussion.

The final courtroom activities regarding the State Archives' Charles E. Johnston Collection (often called the Iredell Papers) also took place in the biennium with the court taking custody of the papers until the descendants request them (but with these papers physically remaining in the Archives). The opposing attorneys were denied fees, and the Archives was not required to provide an item-by-item inventory of the collection. Sadly, during the next biennium, it is expected that one of the most important collections of papers concerning North Carolina during the days of the early republic will be lost to researchers unless some well-funded institution is able to buy them as a unit and then make them available to researchers.

The OAH does a great deal of its work in partnership with the state's colleges and universities; local government-supported and private non-profit museums; public library history rooms; historical, genealogical, and lineage societies; and a great many individual volunteers. The OAH also benefits from the contributions of 37 support groups. Each of these groups does the best that it can to provide for its local institution. They hold fundraisers, large and small. They sometimes run gift shops and provide staffing for special events as well as day-to-day activities. They promote their institutions among friends and local communities, and they advocate for their local institutions with elected officials. OAH could not function, if it were not for the work of the support groups. Volunteers help in many ways. Some lead tours. Some mow grass. Others make reception refreshments, while others reenact everything from Civil War-era soldiers to weavers, to colonial militia, Victorian

ladies, and freed slaves. There is even one volunteer who interprets 19th century embalming practices OAH could not do what it does if it were not for all of these partners and supporters.

The oldest of OAH's support groups, The North Carolina Literary and Historical Association, founder of the North Carolina Historical Commission, the North Carolina Library Commission, and numerous private nonprofits in the state (from Preservation North Carolina to the North Carolina Archeological Society, among many others), is seriously weak. The organization, the sponsor of the quarterly *North Carolina Historical Review*, the annual *North Carolina Literary Review*, the state's book awards, and the state's highest history honors now suffers from its own success. Established to preserve and promote North Carolina history and culture when almost no other organization in the state was doing so, it has been extremely successful, and its many organizational offshoots and children, with their more focused efforts, have unwittingly managed to push the older, more broadly-focused organization to the edges of public attention. Once the sponsor of "Culture Week," a weeklong gathering of the state's leaders in cultural, literary, artistic, and patriotic organizations, it now holds an annual evening program to give its longstanding awards.

Its weakened state is of concern as both the *Historical Review* and *Literary Review* perform extremely important functions in encouraging and recording new explorations and interpretations of the state's cultural heritage and past. Without these scholarly productions, the future public history enterprise in the state will be stunted. Exhibit texts, site tours, student projects—just about everything OAH does is, in some way, informed by the original research performed by the authors in these journals. History is always being made and remade, but there has to be a mechanism to capture and preserve the research and interpretive process as well as the understanding these processes provide. Going beyond the organization's support of these important publications and its support of time-honored awards, it would be sad to see such a noble organization fail. Finding a more public role to play will be crucial for "Lit and Hist's" survival.

The Office of Archives and History has faced great challenges during the biennium, but it has also been part of some inspiring successes, not the least of which is the fact that overall visitation has increased both years of the biennium. As OAH goes forward, it faces continuing challenges such as the great need for additional storage for both archival records and museum artifacts, serious erosion along the banks of the Cape Fear River at Brunswick Town/Fort Anderson State Historic Site, continuing maintenance issues, and a staff stretched extremely thin in every division. OAH also has some promising opportunities in some areas such as greater use of new media for direct marketing and promotions; the expansion of "DCR-TV" to bring live programming into the classrooms and home computers of the state; more extensive use of travelling exhibits to encourage "revisits"; more creative packaging of tours, weekends, and itineraries to encourage increased visitation; more costumed interpretation outside of special events along with more interactive exhibits to help capture the attention of younger visitors especially; greater use of GIS technologies

## Deputy Secretary's Report

to provide the public with more effective tools in a wide range of OAH activities from Historic Preservation Office environmental review to the highway marker program to potentially transformative archival digitization projects.

During the biennium, we bid farewell to longtime OAH leader David Brook, Director of the Historical Resources Division and Deputy Director of the Office of Archives and History. Upon his retirement, OAH lost his position. Ramona Bartos, Deputy State Historic Preservation Officer, was named Director of the Historical Resources Division while remaining head of the Historic Preservation Office. Kay Williams, longtime head of Tryon Palace, passed away, and Philippe Lafargue was named interim director.

In its support of the schools and in its role as promoter of lifelong, informal, hands-on and immersive learning, the Office of Archives and History remains a key component in the state's public education system. With its museums, sites, programs and other resources, OAH remains a foundation of the state's second largest industry, tourism. And in everything that it does, OAH is the state's chief memory institution, preserving the records, artifacts, structures, archaeological resources, life ways, landscapes, and even a few domestic plant and animal bloodlines to help the people of North Carolina remember their past and use it to better understand themselves and their neighbors. It is an honor to work for such an institution alongside colleagues who are truly talented and steadfastly dedicated.

ROANOKE ISLAND FESTIVAL PARK  
Kimberly A. Sawyer, *Executive Director*



Roanoke Island Festival Park is a twenty-seven acre attraction located in Manteo. The attraction is five miles from Nags Head, a major tourist destination for the east coast of the United States. The mission of the Park is to involve residents and visitors of all ages in a creative and stimulating exploration of Roanoke Island's historical, cultural and natural resources.

The Park attracts a large number of North Carolinians, as well as visitors from all fifty states and many foreign countries. Operation of the Park is overseen by the Roanoke Island Commission, established within the Department of Cultural Resources to advise and assist the Secretary of the Department of Cultural Resources in the protection, preservation, development, and interpretation of the historical and cultural assets of Roanoke Island.

The Park is an interactive family attraction that celebrates the first English settlement in America. The centerpiece of the site, across from the Manteo waterfront, is the *Elizabeth II*, a representation of one of the seven English ships from the Roanoke Voyages of 1585. Visitors can climb aboard and help set the sails, plot their course, and swab the decks. They can visit the Settlement Site and try out straw and feather beds, woodworking, and games. They witness the blacksmith fashion his sixteenth century wares and explore 400 years of Roanoke Island history in the interactive Adventure Museum.

The American Indian Town is an outdoor venue that allows the visitor to explore Coastal Algonquian culture. Visitors help build a longhouse or experience rope making, mat and basket weaving, net mending, food preparation, or the tanning hides. They see the dance circle and planting and harvesting area. The site features a fifty-seat auditorium that features the film *The Legend of Two Path*. The venue is also used for small meetings or seminars.



The *Elizabeth II* remains the centerpiece of the Roanoke Island Festival Park.

The Meeting Room offers two exhibitions in March and April which include the Quilt Show and the Dare County High Schools Art Show. The 240-seat Film Theatre is a venue that features children's shows, seasonal performances, lectures, business and community meetings. The venue also is available for rental and for public meetings. The Outdoor Pavilion, surrounded by Roanoke Sound, allows visitors to experience performances in an outdoor setting and provides a canvas for actors, musicians, singers, and other performers to showcase their art. Seating capacity is 3,500. The pavilion grounds have hosted Scotty McCreery, Bruce Hornsby, and Blues Traveler. The Outer Banks Bluegrass Festival is entering its fourth season at the Park. All venues are available for rent for business meetings and bridal events. The Park includes marsh-side boardwalks that surround the site and a kayak launch, all open for public use.

Renovations were completed to the Adventure Museum and Ticket Sales venue in February 2014. The upgrades include interactive experiences and additional "dress up" sections and an interactive duck blind. The Ticket Sales venue provides a more welcoming and informative space for visitors to purchase tickets and learn about the Park experience and other attractions on Roanoke Island.

Over the period from fiscal year 2009–2010 to fiscal year 2013–2014, the Roanoke Island Commission's appropriation was reduced by 81%. The staff at the Park has worked to develop new sources of revenue. Rental income from 2012–2013 to 2013–2014 grew by 47%. Initiatives include development of Girl Scout and Boy



OBX Bluegrass Festival on the Pavilion stage.

Scout programs. Girl Scout Day is entering its third year and the Boy Scout program is entering its second year. The Scout program includes overnight stays and Scout days. The park has a Girl Scout and Boy Scout patch available for participants.

Roanoke Island Festival Park will continue to uphold its mission as a vibrant educational, history and cultural arts complex with an emphasis on its natural surroundings. The Education Department continues to see growth with a concentration on increasing group tour visitation, both youth and adults, during the summer and shoulder seasons. The development of the wayfinding signage and an upgrade to the Adventure Museum and Ticket Sales has enhanced the visitor experience. The Park's marketing plan has expanded to include weddings, concert promoters, and Scouts with a strong emphasis on the historic venues. Roanoke Island Festival Park intends to maintain its core programming while continuing to expand additional revenue opportunities.



The Adventure Museum.

TRYON PALACE  
Philippe Lafargue, *Executive Director*  
Deanna Mitchell, *Assistant Director*



Tryon Palace was deeply saddened by the loss of its longtime director, Kay P. Williams, on October 14, 2012. A tribute in her honor, where Kay was able to attend and to speak despite her failing health, had been held ten days earlier. Betty Ray McCain, former Secretary of Cultural Resources, was the keynote speaker at the tribute. Williams's funeral service was held on October 17. Tryon Palace Commission Member Emeritus and Kay's longtime friend, Monsignor Gerald L. Lewis, delivered an inspiring homily that deeply touched the attendees. Tryon Palace experienced the loss of another staff member with the death of Nancy E. Packer, Director of Collections, in December 2013. In honor of her memory, a memorial fund was started and the proceeds will be used to buy objects for the collection at Tryon Palace. Both women will be missed, and their passing deeply affected staff morale.

Four years after the opening of the North Carolina History Center, Tryon Palace is reaping the benefits with increased attendance, expanded programming, and improved community outreach. The History Center has helped Tryon Palace become an exemplary organization that continues to respond vigorously to changing audience dynamics and a difficult economic climate.

After eighteen months as acting director, Philippe Lafargue was appointed executive director in April 2014 and Deanna Mitchell was appointed assistant director. The announcement was made by Secretary Susan W. Kluttz, Chief Deputy



More than fifty new U.S. citizens took the Oath of Allegiance during a naturalization ceremony held in the Palace courtyard.

Secretary Karin Cochran, and Dr. Kevin Cherry, Deputy Secretary of the Office of Archives and History.

On October 26, 2012, the North Carolina Chapter of the American Society of Landscape Architects honored the staff members who oversee the gardens at the History Center with an Honor Award in recognition of outstanding professional achievement. In January 2013, newly-elected Governor Pat McCrory toured Tryon Palace with a historic interpreter portraying first North Carolina Governor Richard Caswell. The Governor was joined by several legislators, the acting director, Commission members, and local elected officials as part of his Eastern North Carolina Open House. On June 11, 2014, the United States Citizenship and Immigration Services conducted a naturalization ceremony at Tryon Palace for over fifty new citizens. Held in the Palace courtyard, the event was the first of its kind for the Palace which looks forward to hosting such a program again.

Tryon Palace continued to improve and care for the site's historic and administrative facilities. Through a generous grant from the Cannon Foundation, supplemented by additional funding from the State Repair and Renovations funds, progress was made with the fire and security upgrades in the historic area. Preventive maintenance measures included replacing shingles on the Smokehouse, replacing the cooling tower pump for the Palace air conditioner, repairing the Kitchen Office roof, and repairing several windows of the Palace and Kitchen Office.

The staff worked diligently to rethink operations and implement a successful business model. The organization is now more business-oriented in daily operations and is pursuing new ideas to help increase revenues and private support. In March 2013, the Administrative staff, including Accounting, was relocated to the second floor of the History Center as part of the branch reorganization. The move will permit utilization of the History Center to its full potential and open up the lower floors of the Commission House to other functions. The gardens and education staff were consolidated and relocated to the second floor of the Commission House and the Disosway House respectively.

Funding and staffing presented great challenges for Tryon Palace. Working hours for temporary employees were reduced to twenty-nine hours per week. Due to the reduced hours, volunteers began ever more vital to the work of the education branch and other branches. The number of volunteers increased from 355 in 2012 to 440 in 2013. The value of volunteer time for 2013 was \$544,352.

### Public Services Branch

Over the past two years, Tryon Palace expanded its brand and messaging into the market segments that are crucial to increasing admission receipts and rental revenue from special events. In January 2013 Craig Ramey was hired as the new marketing and communications manager. Under his tenure new promotional materials—including new brochures for the Tryon Palace Foundation and a revised format for *The Palace* magazine—have been introduced.

In October 2013 Tryon Palace introduced a new online ticket option for purchasing the Christmas Candlelight tour. Tickets were sold to visitors from California to Maine, with online ticket sales surpassing \$18,000.

On March 17, 2014, the completely redesigned Tryon Palace website launched and a mobile application was built in-house. Updates were made to coordinate the app with the website, including links to online donation opportunities and access to an interactive map that visitors could use to navigate around the grounds. The app was made available at no charge in the iTunes App Store and at Google Play. Key objectives that were met on the new site included: prominent links for donations, events, and tour information; group reservation forms; social media access; online ticket sales; and an events page for corporate sponsors.

In the fall of 2013, Tryon Palace moved into the national spotlight when it appeared as the backdrop for several episodes of the FOX network series *Sleepy Hollow*. The event marked the first time Tryon Palace had ever been featured in a major studio production. Initial filming took place over three days in July and continued that same year in September with a weeklong session of filming. Tryon Palace staff worked hard to make the experience a success for the production company and for the site. Filming proceeded after regular visitor hours. Local hotels and businesses benefitted from the influx of cast and crew members.

Tryon Palace initiated several mutually beneficial partnerships with group tour groups and event planning organizations, such as the Association Executives of North Carolina, the local tourism development authority, the Crystal Coast Tourism



Tryon Palace made its Hollywood debut as the FOX network show *Sleepy Hollow* used the Governor's Palace and the Stanly House as locations.

Authority in Carteret County, and the North Carolina Motorcoach Association. Enhanced marketing efforts with the groups resulted in an increased volume of Special Events inquiries and reservations.

Wedding business continued to grow at Tryon Palace, providing the site with additional revenue. Photos, many taken by professional photographers, showcased the facilities, historic houses, and gardens. Another successful venture for the wedding program is continued participation in and hosting of "Operation Marry Me Military." The program allows one lucky active member of the military to get married for free on Veteran's Day.

The Museum store had another successful biennium. The Craft and Garden Shop re-opened in March 2013 with a fresh new look and new merchandise focused more on group tour sales. In 2012, 2013, and 2014 Tryon Palace was awarded the TripAdvisor® Certificate of Excellence. Only the top-performing ten percent of businesses listed on TripAdvisor receive the award.

#### Development Services Branch

In early October 2012, Ted Silberberg from Lord Cultural Resources was hired by the Tryon Palace Foundation to develop a five-year strategic plan to help Tryon Palace become more self-sufficient and generate additional income to supplement state appropriated operating costs. Beginning November 1, 2012, Tom Fetzter of Fetzter Strategic Partners was hired by the Tryon Palace Foundation for a nine-month period. His role was to help with lobbying efforts in Raleigh during the critical

development sessions for the 2012–2013 budget cycle. The lobbying firm was part of a major effort to avoid a budget cut of \$500,000. The Foundation contracted for a second year with Tom Fetzer and his lobbying firm to work closely with the Department of Cultural Resources in securing financial support from the Governor and the State Legislature on behalf of Tryon Palace.

November 2012 the Tryon Palace Council of Friends' Board voted unanimously to change the organization's name to Tryon Palace Foundation, Inc. The name change is intended to reflect the image of a professional, successful fundraising and support organization.

The Foundation sponsored its third annual fundraiser on January 31, 2014. "WinterFeast" raised over \$15,000 with 478 people in attendance. The Foundation Fundraising Committee is working to make the initiative a signature event to increase the number of attendees and, consequently, private support.

#### Administration and Business Services Branch

Business services staff was actively involved with Tryon Palace Commission and the Tryon Palace Foundation board members in implementing the new business plan that was approved at the May 2013 Commission meeting.

A recurring initiative throughout the site is recruitment and support of volunteer staff. A diverse volunteer recruitment plan was put into place stretching from local newcomer's club meetings to community college leadership academies. The new website features an online volunteer application, making it easier for those interested to make contact. The system resulted in volunteers serving in many areas. In fact, the Museum Store, shuttle, and New Bern Academy Museum rely solely on volunteer staff.

Security implemented various informal programs to enhance the overall performance of the security staff. New procedures, policies, and programs were created to train security personnel on various situations that may occur to protect assets, visitors, and daily operations within Tryon Palace. The training is based on current information taught to security and law enforcement at both the state and federal levels. Each month a relevant training tip is presented for review and procedural consideration through DVDs, textbooks, and personal instruction by the unit's security officers. Recent training sessions have covered fire prevention, terrorism awareness, traffic control, and observation skills.

Twenty new portable radios were purchased with the generous grant monies from the Cannon Foundation, and assigned to the Security and maintenance staff to improve communication and to better protect the safety of visitors and provide timely response to incident and maintenance needs. The system is key to the support of staff members on a daily basis and during special events. New employees are required to attend a training class on fire safety awareness. An electronic security report is also available for the security staff to access and monitor on a daily basis to keep up with security incidents.



Tryon Palace's maintenance crew performed restoration work on all the windows located in the Governor's Palace and the Kitchen Office.

### Facilities Services Branch

The decision was made to sell the Gaston and Hollister Houses, which were owned by the Foundation, to bolster Tryon Palace revenues. Both houses were listed officially as of December 15, 2012. The Gaston House went under contract quickly, and was sold in late April 2013, while the Hollister House remains on the market for sale. With the help of the Facilities Services Branch, the Cook House was vacated and leased to the Craven Arts Council while their downtown location underwent renovations.

The first floor of the Commission House was reset to accommodate special events, in order to increase its appeal as a rental venue. The first floor of the Daves House was updated to provide wedding support, including photography and bridal hosting. The changes provided a boost to the Palace's wedding services.

Facilities staff completed work on the major window restoration effort at the Palace. A group of original sashes were removed and taken to the carpenter and paint shops for restoration, re-glazing, and painting. Staff installed temporary Plexiglas and wooden "windows" fabricated inhouse.

In order for the "WinterFeast" fundraiser to go forward, the facilities management team worked to clear the snow and ice from parking lots and walkways, and prevent more from accumulating. High humidity resulted in mold blooms at the Disosway House over the summer which increased drastically in late August of 2013, despite

efforts with dehumidifiers and fans to mitigate the problem. Maintenance mechanics undertook a detailed investigation of the HVAC system and made modifications to the ventilation in the Carraway Research Library and Disosway House.

The garden staff was busy with seasonal plantings, new plantings, maintenance of the gardens, community outreach, education programs, and special events. Weekly "Behind the Scenes" garden tours were led by staff gardeners and long-term volunteers. The lectures were well-received and provided a distinctive perspective to all who attended.

In 2013, the City of New Bern and Tryon Palace garden staff collaborated to remove a dead Darlington oak tree from in front of the Waystation. It was later replaced by a red maple, also known as a Sun Valley tree.

### Educational Services Branch

Living history program coordinator Matt Arthur has been the acting director of education since April 2013. In October 2013 Sarah Risty-Davis was hired as visitor services manager and in November 2013 Evelyn Richards was hired as lead ticket seller. A clear delineation of responsibilities was established in the Visitor Services section, whereby the positions of visitor services and lead ticket seller were moved from the Public Services Branch to the Educational Services Branch. With the changes the Waystation reopened in December 2013 to operate as a satellite ticket desk, information hub, and rest area for visitors and large groups.



Children line up to participate in "Pirates and Pancakes," an event hosted in conjunction with the traveling Blackbeard exhibit "*Queen Anne's Revenge*."

From May 2012 through mid-March 2014, the Educational Services Branch reached over 45,000 children with hands-on demonstrations, tours, free days, and a two-week long summer camp session. Many of the programs came into fruition through creativity, hard work, and teamwork between Tryon Palace, the Tryon Palace Foundation, the Department of Cultural Resources, and other organizations.

The education staff worked in conjunction with the Department of Cultural Resources and the North Carolina Maritime Museum to host several pirate-themed events for the popular Queen Anne's Revenge exhibit, including "Pirates and Pancakes," "Pirates in the Palace," and "Pirates, Parrots and Peg-Legs."

In June 2013 and 2014, the Educational Services Branch worked with the Jane Austen Society of North America and the Regency Assembly of North Carolina to present a program entitled "Jane Austen in June." The 2013 program focused on North Carolina's War of 1812 and the bicentennial of the publication of *Pride and Prejudice*. This event's high attendance, which included guests coming from New York and Florida, prompted the education staff to bring the program back in 2014 with tea tours, dancing, painting, and a lecture celebrating the 200th anniversary of the publication of Austen's *Mansfield Park*.

In January 2013, the Educational Services Branch kicked off a year-long focus on food and culture with the theme "Fresh from the Past: Food and Culture in Eastern North Carolina." By working closely with the garden staff, the education staff made use of what the kitchen garden produced throughout the year to help make inexpensive 18th-century dishes that are cooked daily as part of the site's interpretation. Using the Palace's own fruits and vegetables

has dramatically decreased reliance on funds for cooking demonstrations, and enhanced interpretation of the gardens through their authentic use by staff and volunteers.

Education staff participated in community, regional, and state activities. Jonkonnu and the Tryon Palace Fife & Drum Corps, for instance, performed during the



North Carolina Governor Pat McCrory made Tryon Palace one of his first stops in a statewide tour shortly after his inauguration.



Jonkonnu, an African American education program at Tryon Palace, continued to provide educational outreach programs across the state, and onsite with a youth camp and performances during Candlelight.

welcoming ceremony for Governor McCrory during his visit to Tryon Palace. Both groups also traveled to Raleigh to perform in the Governor's inaugural parade, and participated in a number of offsite venues.

The Costume Shop supported educational programs and daily historic interpretation by designing, creating, and maintaining all costumes for full- and part-time staff and volunteers. For the 2013 Candlelight tour, the costume shop created several dresses and gentlemen's suits from recycled costumes, donated fabric, and alterations.

The Candlelight Tours were a great success and set record numbers for tickets sold for the annual event. The 2012 and 2013 tours focused on 18th-century masquerade culture, which showcased the talents of Tryon Palace's historic clothing coordination team. Visitors were complimentary of the costumes, decorations, and character vignettes inside the Palace and Kitchen Office, and in 2013 the event drew more than 3,000 visitors over the course of two nights.

In April 24, 2014, the African American Advisory Committee joined the Tryon Palace Commission during its spring meeting to allow the committee to provide an overview of the purpose and activities of the African American Advisory Committee. African American outreach programs included the African American Lecture Series and the African American Historic Downtown Walking Tour. The Lecture Series provided educational content and promoted the Palace's shared "One History" objectives to its audience by utilizing well-respected speakers. Many of the lectures were inspired by current movies, including *42* and *12 Years a Slave*.

Programming was also built on social issues with special programs surrounding the 50th anniversary of the March on Washington.

### Collections Services Branch

Following the loss of several critical positions—conservator, architectural curator, and registrar—due to reduction-in-force, the special collections and manuscript librarian position became vacant. The staff changes were compounded by the loss of the director of collections, which reduced the branch to two staff members, and increased the responsibilities of the conservation unit. The Collections Services Branch had to rely heavily on volunteer staff, with specific skill sets, to assist with collection and library management, exhibit design, conservation, art handling, and photography.

The conservation lab team made up of a full-time conservation technician and five volunteers carried out routine maintenance and over 173 complex object treatments on artifacts ranging from works on paper and metal objects, to furniture, clocks, and mechanical tools. The extensive, multi-month project of disassembling, cleaning, and reinstalling the Palace chandeliers was completed, and the team was able to conduct behind-the-scenes tours of the lab for members of the public.

The collections department initiated a project to archive nearly thirty years of institutional history contained in the former director's office. Professional papers were appraised for current and long-term value, and were placed in broad categories



Richard Baker, conservation specialist for Tryon Palace, conducted special behind-the-scenes tours of the conservation lab.



LEFT: Boatbuilder Clifford Guthrie works alongside his father, Heber, in the Palace's carriage bay to build a 21-foot wooden sail skiff. RIGHT: Miss Kay, a 21-foot wooden sail skiff, takes its maiden voyage on the Trent River. The vessel, named in honor of former director Kay Williams, was built as part of the exhibit "Workboats of Core Sound."

for organization, description, and ultimate inclusion into the Palace archives. The former director's files were sent to the Douglas Preservation Center for archiving, and Kay Williams's office library was sorted. Around 125 history and decorative arts reference volumes—in addition to a large collection of volumes from her extensive private library—were catalogued and added to the collection of the Carraway Library.

With the help of the Department of Cultural Resources and many other sources, Tryon Palace hosted several traveling exhibits in the Duffy Gallery. On August 31, 2012, the gallery re-opened with "Workboats of Core Sound," a major traveling exhibition arranged by the North Carolina Museum of History. Another exciting aspect of the exhibit was the accompanying boat-building demonstration in the Stable Office. Guests were entertained and engaged as they witnessed the *Miss Kay*—a 21-foot juniper, dead-rise sail skiff—being constructed in the Harkers Island tradition. The skiff was built throughout the fall of 2012 by master boatbuilder Heber Guthrie and his son Clifford, and launched on her maiden sail on March 18, 2013. During its seven-month run the exhibition was seen by over 20,000 visitors to the History Center and Stable Office.

During the spring and summer of 2013, the Duffy Gallery featured exhibits of works by local and regional artists organized by the Craven Arts Council and Gallery, while their usual gallery space was under renovations.

The traveling exhibit *Queen Anne's Revenge* spent six weeks in the Duffy Gallery from January 3, 2014, through February 15, 2014. The exhibition featured artifacts recovered from the shipwreck site of Blackbeard's flagship vessel. To recognize the long history and folk tradition of quilting, the Duffy Gallery hosted an exhibit by the Twin Rivers Quilt Association in conjunction with National Quilt Month. The exhibit ran from February 21 to April 13, 2014.

On May 20, 2014, the Smithsonian Institution Traveling Exhibit Service exhibit "Mail Call" opened. The exhibit explored the vital connections between military service members and their family and friends through correspondence that spanned the Revolutionary War to the present.

Inspired by the theme of “Fresh from the Past: Food and Culture in Eastern North Carolina,” the Collections Services Branch created a new program in the spring of 2013, a historically-inspired candlelit dinner in the Kitchen Office. Collections and Education staff worked with local chefs to create a menu inspired by 18th-century recipes featuring local and seasonal products along with historically-inspired wine pairings, all served on reproduction dishes, and trestle tables which were custom made by the Building Trades staff. The inaugural event sold out in just six days. The popularity of the event has led to it becoming a regular part Tryon Palace’s programming.

In early June of 2013, Tryon Palace was the recipient of an important archival collection relating to U.S Senator and State Supreme Court Justice William J. Gaston. Donated by his direct descendants, the collection consists of nearly 150 letters exchanged between Judge Gaston and his youngest daughter, Catherine Jane. The letters date from 1827 to shortly before Gaston’s death in January 1844.

The successful partnership between the Department of Cultural Resources, the New Bern Historical Society, the Tryon Palace Foundation, and Tryon Palace resulted in the new exhibit, “Face to Face: Civil War Sketches and Stories,” which opened in March 2014 at the New Bern Academy Museum. The exhibit revealed the daily lives of both military officials and citizens under their rule through artifacts, audiovisual panels, compelling stories, and period images. Medicine, emancipation, education, espionage, and traditional mourning of the dead are some of the themes explored through the framework of wartime and its challenges.

With grants from the National Trust Mitchell Fund and the Marion Covington Foundation, and the generous gift of a donor, Tryon Palace was able to carry out a historic paint color and finishes analysis of the Stanly House and its companion structure the Coor-Gaston House. The completed report generated a remarkably complete picture of historic finishes in New Bern in the 1780s.



Letters once owned by Judge William J. Gaston, recently acquired by the Palace, included a school certificate for “diligence” and “special exertions,” awarded to his daughter, Hannah, in 1823.



Kevin Cherry (right) aboard an antique fire engine during the Salisbury-Spencer Parade.

NORTH CAROLINA TRANSPORTATION MUSEUM  
Kevin Cherry, *Interim Director*

The North Carolina Transportation Museum at Historic Spencer Shops operates on 57 acres of what was once one of the largest steam locomotive repair facilities on the east coast. Among its 13 major structures are North Carolina's last remaining roundhouse (which is also one of the largest in North America still used for rail repairs) and the United States' largest operable turntable. The latter is designated a National Engineering Landmark.

The museum preserves and interprets one of the most important railroad sites on the east coast while preserving and interpreting general transportation history. The museum is maintained by the North Carolina Department of Cultural Resources and the North Carolina Transportation Museum Foundation, a private, non-profit entity. The Foundation is responsible for maintaining the membership arm of the museum, running the onsite train ride, restoring the rolling stock, holding fundraising events, and administering the gift shop. The non-profit organization also provides funding for a broad range of museum-related functions: supplies, materials for repair, automobile parts, etc. The state is responsible for utilities, security, maintenance of the site (structures and landscape), and most non-rail artifacts. The state is responsible for developing and conducting educational programming (site tours, field trips, camps, exhibits, etc.). The state and the Foundation collaborate in the production of special events.

The museum lost the services of its director, Samuel J. Wegner, on December 1, 2012. Larry Neal, Site Manager at Reed Gold Mine who had previously served as an employee of the Transportation Museum, was named the interim director. During most of 2013, the museum, with an appropriation of only \$300,000 (from an annual

high of \$1.152 million a few years earlier) and a state-supported permanent staff of five (down from a high of 22 in the late 1990s), along with one receipts-based staff member, held its ground and began moving toward the legislative mandate of becoming more self-sufficient. To do so, the museum increased its admissions fee slightly from \$5 to \$6 for adults and from \$3 to \$4 for children. A train ride ticket doubles the cost. The museum instituted a site rental policy, and the Foundation increased its fundraising and special event efforts.

### **Non-appropriated Revenue (receipts and donations) for the Biennium**

<b>Fiscal Year</b>	<b>Ticket Sales</b>	<b>Turntable Ride</b>	<b>Facility Rentals</b>	<b>Cash Donations</b>	<b>Revenue sharing</b>	<b>Total Non-Appropriation</b>
2012–2013	\$174,948	\$14,679	\$8,790	\$8,228	\$150,976	\$357,621
2013–2014	\$183,818	\$12,944	\$7,225	\$8,159	\$162,148	\$374,292

Non-appropriated revenue (receipts and donations) increased across the biennium. Cash donations stipulated above were those made directly to the museum, as opposed to the Foundation. Most donations are made to the Foundation in its role as the chief fundraiser for the museum. The “state side” of the museum does not do direct mail solicitations and similar fundraising. That is the role of the Foundation, but individuals do sometimes give funds for specific museum projects. The revenue generated by special events, gift shop sales, and memberships are shared between the North Carolina Transportation Museum Foundation and the state as stipulated by the Memorandum of Understanding.

When the \$300,000 in annual appropriation is added to the non-appropriated revenue, the total amount of funding available to the museum in 2012–2013 from “state activities” was \$657,621 and, during 2013–2014, was \$674,292. The total annual budget for the museum (including Foundation and state activities) during the biennium was approximately \$2.5 million. In short, appropriations now account for approximately 12% of the funds required to operate the museum, and that is not counting the value of volunteer hours which now hovers around \$500,000 per year (using the United States Internal Revenue Service’s valuation of \$20.84 per hour). If the value of volunteer hours is considered into the total budget of the institution, then state appropriation is now roughly 10% of the total budget. It is an extremely important 10%, as it provides the foundational funding for essential utilities, services, and staff who provide the core maintenance, security, volunteer management, and educational programming. They also contribute greatly to the creation of those activities and events required to build the receipts and hold the fundraisers that make the remaining 90% of the overall budget.

The Transportation Museum enjoyed an average annual visitation of 97,379 between 1995 and 2013, with visitation rising steadily in the 1990s, following the re-opening of the Roundhouse in the mid-1990s. Visitation then spiked to more than 125,000 during Spencer Shops' centennial year of 2001. Following the anniversary year, annual visitation held steady around 95,000 visits per year. (The number represents an unknown but significant number of repeat visitors.) Then the Great Recession struck, which led to reductions in state appropriations beginning in 2008. Loss in appropriations subsequently led to a reduction in staff. Fewer staff meant less programming and staff interaction with visitors. Without staff to plan and carry out activities, visitation began to decrease. When admissions fees were implemented in 2011, visitation plummeted an additional 35%. The drop in visitation was almost double what had been projected.

One of the most significant groups to cut back on visitation was the schools. Field trips have always constituted a high percentage of non-special event visitation at the site. Many schools did not have museum admission fees built into already shrinking budgets. In addition, as schools began to focus more of their energy on science, math, and basic reading comprehension, they decreased emphasis on social studies. That meant that many schools elected to choose science-based fieldtrips instead of those that were understood to be more Social Studies-based. The change in curricular emphasis coupled with smaller budgets and the time and expense of field trips in general, led to a drastic drop in the number of visits to the North Carolina Transportation Museum by schoolchildren. By 2012–2013, the North Carolina Transportation Museum's visitation had fallen to 71,262 of which, only 60,048 visits were paid (other visits reflect the numbers who attended special free, community events, etc.).

Over half of the paid attendees (37,088) came to special events (car shows, "Thomas the Tank," Easter Bunny Express, etc.). Regular, non-special event visitation was the lowest it had been since the museum's earliest years. With admission fees, visitor expectations increased, but there were few funds for regular maintenance, much less interesting programs and, as a result, the buildings and grounds began to look more ragged than they had in years. The combination of disrepair and stagnant programming discouraged repeat visitation of all but the hardest rail fan. The loss of repeat visitation goes beyond loss of numbers and admission revenues. Repeat visitors are what all museums strive to encourage because as they come to embrace the institution, the "repeaters" leave behind the status of visitor and become members, supporters, volunteers, and donors, the lifeblood of any non-profit.

The state's economy began to improve in 2012, and the Transportation Museum began to feel a ripple effect. First and foremost, in 2012–2013, Department of Cultural Resources Secretary Susan Kluttz advocated for and received one of the largest Repair and Renovations Fund (R&R) allotments designated for the Department of Cultural Resources in many years. The Transportation Museum was given high priority in the allocation of the funds. The State Office of Management and Budget subsequently agreed to authorize two projects at the beginning of 2013–2014. The first R&R package provided \$1.6 million for initial restoration of the Powerhouse,

stabilizing that structure's walls and replacing the roof, windows, doors, and floor of the facility that once provided the electric power for both the Shops and the entire community of Spencer. (The Powerhouse is the second oldest extant structure on the site.) To this project, the Foundation contributed \$600,000, primarily from funds it had raised previously for capital improvements.

The second R&R package for the Transportation Museum designated \$1.176 million to repair the bathrooms at the Barber Junction Depot and Power Distribution Building, paint the depot, fix the cracked concrete of the Master Mechanics Office plaza and the Back Shop's leaking roof, and install bathrooms and fire detection/suppression across the entire Back Shop. The last of these is necessary to grandfather the three-story, 89,000 square ft. building into the state's current building code. A future code, soon to go into effect, will require fire walls to be built across the Back Shop's huge open spaces. This would destroy the look and feel of this historically important structure. Because maintaining this building's historical integrity is such a priority, the Foundation also agreed to supplement the state's funding with \$475,000, hoping that this would help ensure a more rapid completion of the project. The effects of this massive vote of confidence in the museum from both the state and Foundation gave everyone associated with the old steam repair facility fresh hope for a bright future.

In August of 2013, Secretary Susan Kluttz moved the North Carolina Transportation Museum in the department's organizational structure. While it remained in the Division of State Historic Sites and Properties for budget, personnel, and curatorial support, the museum became a direct report to the Deputy Secretary of the Department. After having gone without a full-time site manager for almost a year, Reed Gold Mine needed a site manager again, and Larry Neal was re-posted to his former position. On January 27, 2014, Secretary Kluttz formally announced Deputy Secretary Kevin Cherry's appointment as interim director of the museum at a meeting of the Salisbury Rotary Club.

Beginning in the fall of 2013, the state, Foundation, and volunteers, mounted a concerted effort to clean up, organize, and generally make the site more presentable to the public. The field behind the Back Shop, which had acquired piles of rotting wood and rusting metal over the years, was cleared. Years of accumulated state-owned office equipment and furniture, much of it already on a second or third incarnation and beyond any real use, was turned in to state surplus. A Foundation Board member donated an 18-wheeler trailer to hold exhibit props and programming equipment, which had become scattered across the site. Former staff offices in the Roundhouse and Master Mechanic's Office were cleared and redecorated to create more space that could be rented for meetings. One volunteer took charge of mowing the site so that the sole remaining, paid maintenance employee could spend more time making repairs. Within a couple of months, the museum was looking better.

Visitors and supporters began to notice, and the latter began to offer once again gifts of artifacts. Among those accepted were a 1959 DIVco (Detroit Industrial Vehicle Company) milk truck from the Scott Family of Alamance County's Melville Dairy, a boxcar from the Aberdeen and Rockfish railroad, a great deal of Piedmont

and Eastern Airlines memorabilia, a 1910 Buick from the Hailey family, a 1965 Carolina blue Mustang convertible from the estate of Doris Sifford, a 1934 iron-wheeled Farm All Tractor from William S. Lefes, an 1890s goat sulky from Nancy Borden White, a 19th century buggy makers bench from Marriana Osolin-Putnam, a reference library on transportation including several hundred titles from the estate of Bill Phillips, a 1966 Cab-over fire truck that was once owned by Cannon Mills, and a 1918 Depot Hack. The last two will be used as educational vehicles.

Museum programming also began to flourish. In the fall of 2013, the Museum had its most successful "Day Out with Thomas" in years, and the Foundation sold out all of its seats on the 2014 spring train excursion to Washington, DC. From February through May 2014, there was some sort of special event at the museum every weekend. Between March and May 2014, the museum had at least one school group onsite every Thursday and Friday, and there were often multiple groups visiting. The centerpiece of the biennium's programming was the "Streamliners Event," which brought Art Deco-styled diesel engines from across the country for a four-day train festival. Rail fans came from all over the United States, and there were even a few international visitors. The museum sold more than 9,000 tickets, with 4,000 overnight visitors (in a county with slightly less than 1,000 hotel beds). The total economic impact to Rowan County, as computed by the Convention and Visitors Bureau, was \$1.85 million. Led by the Foundation staff, the Streamliners Event took a year to plan, 6 months to promote, and 4 days to execute.

The 2014 train show, featuring rail memorabilia, model trains, and related materials, was also a hit with 11% more visitors than in any of its previous years. Automobile shows continued apace with the Studebaker Club, Corvair Club, Triad Classic Motorcycle Club, Piedmont Chapter of the American Truck Historical Society, and the Piedmont Thunderbird Club all co-sponsoring shows with the museum, and the museum sponsoring its All-Ford and All-GM shows in both 2013 and 2014. Some were better attended than others largely due to weather, but attendance across all of these events in 2014 was greater than at any time in the last six years.

Largely because of the success of events like the "Day Out with Thomas" and "Streamliners," museum visitation increased significantly over the biennium. Visitation in 2012–2013 was 71,262 and, in 2013–2014, it was 78,488, a 10.1% increase. While performing the constant maintenance required to keep the rail rolling stock operable for the train ride and the automobile artifacts preserved for the long-term, several major restorations took place over the biennium: the Atlantic Coastline Caboose #635 was restored to the state it was in upon initial delivery in the 1960s; the L3 diesel locomotive was restored to display level; a Southern Railway flatcar was restored to road-worthy status; and the restoration of the Big John Hopper Car, used for hauling grain, was begun. In addition, an outdoor, interactive signal exhibit, featuring three kinds of restored, original rail signals, was installed along the walk between Barber Junction Depot and the Back Shop. Work also continued on the documentary history of transportation in the state, scheduled to premiere on public television in fall 2014.



The L3 diesel locomotive was restored during the biennium.

The increased maintenance, fundraising, and programming took a great deal of additional energy and commitment on the part of all employees. For most of the biennium, there were only five state staff members and five Foundation staff members. They were aided by contributions from volunteers. In fiscal year 2012–2013, there were 23,459 hours of volunteer service donated to the museum. During 2013–2014, there were 29,686 hours of volunteer service rendered, more than at any time during the last five years. The dollar value of the volunteers in 2012–2013 was \$478,563 and the dollar value of volunteer service in 2013–2014 was \$618,656. In other words, volunteers donated a little more than one million dollars of service to the North Carolina Transportation Museum across the biennium. Because of the successes of the biennium, the museum was able to add two more receipts-based, full-time employees, a coordinator of education to increase the museum's efforts with the schools, and a site assistant to help with maintenance, grounds, and events. There are now five full-time Foundation employees, seven state employees (of which three are receipts-based) and 6 part-time temporary staff (also all receipts-based), led by the interim director.

Since 2008–2009, the North Carolina Transportation Museum has been in a period of transition. It has managed to weather a serious financial storm, and it is once again on a steady foundation. The museum still has a serious backlog of delayed maintenance (with hopes that much of it can be addressed by an R&R project); many of its exhibits need to be refreshed, if not totally reworked; and visitors, especially those with young children, need to be provided with more opportunities to “do,” as opposed to simply “look.” But over the biennium, the museum has strengthened its ability to hold special events, has built its direct-marketing capabilities, and is better able to address its basic maintenance needs.

# DIVISION OF HISTORICAL RESOURCES

## EDUCATION AND OUTREACH BRANCH

LeRae Umfleet, *Supervisor*

One of the functions of the Education and Outreach Branch is to serve as a resource for cultural heritage institutions across the state. The branch seeks to answer the statutory charge given to the Department of Cultural Resources (DCR) to assist citizens of the state in preserving, caring for, and exhibiting the objects and papers of our collective history through the North Carolina Connecting to Collections (C2C) initiative. The C2C project has been funded by grants from the Institute of Museum and Library Services (IMLS) and has been able to serve those working in collecting institutions across the state by offering regional workshops to train staff members, both paid and unpaid, in best practices for collections preservation and access and disaster planning and recovery.

Since 2009, the branch has hosted fifty-six regional forums and workshops for cultural heritage institutions. Over 1,100 participants have attended the workshops. Another 650 participants took part in twelve additional outreach events. Topics in 2013 and 2014 included disaster preparedness, basic care and storage of collections, fire recovery, mold recovery, and exhibition techniques. Additionally, the C2C team has held site-specific training sessions, geared to enhancing the competencies of paid and unpaid collections staff, at the Mount Airy Museum of Regional History,



Staff members from the Davidson College Library work to recover moldy artifacts from a compromised storage area at the Iredell Museums in Statesville.

the Murfreesboro Historical Association, and the Federal Point History Center. All meetings included a component to encourage regional and statewide networking among the participants.

As a strategy to provide tangible support to cultural heritage institutions across North Carolina, the C2C team initiated Cultural Resources Emergency Support Team (CREST) with additional IMLS funding in 2012. The support team is a group of approximately twelve statewide members, each having a specific area of collections-related expertise. The majority of team members are DCR staff members. However, the team also includes members from the National Park Service as well as private institutions such as Old Salem, the North Carolina Preservation Consortium, the Asheville Museum of Art, and the Wrightsville Beach Museum. C2C has coordinated the team’s training in the Federal Emergency Management Authority’s Community Emergency Response (CERT) and Incident Command Systems (ICS) so that each may take on a leadership role in disaster recovery, should the need arise at any North Carolina cultural heritage institution. C2C activated the CREST team twice in 2014—once when frozen pipes burst at the Yancey County Public Library and again when an ice storm caused the roof of a collections storage building to fail at the Charlotte Hawkins Brown Museum. Both responses were localized and required the response of two to four CREST members from those regions.

CREST now serves as a national model for training teams for response and more general fire recovery training. Participants in C2C’s unique and popular fire recovery workshop practice simple triage and rapid treatment techniques with “artifacts” that have been exposed to a controlled burn in a fire training facility. The



CREST members serve as team leaders in fire recovery workshops where participants learn how to provide simple triage and rapid treatment for damaged objects.



North Carolina students pose with signs showing their state pride at the 2014 national contest.

response team as well as the methods and curriculum for fire recovery workshops have been showcased at national professional conferences including the American Alliance of Museums and the American Association for State and Local History in 2014. The CREST team also is serving as a case study for the Heritage Emergency Partnership study conducted by Heritage Preservation, a national organization considered a leader in disaster preparedness and recovery.

Laura Ketcham, state coordinator for National History Day in North Carolina, led workshops about the program at the statewide social studies conferences in 2013 and 2014. New schools were added to the History Day program in each year of the biennium, and a number of school visits were conducted to explain the fundamentals of the National History Day program. An online survey showed that more than 4,000 students participated in the program in 2012–2013.

At the 2013 national contest, North Carolina students placed first, second, third, fourth, and fifth in the nation in their respective categories. The competition marked the first time North Carolina won a gold medal at the national contest. At the 2014 national contest, six North Carolina students placed in the top fourteen in the nation in their categories, and two additional North Carolina students were selected to participate in events sponsored by the Library of Congress and the National Endowment for the Humanities.

National History Day in the state grew with the addition of a new region, the Northwest Piedmont. Regional History Day contests were sponsored by the Cape Fear Museum in Wilmington (Southeast); East Carolina University in Greenville (Northeast); the University of North Carolina at Charlotte (Southwest Piedmont); the University of North Carolina at Greensboro (Central Piedmont); the Western Office

of Archives and History in Asheville (Western); and Surry County Community College (Northwest Piedmont). The number of registrants at the state competition was 310 in 2013 and 310 in 2014; fifty schools were represented at the 2014 state contest, the highest number of schools ever at the contest.

In the 2012–2013 and 2013–2014 school years, National History Day in North Carolina benefited from the generous sponsorship of the North Caroliniana Society and the North Carolina Society of the Cincinnati. The former contributed \$10,000 in both 2013 and 2014; the latter contributed \$3,000 in 2013 and \$5,000 in 2014. The two organizations joined with the Office of Archives and History and the Federation of North Carolina Historical Societies to help make National History Day possible.

In the summer of 2014 the Education and Outreach Branch coordinated with the North Carolina Arts Council, the North Carolina African American Heritage Commission, the North Carolina Museum of History, the State Archives, the State Library, and the Division of State Historic Sites to hold two Freedom Roads workshops for teachers and museum professionals. The workshops explored the history, culture, and legacy of the Underground Railroad and the quest for freedom in North Carolina.

The Federation of North Carolina Historical Societies offered the workshop “Grant Opportunities and Fundraising Ideas for Historical Organizations” in fall 2013. In November 2012 and 2013, the Federation co-sponsored annual meetings in conjunction with the North Carolina Literary and Historical Association. During those meetings, the Federation presented the Albert Ray Newsome Award to two historical organizations in recognition of outstanding work preserving local history. The Cape Fear Museum of History and Science won the Newsome Award in November 2012, and the Wake County Historical Society won in 2013. Over the biennium eight issues of the *Federation Bulletin*, a quarterly newsletter, were published and sent to Federation members.

RESEARCH BRANCH  
Michael Hill, *Supervisor*

The Research Branch, a special projects office comprised of a supervisor and two research historians, supported the Department of Cultural Resources, the Office of Archives and History and its various sections, other state government agencies, the media, and the public. A highlight of the biennium was a conference on October 17–18, 2013, the second in a series to commemorate the sesquicentennial of the Civil War. Entitled “Lay My Burden Down: Freedom and Legacies of the Civil War,” the event drew 135 registrants to sessions at Wake Forest University, Old Salem, and Winston-Salem State University.

The keynote speakers were Ira Berlin of the University of Maryland, Thavolia Glymph of Duke University, and Hari Jones of the African American Civil War Museum. Maya Angelou of Wake Forest University made remarks and read a poem. Concurrent sessions, a total of eighteen papers, covered topics that included African American autonomy and political views, family ties, free blacks, U. S. Colored Troops, prisoners of war, religion, education, Abraham Lincoln, Abraham Galloway, and Harriet Jacobs. The conference received national coverage via C-SPAN. The branch supervisor and Chris Meekins of the State Archives took the lead in planning the event. Work proceeded on plans for a similar sacrifice-themed symposium in Wilmington in 2015.



Image of the Emancipation Proclamation used to promote the Civil War 150 conference held in Winston-Salem in October 2013 themed to Freedom. Courtesy Library of Congress.

Other work related to the 150th anniversary of the Civil War occupied much of the branch staff time during the reporting period. This included work on the planned *North Carolina Civil War Atlas*. Archives and History engaged with Savas Beatie Publications in California to produce and market the book. Mark Anderson Moore, an employee of the DCR Information Technology Office and former employee of the branch, completed work on ninety-eight maps for the book by the close of the biennium. Jessica A. Bandel, who joined the Branch in January 2013, researched the war, acquired images, and wrote chapters and sidebars for the atlas. She also was part of a team that created an exhibit at Tryon Palace, “Face to Face: Civil War Sketches and Stories in New Bern,” which opened in March 2014.

Outreach programming included lectures on Civil War topics delivered to organizations across the state and planning for a Civil War bus tour. Josh Howard, who left the office in October 2012, spoke at Antietam National Battlefield the previous August. The branch continued to review additions to the Civil War Trails marker program and staff contributed to an anticipated project, tentatively called “Civil War Witness: North Carolina Places, Then and Now,” documenting surviving structures with Civil War connections.

A second conference series entitled “New Voyages to Carolina,” intended to chart the course of scholarship on the history of North Carolina, extended into the biennium. Conceived by the former directors of Archives and History, Larry Tise and William S. Price Jr., and the incumbent director, Jeffrey J. Crow, the ambitious series of four symposia, concluded with “Defining the Contours of the Old North State” at UNC-Chapel Hill and North Carolina Central University on October 11–12, 2012; “The Cultural Roots of North Carolina” at UNC-Asheville, November 15–16, 2012; and “The Tar Heel State” at UNC-Greensboro, February 28–March 1, 2013. Glenda Gilmore of Yale University was the keynote speaker in Chapel Hill, William Ferris of UNC-Chapel Hill in Asheville, and David Goldfield of UNC-Charlotte in Greensboro. The branch supervisor acted as facilitator for the series.

Work to commemorate the bicentennial of the War of 1812, conducted in conjunction with a committee led by the Director of the Division of Historical Resources, David Brook, resulted in a conference at the Rowan Museum in Salisbury on April 4, 2014, “The War of 1812 and the Backcountry.” Speakers at the event included Donald Hickey of Wayne State College in Wayne, Nebraska, the nation’s foremost expert on the War of 1812; Gary Freeze of Catawba College in Salisbury on the role played by the local militia in the war; and Howard Kittell, superintendent of The Hermitage in Nashville, about Andrew Jackson, whose roots lie in part in Salisbury.

The 1812 planning committee also held a three-day conference in Southport on October 18–20, 2012, highlighting the conflict in the lower Cape Fear region and preparations made there for a largely unrealized British invasion. A panel exhibit, on loan from United States Coast Guard, traveled to museums and historic sites across the state. The branch supervisor appeared, along with Deputy Secretary Jeffrey J. Crow, on WPTF radio on July 17, 2012, to discuss the war with guest host John Hood. The anniversary of another war loomed on the horizon, that being the

centennial of World War I, and branch members engaged in preliminary planning for a multi-year commemoration.

Ansley Wegner, research historian, made presentations at Bentonville, Fort Fisher, and to a Civil War Round Table in Spartanburg, South Carolina, to discuss the artificial limbs program for Confederate veterans. She appeared on C-SPAN to discuss same in July 2013. At the request of the Secretary's Office, she and Hill prepared biographical sketches for the annual North Carolina Awards program.

Work continued on the daily blog "This Day in North Carolina History." Early in the biennium special radio features were prepared for Black History Month and for Women's History Month. For the Office of the Attorney General, staff members conducted research on the history of the Yadkin River. For the Division of History Museums, Hill acted as a consultant to the committee planning the repurposing of the Museum of the Cape Fear in Fayetteville to create a North Carolina Civil War Museum. Bandel was the recipient of a North Caroliniana Society stipend and traveled to Richmond to research the life of Henry Lawson Wyatt at the Museum of the Confederacy.

For the Office of State Archaeology, research was conducted on Historic Halifax, the town of Lisbon, and the Dorothea Dix property. For the State Historic Preservation Office, staff members in the branch continued to review architectural inventories and historical essays, including surveys in Brunswick County and Winston-Salem. Similar work was conducted for Tryon Palace, Historic Sites, the North Carolina Humanities Council, university presses, and the Federation of North Carolina Historical Societies.

Hill advised on several projects at UNC-Chapel Hill, including newspaper digitization, the Commemorative Landscapes website, and the Coates biography series on University leadership. Branch staff prepared histories for the "Chronicling America" digital newspaper project. Staff continued their practice of acting as judges for National History Day and the Tar Heel Junior Historian. At the request of the Deputy Secretary, Hill conducted a videotaped interview with H. G. Jones, Archives and History director from 1968 to 1974, on June 25, 2014.

Forty-four media requests were registered and answered over the period. These included appearances by the branch supervisor on public television to talk about the speaker ban and on Time Warner Cable to discuss the assassination of President John F. Kennedy, both timed to fiftieth anniversaries. Perennial public requests included the purported Mecklenburg Declaration of Independence and Rutherford County birthplace of Abraham Lincoln. The total number of research requests (internal and external) over the period was 1,805 or an average of 75 per month.

#### North Carolina Highway Historical Marker Program

The Office of Archives and History and the Department of Transportation, marker program cosponsors, continued a robust effort to maintain and further develop the program, started in 1935, to identify and mark sites of statewide historical significance. The branch, with the assistance of the Information Technology Branch of the DCR, continued to update and improve the website, [www.ncmarkers.com](http://www.ncmarkers.com).



Governor Pat McCrory and Secretary Susan Kluttz unveiled the marker dedicated to WBT/WBTV, the state's oldest broadcast stations, in Charlotte on November 15, 2013.

The tenth edition of the *Guide to North Carolina Highway Historical Markers*, published in 2007, continued to be a best seller for the Historical Publications Section.

Professors Michael Thompson of Pfeiffer University, Lisa Tolbert of UNC-Greensboro, David Zonderman of North Carolina State University, and Karen Zipf of East Carolina University accepted appointments to five-year terms on the North Carolina Highway Historical Marker Advisory Committee.

Over the biennium the group held four meetings and approved twenty-eight new markers, bringing the total authorized since 1935 to 1,573. The new topics were Aquascogoc, Astronaut Training, Atlantic Coast Line Railroad, Romare Bearden, Rose Butler Browne, Cigar Industry, Constitutional Convention, Elizabeth Cotten, Dasemunkepeuc, First North Carolina Colored Volunteers, Freedmen's Colony, Abraham Galloway, Geodesic Domes, Edwin Gill, High Point Market, F. Roy Johnson, Knights of Labor, Laurinburg Institute, Andre Michaux, Jimmie Rodgers, St. Agnes, Glenn T. Settle, Sunburst, Tanneries, Tobacco Unionism, USRC Mercury, Capus Waynick, and WBT/WBTV. In addition, forty-four older markers were replaced, two signs were returned to the foundry for mounting-cap repairs, and thirty-eight spare posts were ordered.

Over the twenty-four-month reporting period, dedication and unveiling programs were held in Asheville, Carrboro, Charlotte (3), Eden, Fayetteville, Gastonia, High Point, Highlands, Kure Beach, Laurinburg, Lincolnton, Manteo (3), New Bern, Ocracoke, Reidsville, Rocky Mount, Rosman, Tarboro, Warrenton, and Winston-Salem.

WESTERN OFFICE  
Jeff Futch, *Regional Supervisor*

The Western Office officially opened in the east Asheville community of Oteen in February 2011, in the previous biennium. While the newly renovated facility allowed staff immediately to begin providing expanded services, it was during the 2012–2014 biennium that staff began to utilize the additional space and resources of the “Oteen Center” to achieve the mission of providing comprehensive historical services to the western region of the state.

The most important expansion of services occurred in August 2012 when the North Carolina State Archives opened the Western Regional Archives (WRA) on the third floor of the Oteen Center. The western branch of the State Archives collects, preserves, and provides access to historical materials related to western North Carolina. While the WRA has acquired a number of new collections during the biennium, several private and organizational record collections, including those of Black Mountain College, were relocated from the State Archives in Raleigh to the WRA. Along with the Outer Banks History Center in Manteo, the opening of the WRA provides the State Archives with a true state-wide presence allowing its staff to provide equivalent services to citizens across all of North Carolina.



Pictured at the opening of the Western Regional Archives in August 2012 are former Director Office of Archives and History Jeffrey Crow, Archivist Heather South, former DCR Secretary Linda Carlisle, and State Archivist Sarah Koonts.



Heather South is pictured at the Black Mountain College exhibit opening in the Hunt Library at North Carolina State University.

In June 2013 the Western Office played host to the first traveling exhibition to come to the Oteen Center. The exhibit, entitled *Treasures from Blackbeard's Queen Anne's Revenge*, was created by the North Carolina Maritime Museum in Beaufort and included original artifacts recovered from the ocean floor. During the six weeks the exhibit was on display it drew over 1,600 visitors from Asheville and surrounding areas, including several from South Carolina. In partnership with the Western North Carolina Historical Association, several special weekend programs for children were offered, and Sarah Watkins-Kenney, Chief Conservator and Director of the QAR Lab in Greenville, North Carolina, presented a program on efforts to salvage artifacts from the shipwreck.

In August 2013 a second traveling exhibition, entitled "Freedom, Sacrifice, Memory: Civil War Sesquicentennial Photography," opened at the Western Office. In addition to the exhibit's framed images of Civil War era artifacts and individuals, a collection of items from the Presbyterian Heritage Center in Montreat was included in the display. While the exhibit was at the Western Office, Earl Ijames, Curator of African American History at the North Carolina Museum of History, presented a program on slavery and freedom that was attended by over fifty people. A third exhibition, entitled "The Photography of Lewis Hine: Exposing Child Labor in North Carolina: 1908–1918," opened at the Western Office in June 2014.

In August 2012 the Western Office hosted the meeting of southeastern State Historic Preservation Offices that included staff from seven states, the first in over a decade. For the second time since its reopening, the office hosted a meeting of the North Carolina Historical Commission in September 2013. Following the meeting, current Secretary Susan Kluttz hosted Commission members, local staff members, and supporters of the Department's programs at the Governor's Western Office.



Members of a local Tar Heel Junior Historian club at the opening of the Queen Anne's Revenge exhibit.

The Western Office hosted several other meetings and workshops during the biennium. These included workshops on how to preserve institutional memory through oral histories presented by the North Carolina African American Heritage Commission, how to preserve historic photographs presented by the North Carolina Preservation Consortium, and a grant writing workshop presented by the State Historical Records Advisory Board. Additional organizations that held meetings at the office included the North Carolina Department of Health and Human Resources, Blue Ridge National Heritage Area Partnership, National Park Service, North Carolina Arts Council, Asheville-Buncombe Historic Resources Commission, North Carolina State University Center for Family and Community Engagement, North Carolina Museums Council, Council on Aging of Buncombe County, and Buncombe County Master Gardeners.

In September 2013, the Western Office celebrated its thirty-fifth anniversary with a small gathering of current and past employees, family members, and invited guests. After a meal and slide show highlighting past events, accomplishments, and the occasional entertaining moments, awards of recognition were presented to the first five employees of the Western Office: Ron Holland, Diane Jones, Nick Lanier, Michael Southern, and Percy Hines.

The Western Regional Supervisor continued to work and consult with regional organizations including the Western North Carolina Historical Association, Blue Ridge National Heritage Area Partnership, Preservation Society of Asheville and Buncombe County, Museums in Partnership, Western North Carolina Cultural Alliance, North Carolina Preservation Consortium and various local historical societies and museums across the western region.



Former Western Office staff members Michael Southern, Diane Jones, Nick Lanier and Ron Holland.

The Western Office continued to coordinate the Western Regional National History Day competition, with the 2013 and 2014 regional finals held at A. C. Reynolds High School in Asheville. Approximately 160 middle and high school students participated over the two year period. In November 2013 Susan L. Norwood was hired to fill the vacant office assistant position following the separation of Kimberly A. Hewitt in August 2013.

### Archives and Records

Jason Woolf, Records Management Analyst, conducted 577 records management and imaging consultations with county and municipal agencies throughout the western region. He presented thirty workshops attended by approximately 775 local government employees on issues related to the state's Public Record Laws, records management, electronic records, and disaster preparedness. He completed work on a draft Soil and Water Conservation District records retention schedule, and continued to conduct research on an updated Airport Authority schedule. Woolf facilitated the transfer of approximately seventy-five volumes and thirty-eight cubic feet of local government records scheduled for permanent retention to the State Archives from the counties of Cherokee, Transylvania, Yancey, and the City of Lenoir.

### Office of State Archaeology

Linda Hall, Staff Archaeologist, provided technical assistance to contractors, managers, planners, state agencies, tribal preservation staff, and archaeologists in twenty-three western North Carolina counties during the reporting period. She reviewed 383 projects receiving state or federal assistance or permitting, and made recommendations for appropriate consideration of project effects on archaeological

resources. Sixty-eight archaeological survey, testing and data recovery reports were reviewed by the staff archaeologist, and she conducted twelve site evaluation visits. Of the 130 newly recorded or re-evaluated sites, twelve were determined to be eligible for listing on the National Register of Historic Places.

In cooperation with the North Carolina Rock Art Survey, Jackson County Parks and Recreation, and Western Carolina University, planning and consultation for restoration activities at the Judaculla Rock petroglyph in Jackson County continued throughout the reporting period. Interpretive signage was installed and Judaculla Rock was listed on the National Register of Historic Places in March 2013.

Hall responded to over 650 requests for information concerning artifact identification, cemeteries, historic and prehistoric archaeological sites, and American Indian history and prehistory. She spoke to University of Tennessee students and National Park Service staff (Teachers in the Park program) at UT's annual archaeological field school held in the Great Smoky Mountains National Park in 2013 and 2014, and the Haywood County Soil and Water District and Natural Resources Conservation Service staff in 2012, as well as UNC-Asheville students in 2013. She attended the Southeastern Archaeological Conference in Baton Rouge in 2012, and the Cherokee Archaeological Symposium in 2012 and 2013. In cooperation with other Western Office staff and the Raleigh Historic Preservation Office staff, she assisted with hosting the Southeastern State Historic Preservation Offices meeting.

In addition Hall consulted extensively with the Land Trust for the Little Tennessee regarding the incorporation of archaeological resources into the planning process for the protection of sensitive environmental areas. With assistance from two volunteers, laboratory work began on inventorying and repackaging collections to archival standards.

#### State Historic Preservation Office

Over the reporting period, Preservation Specialist Annie McDonald responded to over 700 requests for information or files documentation and conducted 75 site visits. McDonald assisted in the designation of thirteen properties in the National Register of Historic Places, including the Historic Preservation Foundation-funded nomination of Oakdale Cemetery in Hendersonville. She worked with property owners on the placement of eleven properties on the National Register Study List. She provided technical assistance to the National Park Service staff at the Blue Ridge Parkway (BRP) on a 100% survey of all buildings, tunnels, and overlooks along the length of the BRP in North Carolina and offered guidance to the Cashiers Historical Society on a survey of roughly fifty properties in the rural area surrounding the Village of Cashiers. She reviewed and commented on the first draft of the Historic Resources Study for the Great Smoky Mountains National Park. She also reviewed and offered comments on twenty-one National Register eligibility reports for federal undertakings.

In the area of preservation commission assistance, McDonald conducted commission training in the western region in June 2013, in partnership with the School of Government at Western Carolina University, as well as statewide commission



The Francis Grist Mill, Bethel vicinity, Haywood County, was listed on National Register in May 2013.

training at the October 2013 annual conference of Preservation North Carolina. She provided targeted, issue-specific training for six preservation commissions in the western region. She also reviewed and offered comments on twelve local landmark reports submitted by six preservation commissions.

In the area of public outreach, McDonald conducted presentations at nine public and/or nonprofit meetings about the programs and services of the Historic Preservation Office and lectured three times to the preservation/public history classes at Western Carolina University and Appalachian State University. She served as a National History Day judge in the spring of 2013 and 2014. McDonald and the office's Restoration Specialist, Jennifer Cathey, provided administrative oversight and guidance in the development of the Asheville Preservation Plan, which was developed with a grant from the State's Historic Preservation Fund

Cathey provided assistance to local governments, organizations, and private citizens who own historic buildings in the western region, responding to nearly 700 requests for information and technical advice on building rehabilitation and restoration. Cathey reviewed approximately 50 state and federal rehabilitation tax credit applications, visiting many of those project sites, and assisting property and applicants throughout the building rehabilitation process. She reviewed approximately two dozen environmental review projects, and continued annual monitoring of sites subject to state-held preservation easements and covenants. She provided ongoing technical assistance to historic house museums such as the McDowell House at Quaker Meadows, and to private developers undertaking

rehabilitation of historic industrial sites such as the Asheville Supply and Foundry complex and Florence Mills in Forest City.

Cathey gave 21 public presentations on subjects ranging from rehabilitation tax credits, application of the Secretary of the Interior's Standards for Preservation, and weatherization of historic buildings. She served on the adaptive use committee for the Ruth School in Rutherford County, and participated in the administration of the Federal Historic Preservation Fund grant to the City of Asheville for creation of the Asheville Preservation Plan. Cathey provided ongoing building technical advice to the Asheville Veteran's Administration for rehabilitation of the historic Nurses' and Officers' Quarters Buildings. The campus housing those buildings neighbors the Western Office.

### Western Regional Archives

In August 2012 the Western Regional Archives (WRA) opened to the public after many years of planning. Four months prior to its opening in April 2012, Heather South was hired to oversee and manage the WRA. Since opening to the public, the WRA has seen a dramatic increase in visitation by genealogists, scholars, students and other individuals. Over 1,300 visitors have accessed collections and other information housed at the WRA, and over 2,000 inquiries from others outside the region have contacted Ms. South from assistance.

South consulted with organizations, individuals, and repositories on basic preservation, archival research, best practices and care of collections. The WRA collaborated with regional organizations, such as the Western North Carolina Historical Association, Museums in Partnership, and the local chapters of the Tar Heel Junior Historian Association, on several initiatives and exhibits. South assisted with the administration and promotion of the Western Office through exhibits, social media, programs, and other outreach methods. She spoke at over 30 meetings, workshops, and conferences held at locations including the Black Mountain College Museum and Art Center, Asheville Art Museum, Swannanoa Valley Museum, Center for Craft Creativity and Design, World Methodist Museum, and the Museum of Ashe County. She conducted 52 tours of the Oteen Center and WRA for numerous individuals and groups including students from Warren Wilson College and the UNC-Asheville. She assisted with the coordination and judging of the Western Regional National History Day competitions held in Buncombe County.

HISTORICAL PUBLICATIONS SECTION

Donna E. Kelly, *Administrator*

Legislative mandates cut several staff positions and consequently reduced the capacity of the Historical Publications Section during 2012–2014. However, sales increased during the period. Receipts totaled \$119,826 for the first year and \$131,120 for the second, for a two-year total of \$250,946, up by 3.97% from the last biennium. A total of 4,121 orders were processed during the biennium with 2,219 orders in the first year and 1,902 orders during the second year.

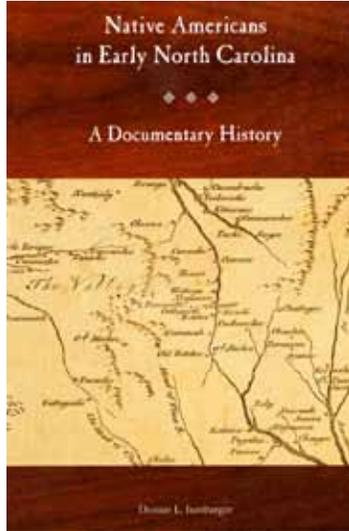
Publications produced during the period, as well as those that went out of print, are listed in Appendix 5. The section sold or distributed 31,077 publications as follows:

Documentary volumes	671
Sets and combos	725
Governors' documentaries	1,513
Books and pamphlets (booklets)	18,799
Maps, charts, and documents (many sold separately)	1,097
Publications catalogs	6,122
Back issues of the <i>N.C. Historical Review</i>	1,416
Posters	691
Other (NC in Tune CD and Knowledge cards)	39

The Yahoo online store increased in activity over the last two years. Receipts totaled \$81,295, a 68.29% increase from the last reporting period. This included \$42,310 for the first year and \$38,985 for the second year, for an average of \$3,387 per month. There were 2,088 orders, averaging 87 per month; 6,335 items sold, averaging 264 per month; and 258,548 page views, averaging 10,773 per month. The month of October 2012 marked the highest record for online sales, with a monthly total of \$16,673. The increase resulted from a special sale of a set of volumes 1–18 of *North Carolina Troops, 1861–1865: A Roster* for \$285 per set.

Sales of printed books on Amazon.com increased during the biennium. Receipts totaled \$13,491, a 7.7% increase from the last reporting period. This included \$6,363 for the first year and \$7,128 for the second year, for an average of \$562 per month. Royalties generated from the sale of Amazon Kindle e-book editions of fourteen section titles totaled \$1,135 for the first year and \$1,180 for the second, for a two-year total of \$2,315 with a monthly average of \$96. During the biennium, *From Ulster to Carolina: The Migration of the Scotch-Irish to Southwestern North Carolina* was the best-selling section title—both printed book and e-book editions—sold on Amazon.

Notwithstanding the loss of the Colonial Records Project and downsizing of the Section, interest continued in the work generated in previous years. Permission



was granted for the Church of England volumes to be included in “Religion in North Carolina Digital Collection” (<https://archive.org/details/ncreligion>), a Duke University initiative. After several years, the *North Carolina Troops* volumes were digitized and the cumulative index was made available online (<http://cwroster.ncdcr.gov>). After much legal wrangling, a contract was signed with JSTOR to post all of the back issues of the *North Carolina Historical Review* online through 2012, with a moving wall of three years. The journal can be accessed through the State Library of North Carolina website at: <http://www.jstor.org.proxy171.nclive.org/action/showPublication?journalCode=nortcarohistrevj>. Also during the biennium, the first sixty-seven volumes of the *Review* (1924–1967) were also made available online in digital through the State Library’s Digital Collections (<http://digital.ncdcr.gov/cdm/ref/collection/p16062coll9/id/3944>).

The Historical Publications Section partnered with outside funders during the last two years. The Society of the Cincinnati helped cover the cost of printing *Rebels and King’s Men: Bertie County in the Revolutionary War*. The Carolina Charter Corporation donated \$6,000 to cover the cost of printing *Native Americans in Colonial North Carolina: A Documentary History*. The Friends of Alamance Battleground paid \$500 to use an image of the Battle of Alamance on the cover of the April 2013 issue of the *North Carolina Historical Review*.

Additional budget cuts occurred during the biennium. The Colonial Records Project was suspended indefinitely in August of 2012 and two positions were lost, those of Editor Jan-Michael Poff and Assistant Editor Dennis Isenbarger. The temporary stock clerk position, held by Ann Scott for many years, also was cut. Her duties were shifted to the Administrative Secretary, Trudy Rayfield, and the Administrative Officer, Bill Owens.

Many project proposals were submitted as manuscripts. Of 14 submitted, 8 were rejected, 3 were accepted, and, in 3 cases, authors were asked to rework and resubmit. Most of the ones rejected either did not fit the agency mission or would involve too much staff time and financial resources, so the authors were directed to other publishers.

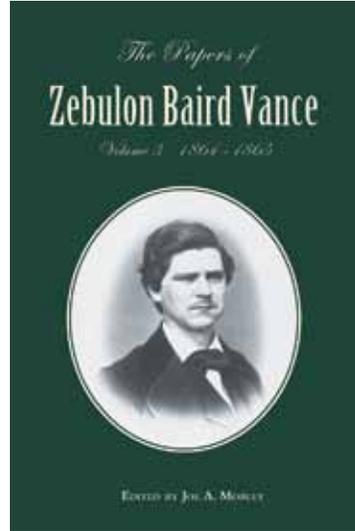
At the end of the biennium, word was received that four fulltime positions would be cut as part of the revised budget for the second year of the 2012–2014 biennium. These included the Section Administrator (Donna Kelly), the Editor of *North Carolina Troops* (Matthew Brown), the Proofreader (Lisa Bailey), and the Administrative Secretary (Trudy Rayfield). The remaining staff members would be moved under the aegis of the Research Branch. (Brown’s position was later restored largely due to the advocacy of the United Daughters of the Confederacy.)

### Administrative Branch

Donna Kelly, Section Administrator, continued to serve on the Civil War Sesquicentennial Committee and the Friends of the Archives Board of Directors. She attended meetings of the North Carolina Historical Commission both years. She gave a presentation about the future of the section to that body on March 28, 2014. As Administrator she proofread all publications produced during the biennium; saw five titles through press and helped sell books at various meetings and conferences, including one in conjunction with the Civil War 150 commemoration. She also proofread material for other DCR agencies, including DCR Administration, the Archives and Records Section—which included the Friends of the Archives, the State Historical Records Advisory Board, the State Records Center, and the Outer Banks History Center—Roanoke Island Festival Park, and the Research Branch of the Office of Archives and History. Much time was devoted to preparing indexes for and proofreading copy for previously out of print publications for availability as e-books. She also continued her duties of copy editing, selecting images, indexing, preparing contracts for *Review* authors, preparing book reviews, and downloading orders from the Yahoo store. In April of 2013 and 2014 she served as a judge for History Day.

Trudy Rayfield, Administrative Secretary II and office manager, managed the section’s daily operations by preparing purchase requests, ordering supplies, and handling all requests and orders via phone, fax, e-mail, in-person, and online. She also served as subscription manager for the *North Carolina Historical Review*—corresponding with individual subscribers and institutional subscription agencies, processing subscription payments in a timely manner, maintaining the subscriber database, and preparing an accurate subscriber mailing list for each issue.

Bill Owens, Administrative Officer II, continued to oversee the operations and finances of the section. He maintained two Excel workbooks to monitor “real-time” receipts and expenditures for the section. He reviewed the weekly and monthly department budget ledger reports and worked with DCR budget personnel to correct inconsistencies in the reports. He continued to maintain the section’s online Yahoo store, Amazon (printed book), and Amazon Kindle (e-book) accounts. He closely



monitored the 2013 and 2014 sessions of the General Assembly to identify and review proposed legislation, budgets, and legislative actions for potential impact on Historical Publications. He continued to manage inventory in the warehouse and conducted two annual inventories.

As marketing specialist during the reporting period, Owens promoted five new titles through press releases, review copies, book displays, and articles in newsletters and other publications, as well as by e-mail, the section website, the online store, and social media. He edited entries, added new material, selected graphic art, designed layout and cover, and oversaw distribution of the 2014 publications catalog. He planned, mounted, and staffed 5 off-site book exhibits, including the first annual High Country Festival of the Book and the 43rd Annual Social Studies Conference.

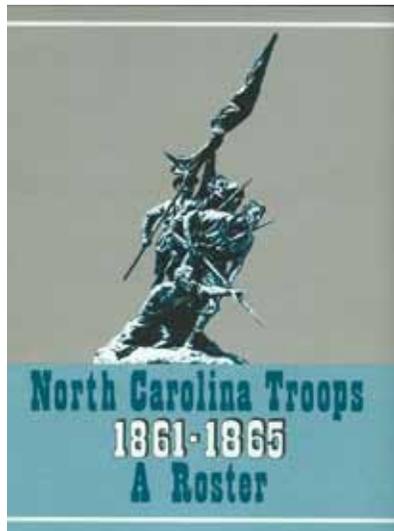
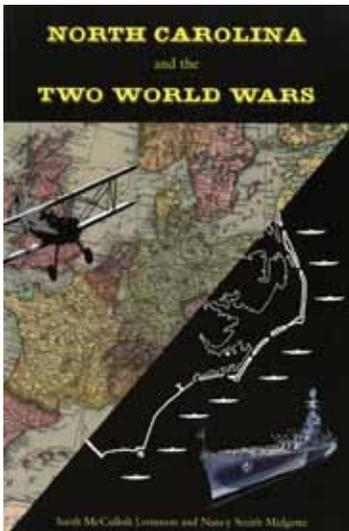
Anne Miller, managing editor of the *North Carolina Historical Review*, saw 8 issues of the journal through press (July and October 2012; January, April, July, and October 2013; and January and April 2014). The issues consisted of 198 book reviews, 2 review essays, 16 articles, 4 bibliographies (2 for North Carolina-related books and 2 for North Carolina-related theses and dissertations), and 2 indexes. A total of 679 subscribers received the April 2014 issue. The editor read and selected manuscript submissions for publication, edited articles and book reviews, wrote book reviews, ordered review copies, assigned book reviews, selected illustrations, wrote cut lines, designed covers, compiled indexes, and handled correspondence.

During the biennium 41 article manuscripts were received for consideration. Of those, 14 were accepted, 22 were rejected, and 5 are pending. Members of the Advisory Editorial Committee and other readers evaluated 31 articles submitted to the *Review*. Miller assisted editor Joe Mobley in seeing *The Papers of Zebulon Baird Vance*, Volume 3: 1864–1865, through press. She served on and prepared minutes for the Department of Cultural Resources' EEO committee and served on two committees of the Historical Society of North Carolina. Bradford J. Wood of Eastern

Kentucky University completed his term on the Advisory Editorial Committee on June 30, 2013, and was succeeded by Alan D. Watson of the University of North Carolina Wilmington. Richard Starnes of Western Carolina University completed his term on June 30, 2014, and was replaced by Judkin Browning of Appalachian State University.

Susan Trimble, Digital Editor II, typeset all publications for the section during the biennium. After sixty years, the newsletter of the Office of Archives and History, *Carolina Comments*, converted to an electronic-only publishing format. In January 2013, after three electronic issues, this method was abandoned ending the sixty-one-year run of *Carolina Comments*. Other material typeset included eight issues of the *North Carolina Historical Review*, the 2010–2012 biennial report, the 2014 publications catalog, six new titles, one revised poster, and five reprints. Trimble also maintained the section’s website by adding new material and titles as they became available and continued work on the cumulative indexes of the *North Carolina Historical Review* and the *North Carolina Troops* volumes. The cumulative index for the nineteen published volumes of *North Carolina Troops* went “live” online, allowing the public to research the entire *North Carolina Troops, 1861–1865: A Roster*. The online format gives researchers the ability to obtain the page numbers for an individual service record.

Trimble continued preparing publications for Amazon Kindle. At the close of the biennium, 11 additional titles had been converted to a Kindle e-book format and were on sale on Amazon.com. A total of 14 titles are now available and 16 more are at various stages of the scanning and permission process. Trimble and Owens worked together to design advertising flyers as publicity for new books and upcoming sales. Other duties of the Digital Editor included taking classes as needed, compiling sales statistics for various reports, and packing orders when necessary.



Lisa Bailey, Editor I and Proofreader, edited and proofread all issues of the *North Carolina Historical Review*, the 2010–2012 biennial report, *North Carolina and the Two World Wars*, *Native Americans in Early North Carolina: A Documentary History*, *Rebels and King's Men: Bertie County in the Revolutionary War*, front matter and/or indexes for *The Papers of Zebulon Baird Vance*, Volume 3, 1864–1865, 2 reprints, 1 poster, and 3 Kindle e-books. She also began proofreading company histories from the *North Carolina Troops* series that will be published as e-books. Toward the end of the reporting period most of her time was spent on the Civil War atlas project, forthcoming from the Office of Archives and History, in 2015. Bailey continued editing and researching entries for the cumulative index of the *North Carolina Historical Review* and updating the *Guide for Authors and Editors*.

### Civil War Roster Branch

Volume XIX of *North Carolina Troops, 1861–1865: A Roster* was completed in October 2013. However, production problems at the printer (Edwards Brothers Malloy) delayed delivery of the finished book until March 2014. Volume XIX includes rosters and footnoted histories of “miscellaneous battalions and companies” which were never organized into regiments: Avery’s Battalion, Clark’s Battalion, Hahr’s Battalion, McLean’s Battalion, Mallett’s Battalion, the Salisbury Prison Guard Battalion, Banks’s Company, Bass’s Company, Cox’s Company, Croom’s Company, Devane’s Company, Doughton’s Company, Duke’s Company, Galloway’s Company, Gaylord’s Company, Gibbs’s Company, Griswold’s Company, Harding’s Company, Hoskins’s Company, Howard’s Company, Lanier’s Company, Lawrence’s Company, Lee’s Company, Luke’s Company, McDugald’s Company, Mallett’s Company, Myers’s Company, Nelson’s Company, Townsend’s Company, Wallace’s Company, and Warren’s Company.

Work began on Volume XX of *North Carolina Troops, 1861–1865: A Roster*. It will include a histories of the North Carolina Militia and Home Guard, and rosters of the 121 regiments of the N.C. Militia, and the 9 regiments and 76 battalions of the N.C. Home Guard. Volume XX will also include service records for generals and division and brigade staff members from North Carolina, with a brief history of division and brigade organization. Volume XX will also include service records for unassigned conscripts. As of May 9, 2014, second drafts of the rosters of the Militia regiments have been completed, third drafts of the rosters of the Militia regiments up through the 39th have been completed, and first drafts of the rosters of the Home Guard units have been completed. Much research has been completed for the histories of the Militia and Home Guard.

OFFICE OF STATE ARCHAEOLOGY  
Steve Claggett, *State Archaeologist*

Office of State Archaeology (OSA) program activities remained congruent with the Department's mission of building the social, cultural and economic future of North Carolina. OSA's mission focuses on preservation of North Carolina's rich archaeological heritage through protection and interpretation of ancient and historic sites and shipwrecks. Careful stewardship and sharing of related records and artifact collections is an important activity, as is regulatory review that minimizes destruction of archaeological resources. Continuing investigations of the state's heritage resources like the *Queen Anne's Revenge* shipwreck are essential parts of what OSA does.

Land Archaeology Branch

The OSA protects archaeological sites on state lands through the enforcement of the Archaeological Resources Protection Act (*General Statutes*, Chapter 70, Article 2). Eight permits for professional archaeological investigations were issued during the reporting period. With assistance from DCR's assistant attorney general, OSA brokered an agreement between the national Archaeological Conservancy and private developers to donate a site in Beaufort County to the Conservancy. That site may hold clues to the continuing search for the sixteenth century "Lost Colony."

The Unmarked Human Burial and Human Skeletal Remains Protection Act (*General Statutes*, Chapter 70, Article 3) was enacted in 1981. Investigations and consultation under the statute were undertaken across North Carolina, including sites in Beaufort, Pender, Robeson, Wake and Cherokee counties. New cases occurred in Burke, Clay, Yancey, Macon, Halifax and Currituck counties, and were coordinated with landowners, local officials, and as necessary with the North Carolina Commission of Indian Affairs and the Eastern Band of Cherokee Indians.

The OSA maintains a statewide, computer-based inventory of archaeological sites along with maps, photographs, artifact collections and other data sources that support the inventory. OSA continued to build its Geographic Information System (GIS) capacity during the period. A total of 1,498 sites were recorded during the biennium, and 1,689 new records were added to the database. Sites in 67 counties to date have been digitized with 29,415 archaeological sites (both old and new) mapped in GIS. Approximately 34,000 total features have been mapped to date and 696 active review areas and 3,080 inactive review plotted in GIS. Staff distributed 47 GIS shapefiles to other state agencies, local government organizations, private contractors and researchers, and created and distributed 60 maps using OSA data. Efforts continued to acquire numerous geographic datasets from other state and local agencies. Six OSA staff as well as two interns were trained in the use of GIS.

While limited by available resources, OSA staff continued to prioritize and conduct on-site investigations of archaeological site locations and construction project locales across the state. Field investigations included, in the east, Garrison Point, Beaufort County; and Fort Anderson Battery B, Brunswick County. In the

piedmont, staff conducted investigations at the Crabtree Jones House, Meredith College, Morrisville Civil War Battleground, State Capitol Building, and a mill site, all Wake County; Carrboro Greenway and Hillsborough Riverwalk, both Orange County; Endor Iron Furnace; Veterans Hospital Civil War Earthworks in Cumberland County; Uwharrie National Forest; Duke Forest; Lake Norman State Park; Smith-Reynolds Airport; a covered bridge in Catawba County; and a mine in Chatham County. In the west visits were made to Great Smoky Mountains National Park, Polk County Park, Seven Falls subdivision in Henderson County, the Berry site in Burke County, the Cane River site in Yancey County, and Rocky Face Mountain Park in Alexander County, (Carl Sandburg House National Historic Site), and a Davidson County cemetery.

OSA activities in support of the Division of Historic Sites and Properties have included geophysical investigations and limited archaeological investigations at House in the Horseshoe, Bentonville Battlefield, and Historic Edenton (i.e., investigations at the Courthouse Green). The investigations were the results of partnerships with the UNC-Greensboro Departments of Geography and Anthropology, and New South Associates, Inc. Over 40 volunteers assisted in the investigations with an estimated 300 or more individuals visiting the sites during the projects. Media featured the activities prominently. The work utilized ground penetrating radar (GPR) and a fluxgate gradiometer, to noninvasively locate and map subsurface soil anomalies. Information obtained is made available to SHS site staff for research and interpretation purposes.

The OSA assists in the nomination process to the National Register of Historic Places and maintains related records of significant archaeological sites. Properties listed in the biennium included the ancestral Cherokee Judaculla Rock petroglyph in Clay County, Orton Plantation in Brunswick County, and the colonial era William Dennis House and pottery kiln site in Randolph County. Staff also reviewed 75 non-archaeological (historic structures or properties) National Register nominations from the Historic Preservation Office, for Criterion D (scientific or historical data potential) applicability. OSA and HPO staff consulted with staff of Old Salem regarding National Historic Landmarks boundary expansion for the Moravian Old Salem district in Winston-Salem.

The OSA reviews permit applications and construction projects receiving state or federal assistance to insure compliance with Section 106 of the National Historic Preservation Act. During the biennium, OSA staff reviewed 3,902 projects and made recommendations for consideration of project effects upon archaeological resources. Twenty-two archaeological survey, testing and data recovery reports were reviewed, and added to the OSA research library. The OSA environmental review registrar for Department of Transportation projects reviewed 969 projects for the HPO.

Consultations were ongoing with the Land Trust for the Little Tennessee (sharing of site data for preservation of resources), the USDA Forest Service (Programmatic Agreement, Curation Agreement), the Federal Aviation Administration (for an innovative multi-airport planning project), and the Department of Transportation (Programmatic Agreement, GIS and specific projects). Staff archaeologists provided

technical and administrative assistance for pass-through grants from the National Park Service and direct appropriations from the General Assembly.

The OSA is charged with developing and implementing a comprehensive plan for inventory, evaluation and protection of archaeological resources. Site file records were compiled in order to construct models of potential site loss in the event of rising water levels along the North Carolina coast. In 2012, the project continued as part of a cooperative interagency effort among DCR and state departments of Commerce, Environment and Natural Resources and others. In May 2014, an intern from Johns Hopkins University began work over a two-month period during the summer to assist in compiling research data. A total of 6,376 sites within the Coastal Plain region were entered into an analytical database.

A research paper on the efforts was presented at the Carolina Climate Resilience Conference on April 28, 2014, in Charlotte. In addition, an article is in preparation for submission to *North Carolina Archaeology* as a joint venture of the OSA and the North Carolina Geological Survey. Assistant State Archaeologist Lawrence Abbott and other OSA staff worked for over several years to compile and integrate coastal archaeology information with sea-level rise studies. Initial results were presented as well in a chapter of the North Carolina Interagency Leadership Team 2012 study committee's report, entitled *Climate Ready North Carolina: Building a Resilient Future*.

OSA staff archaeologists provide museums, universities and local government agencies with technical assistance on project planning, contract reviews, grant reports, and protection of archaeological sites. Technical assistance was rendered approximately 3,640 times by OSA staff during the reporting period. Public artifact identifications took place on approximately 215 occasions, often on a drop-in office visit basis. Working with the HPO, OSA staff reviewed and commented on 66 local historic property designations, and made annual reviews of reports for the certified local governments program.

### Archaeology Research Center

The Office of State Archaeology Research Center (OSARC) is North Carolina's only federally-approved archaeological collections repository. The 20,000 square foot facility centralizes archaeological collections management of artifacts, photographs, and documents and records from federal, state, local and private sources. Housing more than 11 million objects, OSARC utilizes public volunteers as a significant labor force to reduce labor costs, educate a public constituency, and preserve North Carolina's prehistoric and historic heritage. Over 350 boxes of artifacts from private and government agency sources were accepted for curation, including materials from State Historic Sites (House in the Horseshoe, Bentonville Battleground, and Historic Halifax) and other locales important to North Carolina history (Colson's Ordinary in Stanly County, Moore Square in downtown Raleigh, and the Iredell House.)

A highlight of the biennium was when brothers Bob and Jim Oshnock made the largest private donation of artifacts to date to the OSA. With items from more



The Oshnock Collection documents 319 sites new to the OSA's database and 13 revisits of previously recorded sites. A news story on WRAL-TV in June 2014 acknowledged the generous contributions of Bob and Jim Oshnock (pictured).

than 332 prehistoric sites (some with small historic components) in eight counties (Harnett, Wake, Brunswick, Bladen, Franklin, Chatham, Johnston, and Surry), the collection is notable for the breadth of time periods represented (Paleo-Indian through Late Woodland), full provenances, and associated documentation, including site forms, maps, and drawings. The brothers both were professional draftsmen, and their attention to record-keeping and detail is well demonstrated through the collection.

Loans of artifacts and other research materials were made to eleven institutions or agencies for public exhibit and research purposes: Gorges State Park; East Bend Public Library; Brunswick Town: TRC Environmental, Inc. (a professional consulting firm); Fort Bragg Cultural Resources Management Office; East Carolina University; North Carolina Pottery Center; Raleigh City Museum; College of William & Mary; UNC-Chapel Hill; and North Carolina State University.

The OSA Research Center in Raleigh is proving to be an invaluable resource for local university students and faculty who need access to artifact collections and records for research and academic purposes. Four NCSU bioarchaeology graduate students worked on skeletal material. One NCSU anthropology graduate student, re-analyzed, conserved and re-bagged artifacts from the 1970 excavations at the Fayetteville Arsenal, and another worked with artifacts from the 1968 excavations at Hope Plantation. An ECU anthropology graduate student worked on a collection from a tavern site in Northampton County and another from William and Mary



QAR Field Team and Coast Guard crew aboard USCS *Smilax*, October 28, 2013.

used shell beads from the collection for his dissertation research. A professor at UNC-Chapel Hill used materials from the Stagville collection in her study of slave archaeology.

#### Underwater Archaeology Branch and *Queen Anne's Revenge* Shipwreck Project

From 2012 through 2014 the primary focus of the Underwater Archaeology Branch (UAB) continued to be the excavation, recordation, recovery, and conservation of *Queen Anne's Revenge* (QAR). In October 2012, John W. Morris, III was named Deputy State Archaeologist-Underwater. In the position Morris is the Director of the QAR Project. Kim Kenyon and Erik Farrell joined the QAR Project as members of the conservation team. The recovery of nine cannons, with extensive media coverage, was facilitated by the close support and cooperation of the United States Coast Guard which provided basing privileges, plus a recovery vessel and crew. Cape Fear Community College and North Carolina Marine Fisheries likewise provided essential vessel support. Bucky and Wendi Oliver, Beaufort residents and long time project benefactors, provided separate media vessels, receptions, and additional funds to insure the continued success of the project. While *QAR* remains UAB's major project, there are other ongoing investigations and programs involving other aspects of North Carolina's maritime history.

The National Park Service's American Battlefield Protection Program provided grant funding for a detailed examination and interpretation of the Civil War maritime and amphibious campaign that centered on Fort Fisher and blockade running into

Wilmington. Work to date has included a comprehensive remote sensing survey, extensive historical and cartographic research, and the in-water investigation of six shipwreck sites with students from East Carolina's Maritime History program.

A multi-year project to digitize UAB records, stored at UAB offices in hard copy, advanced through to the completion of the scanning of all slides and site files. Over half of the shipwreck files have likewise been scanned. The UAB continued to respond to newly exposed beach wreck sites and to monitor the condition of other sites. UAB initiated work with ECU on a multi-discipline examination and documentation of significant sites in New Hanover County.

UAB staff collaborated with UNC-Wilmington's Anthropology Department to provide internship opportunities at the laboratory to students for academic credit; conserved wet organic artifacts collected from Brunswick Town State Historic Site's eroding waterfront; facilitated the return/donation of a ship's bell and port-light cover recovered from the USS *Peterhoff* shipwreck in the 1960's; conserved 5 wooden grave markers collected by the City of New Bern's maintenance staff from the Greenwood Cemetery; and provided unconserved wet artifacts to the East Carolina Program in Maritime Studies conservation laboratory for student projects. They executed a number of loans including the CSS *Black Warrior* 32-pounder gun carriage to the Museum of the Albemarle, Civil war related artifacts to the new Sunset Beach Old Bridge Museum, artifacts from the *Modern Greece* shipwreck to Fort Fisher State Historic Site, and artillery related artifacts to Fort Macon State Park. The team rendered technical assistance to other initiatives. They facilitated transfer of a prehistoric log boat from a private museum to Jones Lake State Park; consulted with Preservation Solutions Inc. in Colorado concerning the use of stabilizer for the preservation of waterlogged wood; and responded to over 50 emails with the general public answering questions concerning artifacts and archaeological sites.

The QAR project initiated field investigations, over the biennium, in September-October 2012, May-June 2013, and August-November 2013. Nine cannons were recovered and 22 gun tubes transferred to the lab for conservation. Two new cannons were uncovered. Thirty total tubes have now been identified (twenty nine weapons and one signal gun). A seven-segment episode web series along with a newly created teacher's handbook and student work book package designed to meet Common Core requirements. A live broadcast to North Carolina schools from the North Carolina Maritime Museum (NCMM) reached over 1,200 schools. A new Board of Directors was put in place for the Friends of *Queen Anne's Revenge*, which sponsored a series of educational videos.

Excavation, documentation, and recovery were completed to slightly aft of the mid-ship's section of vessel. Approximately 40-45% of all material culture has now been recovered based on re-evaluation of the extent, vertical distribution, and complexity of the concreted "pile." Use of pneumatic tools to disassemble densest concentration of material culture at the site was implemented in 2013. Staff and research divers mastered this technique and achieved outstanding results.

The biennium included a milestone for the QAR Lab, the tenth anniversary of its official opening. On April 30, 2014, a celebration of the partnership between



Conservation of copper alloy calipers was completed after its removal from concretion. The calipers have been transferred to the North Carolina Maritime Museum.

East Carolina University and NCDCCR was held. Keynote speakers at the event were DCR Secretary Susan Kluttz and ECU Provost Ron Mitchelson. Following the public event and speeches, over 70 guests enjoyed tours of the facility.

QAR Lab conservators were on site with the archaeology field team for recovery operations. Among items recovered in fall 2013 were six very large concretions, a copper alloy gunpowder scoop or ladle (the first from the site), and a copper alloy serpentine plate. Artifacts recovered since the beginning of the program include 23 cannon, two anchors, remains of the wood stern post, hull timbers, 3,000 concretions, 250,000 pieces of lead shot, 15,000 ballast stones, 1500 tiny pieces of gold dust, and 800 glass bead fragments.

In 2012–2014 approximately 1,000 new records were added to the QAR artifact database. In 2013–2014 over 3,000 artifact images and over 2,000 events images were added to the image databases at QAR Lab. Twenty-five artifacts were illustrated, and approximately 100 scanned illustration images added to image database. Approximately 100 artifacts (2,000 pieces) were transferred to the NCMM in 2012–2014.

In September 2011, following the opening of the permanent QAR exhibit, NCMM sent QAR Lab a request list. The list has been the core list to which QAR Lab staff has been working to prioritize artifacts for transfer to NCMM. A total of 222 artifacts requested had estimated completion dates for 2012–2014. In March 2013, eighty-nine objects were transferred. These included copper alloy trigger guard, dividers and calipers (for measuring cannon round shot), a pewter plate and a porringer, a lead cannon apron, a wood dirk handle with pewter decoration, a fragment of boltrope with sail remnants attached, gold grains, glass beads, copper alloy straight pins, and unworked bones (mammal and fish). In May 2013, six



QAR Lab Open House, April 26, 2014.

concretions were loaned for display in aquaria as part of the QAR Travelling Exhibit. In February 2014, fourteen objects (about 600 pieces) were transferred, and included: the antler sword grip; glass drinking vessel knob; shackle; copper alloy buckle and butt plate; two pewter plates; a pewter spoon; a lead sounding weight; a cast iron bar shot; as well as visible gold grains and lead shot.

Since official opening of the QAR Lab in 2004, approximately a third of the artifacts recovered so far (by count of pieces), including six cannon, have completed conservation and been transferred to the designated repository for the collection at the NCMM. Excluding ballast stones approximately 1,000 artifacts (about 88,000 pieces) have been transferred to date. On average (over 10 years 2004/05 to 2013/2014) this represents a transfer rate of about 100 artifacts per year.

Over 200 professionals and researchers visited the QAR Lab during the biennium, including 50 visits by researchers for a total of approximately 500 hours to the QAR Lab.

There were 19 class visits (about 300 students) including from courses in departments at ECU. In 2012–2014, the QAR Lab staff undertook 80 public education and outreach events. New opportunities for the public included behind-the-scenes tours on first Tuesdays of the month and an open house in April (attended by over 200 people). Fifty groups of visitors to the QAR Lab included community groups and members of the general public, consisting of approximately 600 people. QAR Lab staff and students gave a total of 27 talks and presentations to various groups including general public, school classes and community groups to a total of approximately 1500 people.

In May 2013, QAR Lab staff participated in a QAR Project Web Live program from the Watercraft Center at the NCMM. Approximately 11,000 school children in the fourth through eighth grades tuned in to the event. QAR Lab Staff, students and researchers have been involved directly in approximately 40 media events over the two years. The major media event in the biennium took place over six days in May 2014. The filming culminated in two days x-raying six cannon—four were found to be loaded. The program was scheduled for broadcast on the Smithsonian Channel in November 2014.

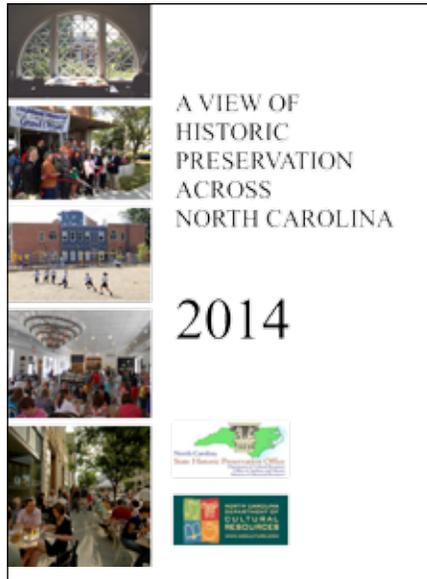
Since July 2012, there has been an almost complete changeover in permanent staff at the QAR Lab. Of four permanent positions now at the lab, only the QAR Lab Director/Chief Conservator has been in position since before 2012. With staff changes since 2012, the QAR Lab operated with the equivalent of just one conservator for much of the biennium. In 2012–2013, the QAR Lab Operating Budget was approximately \$95,000.00; it was reduced to \$65,000 in 2013–2014.

Raising funds for operation costs at the QAR Lab is a major ongoing challenge. To continue operations at 2013–2014 levels beyond July 2015 will require an annual operation budget of at least \$65,000. To achieve a full staff (i.e., at least 8 additional conservators) would require an annual budget for the QAR Lab (for staff and operating budget) of approximately \$500,000.

Field recovery operations are currently focusing on the central pile of cannon, anchors, and other concretions. One recovery plan is to bring many artifacts up together as one huge concretion – weighing in the region of 10,000 pounds. The QAR Lab team is researching options for handling, storing and working on such a concretion. Conservator Erik Farrell is working with ECU Engineering Department students on a capstone project by which they are designing and costing construction of a tank. To handle such a concretion the QAR Lab would also need to acquire suitable lifting gear. The current lift frame at the lab can only handle 4,000 pounds.

Conservation has been completed for virtually all artifacts recovered to date that are not organic, and that were not recovered encased in concretion. There remain artifacts encased in 3,000 concretions, 17 cannon, two anchors, and large wood hull timbers including the stern post. Prioritizing work will require balancing time spent on: 1) those artifacts requested by NCMM; 2) those archaeologically important to interpretation of the site; and 3) those identified as having priority from a conservation perspective.

STATE HISTORIC PRESERVATION OFFICE  
Ramona M. Bartos, *Administrator*



The State Historic Preservation Office (HPO) continued to benefit from federal Historic Preservation Fund (HPF) allocations to the state during a period of declining state appropriated revenue. Funding to the department from the HPF totaled \$1,799,942 for the period, a slight decrease of 3% percent from the \$1,841,270 awarded during the previous biennium. The federal fiscal year 2014 award of \$926,191 represented the largest single grant award ever made to the state for operating the various federal historic preservation programs, yet only \$4 more than the 2012 federal HPF allocation. Despite the slight decrease, the federal HPF allocation continued to be a key funding source during a period when repeated state budget cuts eliminated appropriations for operations and support activities throughout the agency. The grant also provided funding for two positions in the Office of State Archaeology and, through an overhead fee of 15 percent, generated much needed income for the departmental budget.

While the most recent biennium was a time of great economic uncertainty, the HPO has seen evidence of improving fortunes for the state's real estate market and job creation. In light of improvement in economic indicators nationwide and the scheduled sunset of the state historic rehabilitation tax credit program, owners of historic properties and developers of a wide range of historic rehabilitation projects continued to take advantage of the state and federal historic preservation tax credit programs. Total rehabilitation expenditures for completed projects remained steady during the period.

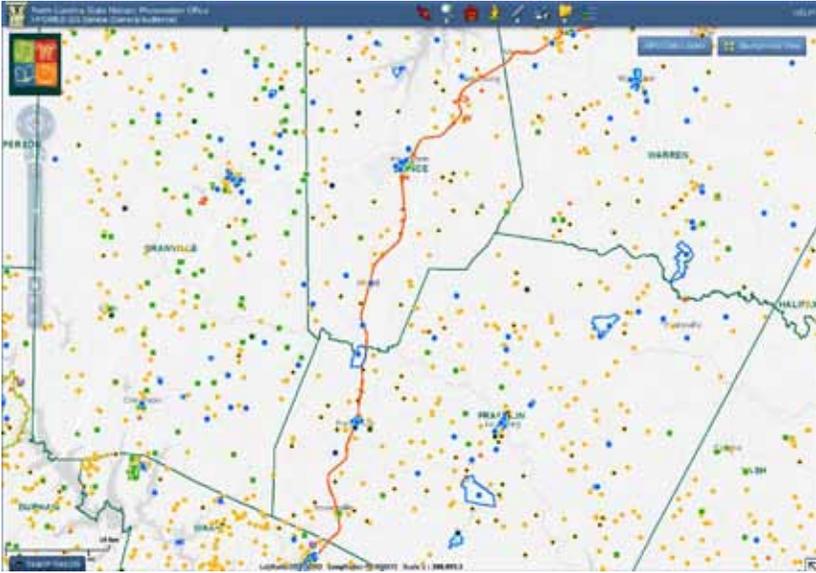
Actual expenditures for completed projects totaled over \$136 million, on the surface a dramatic decrease from the \$266 million of the previous period; however, not included in the biennial “actual” expenditures is over \$148 million of completed projects which have future phases of work. At the same time, project costs for proposed projects exploded during the period, rising from \$147 million in the 2010–2012 biennium to \$240 million for the 2012–2014 period. As the robust levels of private investment demonstrate, strong public interest in the historic rehabilitation tax credit program continues, exhibiting a marked contribution to the state’s economic vitality and jobs base.

The HPO maintained a strong focus on moving forward to complete its core mission project of carrying out the comprehensive statewide historic properties survey in all one hundred counties. During the biennium, much progress was made primarily in towns and cities throughout the state, including Cashiers, Charlotte, High Point, Charlotte, Greensboro, Thomasville, Star, Bessemer City, Durham, and Penderlea. Likewise, Eastern office staff completed reconnaissance surveys of Camden and Washington counties in preparation for comprehensive surveys in the next biennium.

The section’s Geographic Information System (GIS) team continued to expand and improve the historic property survey database and digital mapping system and to enhance the online map service that delivers content to the public and government agencies. As of June 30, 2014, over 75,000 surveyed historic places have been accurately mapped in HPOWEB, an internet-based GIS enterprise, representing about 70% of the entire statewide survey. Among them are all non-archaeological properties and districts listed in the National Register of Historic Places (2,840), all determined eligible for the National Register through the federal Section 106 review process (1,425), and all approved by the National Register Advisory Committee for placement on the state Study List for potential nomination to the Register (4,535). In addition, 1,450 locally designated landmarks and 120 local districts have been mapped.

About 1,000 points are added monthly as locations of previously surveyed properties are verified and new surveys completed. Upgrades to the HPOWEB online map service included the introduction of additional data layers, improvement to search functions, and creation of a specialized version for NCDOT and other environmental review clients. HPOWEB continues to save constituents and staff hundreds of work hours by providing 24/7 access to data via the Internet for a variety of purposes, including for environmental review work and scholarly research.

During the biennium, staff changes brought new faces to the HPO. Salisbury native John Robert “Rob” Crawford, IV, resigned his position in the summer of 2013 as Preservation Commission Services/CLG Coordinator after service of three years in that role to pursue a career as a Main Street manager in Lexington, North Carolina; as of the end of the biennium, Administrator Ramona Bartos was handling the position in an interim capacity, and making efforts to fill it permanently. Likewise, Texas native Justin Kockritz departed the HPO as Environmental Review Specialist in December 2013, to take a similar position with the Texas State Historic



The Historic Preservation Office continued to upgrade the HPOWEB online map service.

Preservation Office in Austin. Amber Kidd joined the HPO in the summer of 2014 as Kockritz’s successor; a native of Kentucky, she holds a master’s degree in American Studies and historic preservation from George Washington University, and was formerly a preservation consultant in the private sector and for the Federal Emergency Management Agency in Mississippi and Louisiana.

### Environmental Review Branch

As the economy goes, so goes Environmental Review. With economic growth picking up, the HPO reviewed 6,032 undertakings (5,707 new and 325 ongoing projects) during the biennium versus the 4,666 undertakings of the previous biennium. The 23 percent increase in projects, reviewed under Section 106 of the National Historic Preservation Act and North Carolina General Statute 121-12(a), does not include the ongoing implementation of the Programmatic Agreement between the Federal Highway Administration, North Carolina Department of Transportation (NCDOT), and the HPO that allows NCDOT’s archaeological and historic architectural staffs to review more than a thousand projects with little comment from the HPO.

HPO staff served on the Art + Transportation interagency working group (aka “Art that Moves You”) charged by Governor Pat McCrory with creating a more attractive infrastructure as part of the state’s transportation system. To this end the HPO has worked with NCDOT and local advocates on the design of replacement bridges in rural and urban settings as well as railroad bridges at new grade separations and a visitor’s center at the Currituck ferry terminal. Coordination continues on the Southeast High Speed Rail Corridor, between Richmond and Raleigh, with progress

being made on the development of a Programmatic Agreement between the Federal Railroad Authority and the State Historic Preservation Officers of North Carolina and Virginia.

Renewable energy projects have placed North Carolina in the forefront of solar and wind energy initiatives. With the federal government anxious to have processes in place for licensing offshore wind farms, the Bureau of Ocean Energy Management and the HPO entered into a Programmatic Agreement that puts in place a procedure for how licenses for the investigation, planning and construction of wind turbines on the Outer Continental Shelf will address any underwater or terrestrial historic resources that might be affected. As for land-based wind farms, the HPO in 2013 entered into a Memorandum of Agreement with the U.S. Army Corps of Engineers for the Desert Wind project in Pasquotank and Perquimans counties. The HPO also reviewed 526 proposed solar farms scattered across the state. The National Park Service will be using solar power (though not via a solar farm) to generate the electricity needed to operate the new LED light for the Cape Lookout Lighthouse.

#### Grants Administration and Commission Services Branch

The federal fiscal year 2013 allocation to the department from the HPF of \$873,751 supported \$87,500 in pass-through grants for 8 local projects in Certified Local Government (CLG) communities. The fiscal year 2014 allocation increased to \$926,191 and supported the award of \$93,000 in grants for 7 CLG projects.

CLG and local preservation commission activity continued to be steady. The Town of Oxford applied for CLG status in 2014 in order to become eligible for pass-through grants.

With approximately 108 local preservation commissions across the state, grants and preservation commission services staff provided over 1,000 consultations to local governments, preservation commissions, and citizens seeking information and guidance on protecting local historic properties and districts through local ordinances. In addition to consultations, the HPO reviewed one local historic district designation and 68 local landmark reports from communities from throughout the state during the biennium.

HPO staff continued annually to monitor covenants and preservation agreements protecting HPF grant-assisted properties, as well as easements held by the State of North Carolina protecting Save America's Treasures (SAT) grant-assisted properties. Four HPF preservation agreements and nine SAT properties were monitored during the biennium; eleven of the previous fifteen HPF preservation agreements monitored in the last biennium have expired since the last biennial report. The continuation of zero funding at the federal level has persisted through the current biennium for SAT, and consequently no SAT grants were awarded during the biennium.

#### Survey and National Register Branch

Comprehensive surveys of Cary and Penderlea, both locally funded and begun during the previous biennium, were completed with oversight by Survey and National Register Branch (S&NR) staff at the request of local sponsors. S&NR staff

also oversaw two projects conducted entirely in the current biennium: the locally funded survey of Cashiers Valley, at the request of the local sponsor; and the survey update of the town of Hillsborough, funded with a federal matching grant provided by the HPO. Two additional federal grant-funded projects administered by S&NR staff neared completion at the end of the biennium: the first phase of a multi-year comprehensive survey of Charlotte and a survey of High Point's industrial resources.

National Register historic district nominations entailed numerous other municipal survey updates: surveys for district nominations in Durham, Greensboro, High Point, and Thomasville were assisted by Certified Local Government grants; and nomination projects overseen by S&NR staff in Bessemer City and Star were entirely locally funded. While the number of comprehensive county surveys remains at 76, S&NR staff in the HPO's Eastern Office completed reconnaissance surveys of Camden and Washington counties in preparation for comprehensive surveys of these counties in the next biennium. All of the survey projects overseen by S&NR staff utilized the HPO's survey database and digital photography in conjunction with GIS mapping technology.

National Register of Historic Places program activity remained strong, with a total of 70 new listings or additional documentation in 42 counties. Nearly two-thirds of the listings were for individual properties and districts in 23 central and southeastern counties; 15 listings (21 percent of the total) were for properties in 13 western counties; and 10 (14 percent) were for properties in six eastern counties. Durham County had the most listings (four individual properties, one district, and one additional documentation nomination for a district), followed by Guilford and Wake counties with five listings each, and Dare and Forsyth counties with four each. While the total number of listings declined by 11 percent from the previous biennium, interest in the program remained healthy, as indicated by the increase by three in the number of counties with new listings and the 18 historic district nominations comprising 2,453 contributing resources and 26 percent of the total listings.

It is notable that of the five predominantly residential districts, three are in Guilford County and altogether have 1,877 contributing resources, or 77 percent of the total statewide during this biennium. Among the remaining districts, three are predominantly commercial; two encompass the historic cores of the towns of Star in Montgomery County and Falkland in Pitt County; one is a small mixed-use area in Thomasville; one is the New Deal-era agricultural homestead community of Penderlea; one is a Veterans Administration hospital; one, Fort Caswell in Brunswick County, was a military installation; and one encompasses hunt lands in Moore County. Three additional documentation nominations increased the number of contributing resources in previously listed districts by extending their periods of significance.

The types of properties nominated individually to the Register remained diverse. As in past years, the most heavily represented property type is residential, with 15 houses, but they are closely followed by 12 industrial properties. Additional individual property listings include three farms, three churches, a cemetery, and a courthouse. Three individual listings incorporate extensive landscapes: Orton



These two agricultural buildings are part of the newly-designated Penderlea Historic District.

Plantation Boundary Increase and additional documentation in Brunswick County, Tryon Country Club in Polk County, and Flat Top Estate in Watauga County. There also were nominations of archaeological sites, including four shipwrecks in the Atlantic Ocean nominated by the National Oceanic and Atmospheric Administration. Fifty-three individual properties and districts submitted by the public for consideration by the North Carolina National Register Advisory Committee were approved for placement on the National Register Study List. Nominations were completed for 13 of the properties by the end of the biennium.

Technical services provided by the branch included production of 2,482 prints and 2,537 digital scans and the accessioning of 29,986 images. Approximately 161 patrons did research in the survey file room and staff filled 1,401 patron inquiries made by telephone and email.

#### Restoration Services Branch

Review of state and federal historic preservation tax credit applications and consultation with owners and developers continued to be major focuses of the Restoration Services Branch during the biennium. The staff reviewed 112 proposed income-producing historic rehabilitation projects with a total estimated rehabilitation cost of \$207 million, and 90 completed projects with a total estimated cost of \$102 million. The period showed a sizeable increase in the numbers of reviews undertaken as compared with the previous biennium which had 79 proposed projects (30 percent more this biennium), with an estimated expenditure of \$122 million and 72 completed projects (20 percent more this biennium) with a total cost of \$230 million. The biennium was a time of economic recovery as well as one of uncertainty regarding the future of the state historic rehabilitation tax program, scheduled to sunset as of January 1, 2015.

The largest rehabilitation project placed into service during the period was the former R. J. Reynolds Factory 90, a portion of the enormous former R. J. Reynolds

tobacco manufacturing complex in Winston-Salem, and its adaptive reuse as part of the Piedmont Triad Research Park. Other major completed income-producing projects (with investment amounts) included Fiber Mills in Charlotte (\$17 million), the P. H. Hanes Knitting Company in Winston-Salem (\$11 million), the Asheboro Hosiery Mills/Cranford Furniture Company in Asheboro (\$9 million), the City Hospital/Gaston Memorial Hospital in Gastonia (\$9 million), and the Y. E. Smith School in Durham (\$7 million).

As a state, North Carolina continued to be a national leader with respect to the federal rehabilitation tax credits. According to the National Park Service, as of federal fiscal year 2013, North Carolina was ranked sixth (6th) in the United States for the number of completed income-producing projects utilizing the federal (and state) historic rehabilitation tax credit incentives, coming behind only Ohio, Virginia, Louisiana, Missouri, and New York.

Branch staff reviewed 266 proposed non-income-producing or homeowner historic rehabilitation tax credit projects with a total estimated rehabilitation cost of \$33 million, and 234 completed projects with a total cost of \$34 million. This was a marked increase in the number of projects undertaken by owners of historic houses during the last biennium which saw 220 proposed projects (18 percent more this biennium) with an estimated expenditure of \$25 million, and 216 completed projects (8 percent more this biennium) with a total cost of \$35 million. The stability and desirability of residential neighborhoods near the historic cores of Tar Heel cities, the overall nationwide economic recovery, and the potential sunset of the state historic rehabilitation tax credit program for homes likely explain the continued interest in the program. As in the previous reporting periods, the majority of projects were located in urban areas having expansive historic districts including Raleigh, Charlotte, Durham, Greensboro, and Winston-Salem, but rural, small, and mid-sized communities were also represented.



Two views of the Roanoke River Lighthouse, now open to the public on the Edenton waterfront.

## Division of Historical Resources

Staff members continued to review plans and provide technical services for state-owned properties listed on the National Register under G.S. 121-12(a) and for the federal environmental review process. Major state-owned projects included the State Capitol; the Roanoke River Lighthouse, Edenton; William R. Davie House, Halifax; Bunker Hill Covered Bridge Site and Access Improvements, Newton; and the Highway Building, Raleigh. The branch continued to be involved in two of the department's major ongoing projects: development of a restoration plan for the Endor Iron Furnace in Lee County, and discovery and protection of once-submerged eighteenth-century wharfs at Brunswick Town State Historic Site in Brunswick County.

Federal environmental review projects included projects at two of the state's historically black colleges and universities—Bennett College and Elizabeth City State University. Both received funding from the National Park Service grant program for Historically Black Colleges and Universities. Also receiving funding from the NPS was the Bellamy Mansion Slave House, Wilmington, recipient of a Saving Americas Treasures grant.

In-depth consultation and reviews included the Wright Brothers Visitors Center, Kill Devil Hills; National Cemeteries in Raleigh and New Bern, Bodie Island Lighthouse, Orton Plantation and National Guard armories statewide. Multiple projects were reviewed affecting historic buildings at Fort Bragg and Pope Air Force Base in Cumberland County, as well as at Camp Lejeune in Onslow County.

Local consultation services for municipal and county government agencies, for private individuals, and for previous state and federal grant recipients continued to be an important work item for the restoration specialists and the preservation architects. The branch's constituent service continued with many face-to-face consultations throughout the state.

### Eastern Office

The Eastern Office worked on numerous projects throughout the 27-county region during the biennium with a primary focus on completion of a county-wide survey by staff in Washington County. Utilizing the help of a summer intern, Jamie Dail, staff conducted fieldwork and data entry for the large, but sparsely populated, rural county. A list of properties determined eligible for listing in the National Register of Historic Places was assembled, but not yet presented to the NRAC pending further research. With the completion of the survey project, only one county remains in the Eastern Office territory that has not been comprehensively inventoried: Camden.

The Humber House continued to see requests for tours from a variety of local groups including East Carolina University classes and Manpower, a local employment agency that also utilizes the conference room for annual retreats. In October 2013, a local nonprofit theater group used the front porch of the Humber House to stage its annual Halloween Ghost Walk tours. The fundraising event brought hundreds of people into contact with the Humber House for the first time, and many came back for tours of the house in the weeks following the event.

Eastern Office staff continued to provide guidance to property owners throughout the region and made an exciting discovery this period. A small rental house on



Reid Thomas of the Eastern Office documented the history of the Queen Street house in Edenton, now considered the oldest residential structure in North Carolina.

Queen Street in Edenton in Chowan County was undergoing renovations when the owner noticed a framing system and elements associated with a suspected early construction. After extensive study of the building by Eastern Office staff member Reid Thomas, Colonial Williamsburg staff, and leading members of the historic restoration community in North Carolina, dendrochronology was performed and a construction date of c. 1719 was affixed to the building. The discovery made the Queen Street building the oldest known house in North Carolina, replacing the circa 1726 Sloop Point Plantation house in Pender County which formerly had the distinction.

Technical assistance with preservation, fundraising and rehabilitation efforts at numerous Rosenwald schools continued into the period. The Coinjock School in Currituck County and the Williamston Colored School (E. J. Hayes School) were listed on the National Register of Historic Places. John Wood provided rehabilitation assistance to the Pantego Rosenwald School in Beaufort County while Reid Thomas worked with the Castilia Rosenwald School in Nash County.

Eastern Office staff also hosted, in conjunction with Raleigh staff, a Consultants' Survey and National Register workshop in Beaufort County at the end of the countywide survey project. A short office session was supplemented by a full day tour of sites in the county including the Voice of America facility and Bellefont Plantation. Lunch was held in Bath with tours of the Bonner House, the Palmer-Marsh House and St. Thomas Episcopal Church.

Technical assistance was also offered for rehabilitation of many area projects including a super-block in Greenville, involving multiple commercial buildings, which was also a tax credit project supervised by Reid Thomas. John Wood assisted the Caswell Fire Station No. 1 in Kinston building owners who operate the facility as a museum by providing a condition assessment, building history, and evaluation of rehab options. Numerous public meetings and workshops were held including a window and masonry workshop in Edenton, a window restoration workshop in Beaufort, and Small Town Main Street meetings in Robersonville and Belhaven.

# DIVISION OF ARCHIVES AND RECORDS

Sarah E. Koonts, *State Archivist*



Near the end of the 2010–2012 biennium, the Archives and Records Section became the Division of Archives and Records within the Office of Archives and History. As 2012 drew to a close, the need to reorganize the units of the division became apparent. Division managers discussed the functions of each work unit and looked for potential methods of combining branches into sections with related responsibilities. By March 2013 departmental human resources approved a new organizational chart for the division.

Reporting directly to the state archivist is the division registrar. Focusing on collections care and access, the Collections Services Section, led by Debbi Blake, encompasses the Collections Management Branch and the Public Services Branch operations. Digital Services, led by Kelly Eubank, contains the former Information Technology and Electronic Records Management branches. The Information Technology Branch was renamed the Digital Assets Branch. Government Records, led by Becky McGee-Lankford, continues to cover life cycle management of public records. Special Collections, led by James Sorrell, gained the oversight of regional special collections, the Outer Banks History Center (OBHC) and the Western Regional Archives (WRA). Andrea Gabriel, the archives and records manager who previously directed the Resources Management Branch, was assigned to lead outreach and development activities for the division, including the Friends of the Archives, State Historical Records Advisory Board, and marketing initiatives. She continues to report directly to the state archivist.

With an eye toward continuing interdivisional improvements that assisted with operational efficiency a number of initiatives were undertaken to increase access to

division resources for patrons visiting in person and online. After over three years of planning, the division launched a redesigned website on September 3, 2013. Division staff spent time reviewing the content provided to users, categorizing that content, and determining logical ways to group it. Content was organized around three major categories for public, government, and educational uses. During the process a vendor was utilized to create the design infrastructure for the new website. Color coding was used to assist users in understanding navigational methods throughout the website. The vendor created the site with software also used by the department to design the departmental home page, allowing the division website to become a direct link off the departmental home page.

As part of a barcoding project for the State Records Center, Departmental information technology staff assisted with the addition of barcoding and space management fields to the database managing records center tracking data. By the spring of 2013, State Records Center staff began using barcodes for all new records sent by agencies for storage within division facilities. In 2014 staff used Mondays and the annual inventory week in January to apply barcodes to over 52,195 boxes stored in the State Records Center. Work on the project will continue into the next biennium when the entire State Records Center and the warehouse storage will have barcodes to assist with inventory control. In addition to barcoding, staff undertook storage changes to improve ease of access to public records in the division's collections. Space was consolidated and over 1,000 volumes and 300 boxes of county records were moved into the main Archives stacks.

Rented warehouse space containing semi-current state and local government records has been under the control of the Government Records Branch (now Section) for fifteen years. Requirements governing rental space for state agencies necessitated a rebid of the lease in 2014. Under a five-year lease, new space will provide better storage and working environments and the rent will be lower. By May 2014 work on the project had started. It began with a major staff initiative to destroy any records stored in the warehouse that were due for destruction. The project will continue well into the next biennium as the move workflow is designed, a vendor to conduct the move is secured, and the records are placed in the new warehouse.

The State Historical Records Advisory Board (SHRAB) continued its role as the central advisory board for historical records planning and project assistance in the state. With financial support from the division budget, the SHRAB continued the Traveling Archivist Program (TAP). Initiated as a pilot program in 2009, the TAP continued to provide guidance, instruction, collection assessment, and supplies to repositories where collections are at risk from damage, neglect, or improper handling. During the biennium, site visits were conducted and formal recommendations for improvements were made for 16 sites. Since the program's inception, TAP has assisted 86 repositories in 46 counties. Retired State Archivist Dick Lankford served as the contract traveling archivist during the biennium. Andrea Gabriel presented a program about the TAP at the 2012 joint meeting of the Council of State Archivists (CoSA) and the National Association of Government Archives and Records Administrators.

The SHRAB completed the objectives in one National Historical Publications and Records Commission (NHPRC) grant. Titled “Getting Ready to Go,” the grant sought to train staffs of archives, libraries, historical and genealogical societies, museums, and other repositories on how to gauge the effectiveness of their internal practices, policies, and procedures when seeking grant funds. Components from the workshops are included routinely in TAP site visit materials. The SHRAB also started a new NHPRC grant designed to develop online tutorials about the care and handling of family papers. The tutorials were placed on the Archives’ YouTube channel. Finally, the SHRAB started a third NHPRC grant near the end of the biennium. Based on a priority from the SHRAB’s recent strategic planning session, the “Next Generation” grant sought to train a new generation of archivists in the state to serve as regional traveling archivists.

State Archivist Sarah Koonts continued to serve on the board of directors for CoSA. In July 2013 she was elected board vice president. In addition she was heavily involved in the State Electronic Records Initiative (SERI) of CoSA and served as co-chair of the SERI Education Subcommittee. The subcommittee designed and conducted an introductory and advanced electronic records institute for staff from state and territorial archives. In July 2013 she began serving as the co-chair of the SERI Steering Committee, responsible for the oversight of SERI grants and programming. On behalf of CoSA, she attended the May 2014 meeting of the National Historical Publications and Records Commission in Washington, D.C., where she gave a presentation on the work of CoSA and SERI.

The General Assembly provided funding for compensation of eugenics victims in the 2013–2014 budget (Session Law 2013-360). The Department of Administration (DOA) was charged with oversight of the claim process for compensation of eugenics victims with final eligibility for determined by the North Carolina Industrial Commission. Throughout 2013 and 2014, division staff worked with the officials at DOA who developed the administrative procedures for filing a claim. The deadline for filing a claim was June 30, 2014, and the claim process was expected to extend well into the new biennium.

An exciting public event near the beginning of the biennium was the opening of the Western Regional Archives (WRA) on August 10, 2012. Archivist Heather South oversaw the events surrounding the opening, including the program, reception, and publicity. During the official ribbon-cutting ceremony Dr. Jeff Crow offered an opening welcome and Secretary Linda Carlisle and State Archivist Sarah Koonts made remarks. Since its opening to great public fanfare, visitation at the WRA has been 1,377.

In addition to opening the WRA, the division was able to participate in a number of public programs and exhibits that served to raise the visibility of division programs. The first type of exhibit included displays of division documents in locations across the state. On November 6–7, 2012, the Carolina Charter of 1663 traveled to Historic Edenton for display at the courthouse. During the two-day display, 1,266 visitors, including 1,040 students, viewed the document and interacted with division staff about the document and archives.



Above: State Archivist Sarah Koonts talks about the 1663 Carolina Charter with Edenton schoolchildren. Below: Deputy Secretary Kevin Cherry led schoolchildren in the Bill of Rights procession in Raleigh.



In preparation for the tenth anniversary of the return of the Bill of Rights, staff worked with the Museum of History to refashion the exhibit about the Bill of Rights, North Carolina's role in its adoption, and the theft and recovery of the state's copy. Originally designed in 1991, the new exhibit, opened on March 18, 2013, was dedicated to Dale Talbert and George Stevenson. The former, lead attorney on the litigation to return the document, died on July 14, 2012. The latter, longtime employee of the division who played an integral role in authenticating the document, died on September 23, 2009. Following the dedication of the exhibit, the Bill of Rights was the cornerstone of a public celebration that included a procession from the Legislative Building to the State Capitol of public officials and schoolchildren. The seizure of the document ten years before was the focus of an evening program that featured remarks by Attorney General Roy Cooper and Associate Justice Paul Newby of the North Carolina Supreme Court, as well as a special session of the General Assembly in the historic State Capitol chambers.

The following week was the three hundred and fiftieth anniversary of the Carolina Charter of 1663. On March 25, 2013, the document was taken to the State Capitol for a public display and an evening program. The evening program featured a lecture by Dr. William S. Price Jr., former director of the North Carolina Division of Archives and History.

In 2013 the division partnered with the Museum of History on the exhibit *Freedom Coming, Freedom for All*. Featuring a copy of the preliminary Emancipation Proclamation on loan from the National Archives, the exhibit highlighted the end of slavery in the state. Registrar William Brown, division representative on the exhibit



Historic Stagville visitors at display of the 13th Amendment to the U.S. Constitution during the Juneteenth Tour.

team, participated in planning meetings through the opening on May 15, 2013. The document was returned to the National Archives after a month, and the exhibit next featured North Carolina's original copy of the 13th Amendment to the Constitution, July 1–October 6, 2013.

Near the end of the biennium, the division partnered with State Historic Sites and Properties, State History Museums, and the African American Heritage Commission on a traveling exhibit featuring the state's original Thirteenth Amendment to the United States Constitution. Throughout the month of June, the document and some artifacts from the slavery era were on display. The exhibit traveled from the Archives to Historic Edenton, Somerset Place, Vance Birthplace, Charlotte Hawkins Brown Museum, Historic Stagville, the CSS *Neuse* Interpretive Center, and Tryon Palace. Division staff accompanied the document to each site, ensuring the protection of the original materials and interacting with visitors. A total of 2,257 visitors saw the exhibit across the state. Collections Management Branch head Jennifer Blomberg led the division efforts to plan and execute the document's display.

Excited by the response to the exhibits involving original archival materials, the division began planning for an exhibit at the Museum of History. It will highlight division collections and operations. The target date for opening the exhibit is October 23, 2015. By the end of the biennium teams of division employees were busy with exhibit design, content, and the development of promotional materials.

State Archivist Sarah Koonts participated in three State Seal ceremonies beginning with the inauguration of Governor Pat McCrory on January 5, 2013, where the division loaned the Burton K. Curtis Bible for use during the swearing in of cabinet members. On May 18, 2014, Edenton celebrated its 300<sup>th</sup> anniversary. Governor McCrory participated in a large public program for the occasion. The State Seal accompanied him to Edenton where he conducted a seal ceremony as part of the day's events. Finally, on April 12, 2014, as part of the Women Veterans Summit and Exposition with the North Carolina National Guard, Governor McCrory again conducted a State Seal ceremony.

Archives Week, celebrated near the end of October, was marked with a host of activities. Governor Beverly Perdue declared October 22–28, 2012, Archives Week. The annual Home Movie Day event always kicks off division celebrations. Held in conjunction with AV Geeks and the North Carolina State University School of Film Studies, the event allowed the public to bring in home movies, view them, and receive information on how to preserve the movies. The event grows in popularity each year, filling the auditorium. The division created an exhibit called *Civil War to Civil Rights*, featuring documents and photographs. Staff created two presentations for the week. "Armchair Historians: Tools You Can Use at Home or On the Go," covered some online resources including the online catalog, the North Carolina Digital Collections, division social media, and news about new projects and tools on the horizon. Staff partnered with the Friends of the Archives to sponsor a workshop entitled "Digitizing and Remote Sharing of Family Materials."

Governor McCrory issued a proclamation declaring October 21–27 Archives Week in 2013. The week began early with Home Movie Day on October 19. On



Justice Paul Newby and Professor John Orth discussed the foundations of the state constitution in a Friends of the Archives program during Archives Week in 2013.

October 21 the Friends of the Archives partnered with the division to sponsor a public program. Featuring Associate Justice Paul Newby and Professor John Orth from the UNC School of Law, the program was “A Historical Primer on the North Carolina Constitution.” Both men spoke about the development of the state constitution. The original constitution was borrowed from the Secretary of State’s office and placed on display for the day. In partnership with the Department of Health and Human Services and the Division of Vital Records, a major program on the centennial of vital record keeping in North Carolina was held. The week ended on October 26 with the Family History Fair hosted jointly by the division and the State Library. The division continued to work to further the commemoration of the 150th anniversary of the Civil War, with quarterly lectures. The committee continued to feature documents and related blog posts during the biennium.

The Outer Banks History Center (OBHC) continued to produce a new exhibit each year. Their *Civil War comes to Roanoke Island: Fishers, Fighters, and Freedom* exhibit closed in December 2012 and the *Dare County in the 1930’s: Decade of Determination* opened in March 2013. In celebration of its 25th anniversary, the OBHC produced the exhibit *An Eye for Art, A Heart for History* partnering with local artists to exhibit their work. A total of 40,474 visitors toured the gallery space at the OBHC to view the exhibits.

At the beginning of the biennium, the Government Records Section began a new social media outreach through the creation of a blog called “The G.S. 132 Files.” Named after the public records law, the blog featured regular posts about the management, retention, and disposition of public records in North Carolina. The blog kicked off its first year with 126 posts and 17,196 views. In year two staff created 56 original posts that received 14,428 views.

The Friends of the Archives continued to support programming by sponsoring presentations and lectures throughout the biennium. Gerald Prokopowicz of East Carolina University presented “Who Freed Who: Emancipation and the 13th Amendment,” in which he discussed emancipation. Hilary Green of Elizabeth City State University presented “Lest We Forget: African American Memory of the Civil War in Hertford.” Gary Thompson of the North Carolina Geodetic Survey discussed the process by which North Carolina and South Carolina reset their shared border. Friends board members also took the opportunity to make presentations during division hosted staff breaks. Stuart Dunaway provided a lecture on September 9, 2013 about his research in the road, bridge, and ferry records at the Archives. A plan was developed by the Friends to guide the work of the organization over the coming years with an emphasis on strengthening outreach and programming, building memberships, and increasing corporate support.

Division director Sarah Koonts worked with departmental staff to rework and update the Administrative Code. Draft changes took effect on June 1, 2014. In the division registrar’s office an updated accessions workflow for electronic records was created, standardized contracts of gift and releases for oral histories were implemented, and backlogs in accessions for the Military Collection and Bible records were reduced. The development of new division loan procedures governing use of division materials was under way by the end of the biennium. New procedures included a formal conservation review of all loaned items, administration of loan documentation through the registrar’s office, and division director sign-off on all loans.

Another administrative change involved how to count contact with patrons. All areas of the division now count contact with patrons, public officials, and anyone needing assistance. The staff no longer separate types of contact to methods such as mail, e-mail, and phone. Instead, contacts are counted as unique inquiries or brief encounters with a patron. Consultations or longer reference and assistance encounters are counted separately. At the division level all workshops and training also were counted together. Overall, division staff answered 43,806 inquiries during the biennium and 12,941 longer, in-depth research requests. A total of 300 workshops and presentations were delivered to 4,961 participants, and 99,907 individuals viewed the division’s online tutorials.

The division engaged in litigation with the family of Charles E. Johnson over the materials placed in the State Archives in 1910. The department appealed to the Court of Appeals the Wake County Superior Court of 2011 ruling ordering the return of the collection to the family. On October 2, 2012, the Court of Appeals upheld the ruling of the lower court. The department filed a petition for discretionary review by the North Carolina Supreme Court on November 2, 2013. On March 3, 2013 the North Carolina Supreme Court denied the petition for discretionary review. The Superior Court took constructive control of the collection, though the collection continued to be maintained in the controlled environment of the State Archives.

In the spring of 2013 the Government Records Section fielded an inquiry about records stored in a basement of the Franklin County courthouse. At the request of



Records stored in the Franklin County Courthouse were documented during a site visit.

local officials, the Administrative Office of the Courts (AOC) visited the Franklin County courthouse on August 21, 2013 to survey the records and assess their condition. Records had been haphazardly placed in the room for decades. Used furniture blocked the path into the room. The basement storage room had sustained repeated water incursions and many records in the room were deteriorating. Staff noted that the room contained records from a number of county offices. Many were eligible for destruction based on inventories and approved records schedules dating back to the early 1960s. Working with the AOC and the local officials, section staff removed records that appeared to have archival value based on local records schedules and identified materials that were eligible for destruction. The safety and health officer of the AOC advised county officials against allowing volunteers into the room to work on records due to the potential health hazard from the mold. Government Records Section staff advised that volunteers should not be allowed to sort the confidential and non-confidential records co-mingled in the storage room. Section chief Becky McGee-Lankford advised the county officials in writing as to the proper disposition for the records based on the inventory site visits.

Based on their authority to do so, county officials moved to destroy the non-archival records in the room near the end of December 2013. A local historical association objected to that action and started a social media campaign complaining about it and parties involved in the process. As a response, the division issued e-mails and information detailing the timeline and the division's involvement in the decisions that led to the destruction. The public statements highlighted the process

by which local records are scheduled and how records custodians always have the final say in the disposition of public records that are not deemed archival. The records with archival value that were removed from the basement storage had to be treated in isolation from other records stored in division facilities. In some cases the mold damage was so severe that pages were rendered unreadable. Upon sorting and stabilization of the materials, there were scheduled to be reformatted.

Reference archivist Larry Odzak retired effective September 1, 2012. Photographer Alan Westmoreland retired from the photo lab on October 1, 2012. Druscilla Simpson retired as head of the Information Technology Branch on December 1, 2012. The retirement wave hit Government Records next when Al Hargrove retired effective May 1, 2013 after a career as a records management analyst. Effective June 1, 2013, Ron Leach retired as head of the State Agency Analysis Unit and Lee Cheeks retired from the State Agency Services Unit in Government Records. Mike Pridgeon retired after a career in State Agency Services and Arrangement and Description effective September 1, 2013. Fofy Rocha retired February 1, 2014 from the Digital Services Section. Kenny Simpson ended his career as the Military Collection archivist on March 1, 2014. James Sorrell retired as the head of the Special Collections Section effective July 1, 2014.

### Collection Services Section

The Collections Services Section was created by combining the staff of the Public Services Branch and the Collections Management Branch. The aim was to provide a unified strategy to all collections services, from reference to preservation and reformatting. Debbi Blake, head of the section, continued to lead educational outreach for the division, supporting departmental programs such as History Day and Tar Heel Junior Historian. She served on the committee coordinating the summer Freedom Roads workshops. The first of the workshops was held at Guilford College on June 13, 2014. Blake led other division education efforts, including the division committee for the Civil War sesquicentennial activities and the annual social studies conference. As part of the department's effort to enhance the use of primary materials by students and teachers, 15 lesson plans have been posted to the department's Web pages and 18 additional plans are under expansion and revision. Blake chaired the committee overseeing the update and revision of the Bill of Rights exhibit case.

The number of in-person researchers decreased during the biennium compared to 2010–2012, with a total of 10,834 visitors using the facilities in Raleigh. Staff pulled 32,384 boxes and volumes and 28,099 reels of microfilm. They fielded 17,312 phone calls and handled 1,157 requests for transcripts, 966 entitlement requests, and 129 requests for eugenics searches in conjunction with the DOA. In early 2014 Doug Brown trained June Michaux of the DOA to conduct eugenics searches for the compensation program. After that point division staff was not called upon to help with any further eugenics searches.

In keeping with their focus on public service, staff in the division continued to conduct outreach activities that included 41 talks to over 1,258 attendees and led 39

tours of the search room for 298 people. They also worked with 13 groups that came to do research in the collections. They assisted production companies with in-depth research. One such company was trying to develop a story line for the television show *Who Do You Think You Are?*

In the collections management portion of the section Jennifer Blomberg was hired as new branch head effective September 15, 2013. Other staff changes in the branch included the hiring of Emily Rainwater as conservator. Chris Meekins was promoted from within the section to serve as the head of the Imaging Unit. Mathew Waehner was promoted to division photographer and Linda Fox was hired into Waehner's previous position.

A major role of collections management staff was to support displays of documents, including participation in the planning and execution for the displays of the Bill of Rights, the Carolina Charter of 1663, and the Juneteenth Tour featuring the 13th Amendment to the United States Constitution. For the latter, branch staff created a framed, sealed, microclimate package for travel and display. Sealed packages provided physical support, while mitigating the effects from the surrounding environment by separating the document from pollution, light, insects, and extremes of relative humidity.

During the biennium the photo lab staff continued to preserve and scan materials from the non-textual collections. They produced over 4,000 prints, over 35,000 images scanned, and over 8,000 negatives re-housed for Special Collections scanning projects. Over 450 audiovisual conversions also were completed. The Imaging Unit shifted from traditional microfilm to imaging projects that were converted to microfilm. Newspapers added to the collection during the biennium included: *The Laurinburg Exchange*, *Gastonia Gazette*, *Goldsboro Herald*, *The King Times News*, *The Cary News*, *Western Wake Herald*, *The Wind Sock*, *Eastern Carolina News*, *The Stanly News & Press*, *The Butner Creedmoor News*, *Mooresville Tribune*, *Oxford Public Ledger*, *The Weekly Post*, *Randolph Observer*, *Tri-County Chatter*, *Courier-Tribune*, *Randolph Guide*, *Archdale-Trinity News*, *Richmond Headlight*, and *The Pilot*.

In the conservation lab Emily Rainwater worked to update the equipment and to expand the treatment capabilities. New equipment added included a board shear, job backer, microscope, and a deionized water filtration system. The lab added more advanced treatments of books and paper, as well as a wider variety of housing projects to treatments available for division collections. Rainwater began her work in the division with a major project to humidify, flatten, and house the World War I panoramic photograph collection.

### Digital Services Section

The Digital Services Section, led by Kelly Eubank, was created from the Information Technology and Electronic Records branches. Ashley Yandle was promoted to serve as the section's head of the Digital Access Branch, replacing Druscie Simpson as the leader of the division's online projects and assets. The section oversaw all aspects of the division's digital programs, from electronic records

management through the social media platforms, website, and digital collections. Jeremy Gibson was promoted to fill a new position as a systems librarian, permitting the section to have internal technical expertise in cataloging and electronic records management platforms.

The section continued to collaborate with the State Library to archive websites and social media sites from state agencies, boards, and commissions collecting 5 terabytes of data or over 45 million files. The section assisted with the transfer and processing of an additional terabyte of data consisting of different formats, including audio, video, text, geospatial data, digital photographs, and digitized content. It assisted with the transfer of electronic records from two defunct agencies, the Health and Wellness Trust Fund and the Agency for Public Telecommunication.

The State Archives has been a site for the Educating Stewards of Public Information in the Twenty-First Century program (ESOPI) since its inception. ESOPI students either crafted or updated guidance documents to further ensure that public employees are creating, managing, and maintaining authentic public electronic records. Digital Services also worked in collaboration with the staff of the State Library to publish the North Carolina Department of Cultural Resources' *Digital Preservation Plan 2013–2015* and the *Digital Preservation Policy*. The documents served as foundations for policies surrounding the division's trusted digital repository for the preservation of records and materials.

Staff from all areas of the section was tasked with putting some digital content from the Governor's Office into a new page of the joint State Archives/State Library online collection, the North Carolina Digital Collection (NCDC). Replacing the traditional printed and edited volumes of Governor's Papers, the new page featured electronic Executive Orders, Proclamations, and speeches from Governor Mike Easley and Governor Beverly Perdue. The page went live in November 2013.

Staff of the Digital Services Section continued to add materials to the NCDC. New collections added included: Alien Registration and Naturalization; African American Education (including Rosenwald Fund Papers from the Division of Negro Education: Correspondence of the Supervisor); Food and Cooking; Legacy Finding Aids; Modern Governors Papers; Speaker Ban Law; War of 1812 Pay Vouchers; Women in North Carolina: 20th Century History; Women, Marriage, and the Law; World War I Maps; and World War II Posters and Maps. In June 2014, work began to add the 1901 Confederate Pension Applications to the digital collections. Over 4,500 of the 35,000 applications were online by the end of the biennium.

Additional materials were added to existing digital collections including: Carolina Christmas; Civil War; Family Records Online; World War I; and Treasures. In July 2013, the North Carolina Newspapers Project was moved into the NCDC, making it possible for the newspapers to be searched from the same location as the other digital collections. A total of 26,584 items were added to the NCDC by branch staff during the biennium. In October 2013, NCDC items were among the first materials added to the Digital Public Library of America (DPLA) by the new content hub for North Carolina at the North Carolina Digital Heritage Center.

The DPLA is a national digital library that brings together metadata from digital collections around the country into a single, searchable website.

Thanks to the updated version of online Archives catalog allowing for multiple user access, the majority of the updates and additions were made by the subject specialists in other branches and sections. Therefore, branch staff shifted their efforts to making catalog corrections and metadata standardization. The land grant project was the exception to this rule, however, and Tiffanie Mazanek entered information for 9,927 land grants during the biennium. By June 2014, Mazanek had indexed the last of the land grants, thus completing the final stage of a project begun in the mid-1980s to preserve, microfilm, and index the North Carolina land grants. A subject heading standardization project began in November 2013 to prepare for the eventual move of the catalog into a new system.

In September 2013 the new division website was launched. The new site combined the websites of the State Archives of North Carolina, the former Government Records Branch, and the Outer Banks History Center with pages dealing with the newly formed Western Regional Archives into a single combined State Archives of North Carolina website. The launch was the culmination of months of hard work by branch staff, including: working with members of other sections on content, design, and layout; updating content, file structures, and HTML once the site came back from the web design contractors; creating how-to and workflow documentation for use by branch and division staff; and holding website walk-throughs with division staff to talk about the substantial changes and answer questions.

The branch continued to manage various social media accounts for the division including two Twitter accounts (NCArchives and WebArchivist), a Facebook page, G+ page, two blogs (History for All the People and NC Civil War 150), and a YouTube account. It was a busy biennium for YouTube with 57 videos loaded, a total of 35,005 views, and 161 new subscribers. The division websites and tracked social media received over 4,310,277 views during the biennium while the North Carolina Digital Collections (including content from both the State Archives and State Library) received an additional 2,253,911 views.

### Government Services Section

After the division reorganization in March 2013, the Government Services Section underwent some additional reorganization in July 2013. All records management services were combined into one unit, the Records Analysis Unit. Headed by Tom Vincent, the unit delivered all records management services to both state and local government offices. One vacant archivist position was transferred into the unit bringing the number of analysts to seven, including one stationed at the Western Office. All arrangement and description work was combined into the Records Description Unit. A unit head position was created from a vacant division position and Carolyn Chesarino was promoted to run the unit. Laura Hensey continued to manage the work of the State Agency Services Unit, including work of the State Records Center staff and management of the division warehouse spaces.

## Division of Archives and Records

Staff continued to tackle the development of a framework to handle the increasing quantity of electronic records being transferred to the Archives. To increase access to the Governor's Papers, the Records Description Unit worked to create "Guides to the Governors Papers" website where finding aids and calendars are routinely uploaded. The inventories and finding aids previously were available to the public only in print form in the Search Room.

Section staff responded to 15,926 records requests for inactive state agency and archival records. The records analysts scheduled or amended a total of 2,965 records series in state agency, local government, and university schedules, held 2,232 consultations, and conducted 5,796 inquiries. The section continued its focus on outreach and education with 181 workshops in the biennium, attended by 4,558 state agency or local government personnel. Over 14,041 cubic feet of records were received for storage in State Records Center facilities and 17,757 cubic feet of records were destroyed in accordance with authorized schedules. The Records Analysis Unit continued to work with Collections Management Branch staff in the preparation and reformatting of 195 batches of county and municipal minutes. The Records Description Unit staff also collected 850 cubic feet of county and state agency records, including the transfer of Governor Perdue's records as she left office. Family Search (Genealogical Society of Utah) volunteers continued to assist in the arrangement and description of permanently valuable local records, as well as the imaging of critical local records for long-term preservation.

Records retention and scheduling activities in the Records Analysis Unit, for example, consisted of comprehensive updates of the Municipal Schedule, County Management Schedule, and Tax Administration Schedule. Records Analysis Unit personnel also presented a variety of statewide and regional conferences and training sessions, including School of Government (SOG) Clerks' Academy, the SOG/IIMC Regional Clerks' Academies, and the SOG Clerks' Certification Institute. The unit also held two regional workshops specifically designed for state agency personnel. They were held in Wilmington and Asheville in April 2014.

The section staff consolidated space and increased accessibility to county records by shifting over 1,000 volumes and 300 boxes of county records to the Archives stacks. The Arrangement and Description Unit continued to refine procedures to streamline the processing of the large quantity of local court records in the custody of the Archives including a major push to reduce the backlog of unprocessed county volumes. At the close of the biennium, 22% of the estimated 4,000 volume backlog was processed and 14% of the catalog entries were completed. In addition, the section began shifting a substantial number of local records (approximately 650 cubic feet) from the Blount Street Annex in preparation of moving warehouse facilities in the fall of 2014. The Records Description Unit hired a temporary archivist, Maryellen Tinsley, to assist cleanup and streamlining of the workflow to accession state agency archival records.

### Special Collections Section

The Special Collections Section took over management of the two regional archival facilities during this biennium. On March 1, 2013, both the Outer Banks History Center (OBHC) in Manteo and the Western Regional Archives (WRA) in Asheville joined the section. The name of the Non-Textual Materials Unit was changed to the Audio Visual Materials Unit on May 1, 2013, in order to more accurately reflect its purpose. The section is now comprised of seven program areas, four of which have a more public face (the Outer Banks History Center, the Western Regional Archives, the Audio Visual Materials Unit, and the Military Collection). The other three areas specialize in behind-the-scenes work in collecting records and making them available through arrangement and description (Private Manuscripts; Organization, Academic, Church, and Bible Records; and the Map Collection).

The OBHC served 46,182 people (88% gallery visits) via onsite and remote reference services, gallery exhibits, and public programming. A total of 5,317 reference questions were addressed; 2,206 images were reproduced for customers; 8,035 items were re-housed for preservation; 27 online finding aids were completed; 2,112 images were added to the digital holdings; and 171 records were entered into the online catalog. The center experienced three emergency closings: one in October 2012 (tropical storm) and two in January 2014 (noxious fumes and a winter storm). No structural or other permanent damage occurred. Volunteers continued to assist the OBHC by contributing over 740 hours.

The exhibit *The Civil War Comes to Roanoke Island: Fishers, Fighters, and Freedmen* continued through December 2012. Two new exhibits opened: *Dare County in the 1930s: Decade of Determination* (March–October 2013) and the 25th anniversary art show with assistance from the Dare County Arts Council, *An Eye for Art, A Heart for History* (March–December 2014). The Friends and the center partnered with The Elizabethan Gardens and Manteo Preservation Trust to lend a historic focus to the annual home and garden show. *Spring for the Arts & History* featured historic properties, artist demonstrations, author presentations, and two events featuring Secretary Kluttz—a “cultural conversation” breakfast and a celebratory cake-cutting.

On May 10, 2014, Secretary Susan Kluttz (center) was joined by State Senator Bill Cook (center) and community partners in wishing the OBHC staff and friends a happy 25th birthday.

To coincide with the 2013 exhibit, the center produced a video about Franklin D. Roosevelt’s visit to Roanoke Island in 1937 to attend a performance of *The Lost Colony* in its inaugural year. Many new collections or additions to existing collections were assembled, among them over 100 cubic feet of material from David Stick’s estate donated by his sons; 32 hand-drawn, color maps of the Currituck Shooting Club; and 24 reels of microfilm from the *Daily Advance* (Elizabeth City) newspaper (1940–1950).

KaeLi Schurr continued to serve as president of the North Carolina Preservation Consortium and served as team leader for petition reviewing for the Academy of Certified Archivists. Clark Twiddy assumed chairmanship of the Friends of the

OBHC. The Friends group continued to fund the Audrey Herd Award for History Day (\$100 each to junior and senior projects, exhibits, or presentations on a coastal or maritime topic). The Friends and the center jointly reinstated a biannual newsletter, *Timeline*.

Publications produced by the OBHC included two reprintings of the *Color Your History* coloring book which uses images from the OBHC photograph collection. Teacher workbooks for fourth and eighth grades were reprinted as well. Ones that encompassed OBHC holdings directly were *The Cape Hatteras Seashore* by David Stick and Bruce Roberts (revised) and *Steamboats of the Tar River*, edited by Ronald E. Kemp. Proceeds of both will benefit the Friends of the OBHC.

On August 10, 2012, the Search Room, stacks, and offices of the WRA were officially opened. Archivist Heather South worked to organize and build the WRA's collections, Search Room, and reputation. Acquiring new materials like the Asheville chapter of the Fortnightly Club records, the Alexander Inn Collection, the Carson Family Papers, the Enka Textile Mill drawings, and Asheville Bravo Concert Papers for the holdings is helping make the new repository a research destination for genealogists, scholars, students, authors, and curators. The WRA hosted more than 1,377 researchers and answered over 2,000 remote inquiries from around the world spanning 29 states and 12 countries. Call slips used totaled 4,626 and microfilm reels used numbered 127. Being a single staff entity, the WRA relied heavily on volunteers and interns for archival processing, indexing, and office support, with the volunteer hours exceeding 3,550. Two temporary employees assisted with various projects over the past two years. Lorraine Norwood helped process the Black Mountain College Papers and run the Search Room. Ione Whitlock helped get the photographic collections in better order.

South consults with organizations, individuals, and repositories across the western region on basic preservation, archival research, best practices, and care of collections. The WRA supported and collaborated with regional initiatives, exhibits, and entities participating in regional meetings and organizations like Western North Carolina Historical Association, Museums In Partnership, Friends of Mountain History, the Mountain Area Collection Repositories Emergency Network and the Tar Heel Junior Historian Association Chapters. The WRA helped with the administration and promotion of the Western Office through exhibits, social media, programs, and other outreach outlets. The archivist created and installed 7 exhibits and displays at the Western Office and helped install and run programming for 2 others during the summers at the facility. South spoke at 37 meetings, classes, workshops, and conferences with over 2,110 in total attendance; conducted 52 tours through the facility and building for more than 471 people; and helped coordinate and judge the western regional National History Day competitions.

In August 2012, Kim Andersen of the Audio Visual Materials Unit spoke about annual Home Movie Day at the Society of American Archivists conference in San Diego. In 2013 over 200 people participated in the Raleigh event, the largest and most well-attended one ever held in the United States. Other forms of outreach included educational exhibits of historic photographs and AV equipment and accessories in



Home Movie Day, 2013. Photo courtesy of Marsha Gordon, N.C. State University film studies professor.

the Search Room, putting motion picture films on YouTube, and screening George Stoney's *Tar Heel Family* at the River Run Film Festival on April 12, 2014.

In the area of collection development, the focus has expanded into actively seeking more moving images and audio recordings to complement the public records and to illuminate the history of the state in all formats and genres—including home movies, videos, LPs, albums/vinyl recordings, tapes of all sorts, and CDs of both well-known and obscure North Carolina musicians. In addition, negotiations for the Raines and Cox Studio Negatives were completed at the end of the reporting period. The collection documented people, groups, civic and church organizations, the built environment, schools, and social life in Wilson County from the 1940s through the early 2000s.

To increase accessibility to the resources in the Audio Visual Materials Unit, 592 original prints were scanned and posted via Flickr. Other collections added to the site included the J. C. Knowles Glass Plate Negative Collection, the Maxwell M. Way Photo Collection, the Hugh MacRae Collection, and the Duplin County Schools Collection. December 2013 set a record for the most activity yet recorded on the Flickr site in one month, with 294,088 views.

As part of the division reorganization, a full-time processing assistant position was moved from the Search Room to the Audio Visual Materials Unit to assist with reference, backlog arrangement and description, and cataloging AV materials. Vann Evans held that position until he was promoted in the spring of 2014, and Ian Dunn was hired in June of 2014. Karl Larson continued to be an invaluable addition as

a temporary employee, helping identify Albert Barden and *News and Observer* images of the Raleigh area. Melissa Dollman, a North Carolina State University lecturer and motion picture film historian and preservation expert, worked with the Century Film Studio Collection.

Within the Military Collection, Kenny Simpson received and handled 260 inquiries and 416 consultations. Audiovisual materials copied numbered 67; collections or additions to existing collections numbered 78; 137 maps and 77 panoramic photographs were digitized; and 119 additions were made to the vertical file. The veterans' oral history project continued to thrive with 120 interviews made available, 347 reformatted, and 33 transcribed. Great strides were made on the World War I database project with 27,237 service card entries recorded. Five volunteers contributed time and countless resources to conduct oral history interviews with veterans across the state. Rusty Edmister reached 100 interviews during the reporting period and was recognized by Secretary Klutz for this service.

During 2012–2014, private manuscripts archivist Fran Tracy-Walls was involved in the acquisition and accession of 45 private manuscripts collections, 3 account books, and 13 additions to existing collections. She produced 32 finding aids, with 13 encoded and published online. She wrote collection level descriptions in MARS for the acquisitions and made updates to descriptions of older collections for a total of 90 entries.

Work continued on adding more twentieth and early twenty-first century manuscript holdings to the collections. The effort is exemplified by three noteworthy new collections. The Lillian Exum Clement (Stafford) Papers shed light on Clement who was the first woman elected to the General Assembly in 1920 and the first woman elected to a southern state legislature. The Vernon Malone Papers concerned the late state senator who had a passion for education and charted a path of progress and interracial cooperation. An addition was made to the William S. Price Jr. Papers.

Other notable collections of nineteenth-century materials included the Barbee Family Papers; the Dickson, Dimock, and Arrowood Family Papers; and the John Thomas and Sallie Kimbrough Conrad Papers. Worth noting was the number of finding aids produced during the reporting period that have called attention to slave papers, usually bills of sale, and have attempted to place the name of each slave in a more prominent position for the potential benefit of African American research. Tracy-Walls supervised the work of a contract archivist, Lea Walker, paid by the North Carolina Genealogical Society, who arranged and described 10 account book collections and created online finding aids for each.

In the area of outreach, 6 blog posts were written by Tracy-Walls and Walker. In November 2012, three blogs were written by Walker based on the Mathew and Margaret Byrne Account Book, which listed 95 slaves. Another blog post was written about the Ballance Account Books. The store owner had seven children, five of whom were identified as blind in the census. Tracy-Walls wrote a tribute to Frances Holloway Wynne whose generous gift funded Walker's work on antebellum account books. In addition, two articles regarding the projects were published in

the North Carolina Genealogical Society's newsletter. Tracy-Walls provided a substantial portion of the research, writing, and photographs for a You Tube tutorial, "Caring for and Sharing Family and Personal Papers."

The section's organization records archivist, Gwen E. Mays, arranged and described 27 collections totaling approximately 110 cubic feet. Included in the total are 20 cubic feet of academic records and 7 new church records. One of the new church records was an original manuscript of the Longstreet Presbyterian Church, located in Fayetteville. Because of its fragile condition, the volume was treated by the Archives conservator and then digitized and added to the Family Records Collection with a full transcription. The volume listed slaves who were members of the church. Additionally, for the first time, all of the original church records and histories in the Archives holdings were indexed in the Archives database. Seven new collections were added to the organization records, totaling approximately 270 cubic feet, as well as additions to 16 collections already deposited in the Archives. The digital Family Records Collection received 56 new Bible records this biennium, and 2 new collections of academic records were added to the Archives digital repository. Ken Dasher, the special projects archivist, completed the arrangement and description of the McLaurin Local History Collection and the Dr. William Thornton Papers. He handled 25 inquiries and 2 consultations in the 6 months he worked in this reporting period.

James Sorrell, section head, completed the arrangement and description of the Eric Norden Map Collection in August of 2012. He standardized and better described 656 maps and added 26 new maps to the collection. Sorrell received and handled 247 inquiries and 177 consultations. He gave 6 tours and met with 7 potential donors during the period. Sorrell retired effective July 1, 2014. Donna Kelly, former head of the Historical Publications Section, was transferred into the position as head of the Special Collections Section. She previously had worked in Archives and Records from 1980 to 1996.

## DIVISION OF STATE HISTORIC SITES AND PROPERTIES

Keith A. Hardison, *Director*

The mission of the Division of State Historic Sites and Properties is to preserve, operate, and interpret sites of statewide historic significance in a manner that enables visitors to explore North Carolina's rich and diverse heritage in an engaging, relevant manner. In fulfillment of the mission and its foundational constitutional mandate (Article XIV, Section 5), the division manages 24 sites in 20 counties from the mountains to the coast. The sites encompass 3,960 acres and approximately 14,000 years of the state's history. As a key economic engine for North Carolina's heritage tourism industry, division sites attracted 2,539,755 visitors during the biennium.

The biennium unfortunately witnessed a continuation and a deepening of budget cuts, which have severely impacted the agency's ability to perform all aspects of its mission from daily operations to maintenance and repair of historic structures. Within the past five years, the division's budget has declined 22.8 percent from \$9,376,503 to \$7,237,144, and the number of full time employees on staff declined by 17 to 142 during the same period. To underscore the severity of the financial crisis, the mothballing or actual closing of certain state historic sites, as well as the reduction and/or realignment of operating hours at sites, has been proposed during the past two legislative sessions.

The division has been proactive in several ways in addressing the reduction in state funding. Sites that previously charged an admission fee for a guided tour or special activity have increased those fees. Sites that did not previously charge have implemented or developed plans for fee-based activities, events, or experiences. The division-sponsored initiative to rent space or facilities for private events including weddings continues to yield dividends, and production companies have made significant donations at some sites where filming has occurred. Such efforts, as well as cropland leases and donations for special projects, generated \$1,676,854.90 in deposits for the Historic Sites, Bentonville Battlefield, and North Carolina Transportation Museum funds during the biennium.

The division experienced several operational and staffing changes. In an effort to produce greater synergy among and a consistent administrative approach for the larger institutions within the Office of Archives and History, direct oversight of the North Carolina Transportation Museum was transferred to the Deputy Secretary's Office. However, administrative, curatorial, and facility support, as well as limited staffing assistance, is still provided by the division.

Other internal changes likewise affected the agency. Facility Maintenance Manager Paul Bock retired and was replaced by Carpentry Supervisor Paul Hill. Chief Curator Carol Chamberlain retired and was replaced by veteran Curator Martha Battle Jackson. Chief of the Education Branch Jann Brown retired and the position was eliminated due to budget cuts, leaving only one statewide educator. Several site managers or site administrators also departed for other opportunities.

Despite the funding difficulties, the division moved forward with a number of significant projects. Restoration projects for the Roanoke River Lighthouse on the Edenton waterfront and the Collins House at Somerset Place were completed. The first phase of the William R. Davie House restoration neared completion as did the privately-funded first phase of the Endor Iron Furnace stabilization/restoration project near Sanford. The initial phase of a privately-funded effort to produce measured drawings of the State Capitol, and the first phase of another important project, the reconstruction of Fort Dobbs, was completed with the erection of a new restroom facility at the Statesville site. Significant landscape improvements, including a brick pavement at the site of the Freeman Building and a new parking area, were completed at the Charlotte Hawkins Brown site in Sedalia.

In additions, the agency's Facility and Craft Services Section staff completed a variety of maintenance and repair projects. Two of those projects, the repair and reroofing of historic cabins at the Mountain Gateway Museum in Old Fort and the installation of new siding and windows at the Maritime Museum in Southport, produced a significant savings for the department.

During the biennium, the division faced severe erosion along the shoreline at Brunswick Town/Fort Anderson State Historic Site. The problem, greatly aggravated if not caused by channel-widening activities on the Cape Fear River, revealed significant historic resources and threatened to undermine those resources and the entire waterfront of the site. Collaborative efforts led by the department's Capitol Projects Unit produced a unique solution and helped generate the funds to implement it in the most threatened areas. Actual construction is slated to begin in the near future.

Historic Sites also made significant strides in its effort to improve interpretation at several sites. After two years of effort, the division was approved for \$415,687 in federal Transportation Enhancement Grant funding to improve interpretation through exhibits or tour stops at Bennett Place, Bentonville Battlefield, CSS *Neuse* Civil War Interpretive Center, and Zebulon Vance Birthplace. In addition, the Alamance Battleground reinterpretation project, based upon the results of a multi-faceted research effort, was almost completed with the installation of several wayside exhibits. The division's Exhibit Branch designed and oversaw production and installation of 11 wayside exhibits during the biennium. All of the waysides were funded with private donations. Town Creek Indian Mound conducted an archeological excavation in conjunction with the University of North Carolina at Chapel Hill. The "dig" revealed additional layers of occupation at the site.

Beyond the physical improvements related to interpretation, division sites organized and executed more than 1,000 special events, programs, and related activities, including a number of commemorative events for the Civil War Sesquicentennial and the War of 1812 Bicentennial. As a part of the first commemoration, the division helped organize and host the Juneteenth Tour which showcased North Carolina's copy of the Thirteenth Amendment at a number of locations. Division sites conducted almost 50 Christmas programs, as well as a large number of Second Saturday events. In addition, numerous division sites hosted the

department's Queen Anne's Revenge traveling exhibit, which drew large crowds and acclaim wherever it was displayed. Increased use of social media, including Facebook, Twitter, Instagram, and blogs, by the various sites promises to bolster attendance.

The agency has been proactive in providing training programs in several areas. The division conducted its Leadership Academy meeting for site managers and other leaders in 2013. Curatorial Services organized and executed two phases of a new three-phase Historic Interpreter Certification Program to improve the quality of interpretation and the overall visitor experience. Facility and Craft Services organized workshops on Preventive Maintenance to ensure efficient and effective use of existing resources. E-procurement training was conducted and online tutorials were developed to ensure greater understanding of the financial processes that impact sites.

The division has been aggressive in seeking and obtaining additional "core" historic property, as well as protective buffer land, for several sites. Working with such partners as the Civil War Trust and the state's Clean Water Management Trust Fund, the agency has been successful in adding critical property at both Bentonville Battlefield and Alamance Battleground. Additional land is currently being investigated at several sites.

The Division of State Historic Sites and Properties continues to face significant challenges. The continual reduction of state funding threatens the ability of the agency to fulfill its mission of preserving, operating, and interpreting historic sites of statewide significance. Despite the successful efforts to increase non-appropriated support, sites continue to operate with limited staff and supplies, and the extreme reductions in repair funding make it impossible to properly repair and maintain the division's inventory of historic and support facilities. It is hoped that the state will strengthen its commitment to its heritage and to heritage tourism through a significant infusion of additional funding.

Another area of concern involves the significant number of staff changes. While a number of the leadership changes were due to retirement and thus were anticipated, others were not. A combination of poor compensation and the uncertainty of job security tied to discussion of site closures and further budget cuts have prompted several talented staff members to leave the agency. The large number of departing staff members has made it difficult to retain critical institutional knowledge as well as to properly perform certain core functions. The elimination of discussion of site closures and the infusion of additional appropriated funding should restore staff confidence and provide greater stability for the division.

**Attendance at State Historic Sites**

	<b>2012-2013</b>	<b>2013-2014</b>	<b>TOTAL</b>
Alamance Battleground	15,690	19,376	35,066
Charles B. Aycock Birthplace	11,948	18,763	30,711
Historic Bath	15,155	16,215	31,370
Bennett Place	20,014	24,564	44,578
Bentonville Battlefield	45,929	45,736	91,665
Charlotte Hawkins Brown Museum	15,935	15,193	31,128
Brunswick Town/Fort Anderson	32,199	29,389	61,588
CSS <i>Neuse</i> and Caswell Memorial	10,436	13,133	23,569
Duke Homestead	19,796	28,390	48,186
Historic Edenton	25,608	20,828	46,436
Fort Dobbs	9,361	11,916	21,277
Fort Fisher	659,795	640,434	1,300,229
Historic Halifax	34,887	39,161	74,048
Horne Creek Living Historical Farm	26,865	30,623	57,488
House in the Horseshoe	20,109	18,018	38,127
President James K. Polk	16,022	15,375	31,397
Reed Gold Mine	45,426	46,341	91,767
Somerset Place	13,285	14,506	27,791
Historic Stagville	11,934	12,593	24,527
State Capitol	102,434	89,505	191,939
Town Creek Indian Mound	16,452	14,041	30,493
Zebulon B. Vance Birthplace	13,411	9,442	22,853
Thomas Wolfe Memorial	17,324	16,347	33,671
<b>TOTALS</b>	<b>1,200,015</b>	<b>1,189,889</b>	<b>2,389,904</b>

## **Historic Sites Support Groups**

### Alamance Battleground

Alamance Battleground Friends, Inc., Presidents Ted Henson and Ladd Sawyer

### Charles B. Aycock Birthplace

Governor Charles B. Aycock Birthplace Advisory Committee, Pres. Phyllis Edmundson

### Historic Bath

Historic Bath Commission, Presidents Bill Pruitt and Peggy Daw

### Bennett Place

Bennett Place Support Fund, Inc., Pres. Karen Edwards

### Bentonville Battlefield

Friends of Bentonville Battlefield, Inc., Pres. Dean Harry

### Charlotte Hawkins Brown Museum

Charlotte Hawkins Brown Foundation, Inc., Pres. Andre Vann

### Brunswick Town/Fort Anderson

Friends of Brunswick Town-Fort Anderson, Inc., Presidents Sandy Kennedy and Paul Shivers

### CSS Neuse

CSS *Neuse* Gunboat Association, Pres. John Marston

### Duke Homestead

Duke Homestead Education and History Corp., Presidents Mary Bell and Thomas Shaw

### Historic Edenton

James Iredell Historical Association, Pres. Murielle Harmon

### Fort Dobbs

Friends of Fort Dobbs, Chairman Dr. Ralph Bentley

Division of State Historic Sites and Properties

Fort Fisher

Friends of Fort Fisher, Executive Director Paul Laird, Chairman Jim Carper

Historic Halifax

Historical Halifax Restoration Association, Pres. Wrenn Phillips

Horne Creek Living Historical Farm

NCLHFC, Inc., Pres. Alfred Dillon

House in the Horseshoe

House in the Horseshoe Preservation Committee, Inc., Pres. Royal Windley

President James K. Polk

Polk Memorial Support Group Inc., Pres. Sharon Van Kuren

Reed Gold Mine

Reed Expansion Committee, Pres. Griffin Rice

Somerset Place

Somerset Place Foundation, Inc., Pres. Joe Sliva

Historic Stagville

Somerset Place Foundation, Inc., Pres. Ernest Dollar

State Capitol

North Carolina State Capitol Foundation, Pres. Katie S. "Kay" Cashion

Town Creek Indian Mound

Friends of Town Creek Indian Mound, Inc., Pres. Archie C. Smith Jr

Zebulon B. Vance Birthplace

Friends of the Vance Birthplace, Pres. Bill Bollinger

Thomas Wolfe Memorial

Thomas Wolfe Memorial Advisory Committee, Inc., Pres. Laura Hope-Gill

EAST REGION  
Jeff Bockert, Supervisor

Aycock Birthplace

The year 2013 marked the 120th anniversary of Oak Plain School at Aycock Birthplace. The site hosted a special event, a lecture, and an essay contest to commemorate the anniversary. The event, held in October 2013, featured a Governor Charles B. Aycock impersonator, wagon rides, school lessons conducted by a school marm, quill pen and ink writing activities, and bluegrass music. The program, held at Wayne Community College featured James L. Leloudis, Director of the James M. Johnson Center for Undergraduate Excellence at UNC-Chapel Hill, who presented a history of education in North Carolina. Claudia Brown of the State Historic Preservation Office talked about Rosenwald schools, the statewide survey of the schools, and preservation efforts. The theme for the essay contest was “School Days Today and Long Ago.” Wayne County and Wilson County students were challenged to write essays comparing education today to education 50 years ago. Prizes were awarded for the best 4th grade, 8th grade, and 11th grade essays.



Lessons being conducted by the school marm at Aycock Birthplace.

Bennett Place

Over the biennium, Bennett Place staff engaged in planning a new museum exhibit gallery. Staff and volunteers have also raised more than \$75,000 for the museum and the site’s Civil War 150 event, to be held in April of 2015. In fall 2013, the site held a new signature event, “Tar Heel Harvest Fair & Farmer’s Market.” In October 2013, the site celebrated the 90th anniversary of the Unity Monument, which was dedicated on October 12, 1923. The site commemorated the

149th anniversary of the surrender at Bennett Place in 2014 with a “Grand Blue & Gray Ball”. In fall 2014, the Bennett Place Support Fund, Inc. in conjunction with Bennett Place State Historic Site, raised more than \$314,000 for the purchase of 1.97 acres of endangered historic Bennett farm land. The fund raising campaign and subsequent purchase was reported by WRAL-TV, WUNC Radio, the *News & Observer*, and the *Durham Herald Sun*.

### Bentonville Battlefield

Bentonville Battlefield was pleased to welcome the Friends of Bentonville Battlefield Inc. as the official support group of the site in fiscal year 2013. The Friends hit the ground running by cosponsoring with Bentonville, “North Carolina 1865: A Civil War Symposium,” which brought hundreds of Civil War enthusiasts from across the country to the site and Johnston County in September 2013 for lectures and a guided tour of the battlefield. The Friends also will sponsor the 2015 anniversary reenactment, for which the site staff has been officially planning since summer 2013. In spring and summer 2014 Bentonville Battlefield hosted geographers and archaeologists from UNC-Greensboro, N.C. A&T State University, and the Office of State Archaeology, who were conducting an archaeological investigation of the Harper House Grounds. The scientists hoped to find evidence of Harper-era outbuildings but the results are inconclusive as of yet. The biennium saw the site grow by 183 acres mostly due to the assistance of the Civil War Trust.



Historians Ed Bearss and Mark Bradley led a tour of the battlefield during Bentonville’s Carolinas Campaign symposium in September 2013.

### Brunswick Town/Fort Anderson

On September 7, 2013, the 265th “Anniversary of the Spanish Attack on Brunswick” program took place at the site. This event marked the first ever eighteenth century reenactment at the site. Brunswick Town/Fort Anderson served as the host organization for the 2013 Southeastern Conference on Historic Sites Archaeology, held at Fort Caswell on September 20-21, 2013. Site interpreters Jim McKee and Shannon Walker served as co-chairs of the conference. Over 20 presentations were given by professional archaeologists and historians from throughout the United States and the United Kingdom. During the summer of 2013, site staff developed a method to interpret and demonstrate Civil War torpedoes; the site is possibly the only entity in the nation performing this type of interpretation. The Fox television show *Sleepy Hollow* filmed on location throughout 2013 and 2014. The most detailed GPS survey ever conducted of Fort Anderson (with the exception of 1400 linear feet located on Sunny Point property) was completed in May 2014.



Colonial Day 2013 at Brunswick Town/Fort Anderson.

### CSS *Neuse*/Richard Caswell Memorial

During the summer of 2013, the remains of the CSS *Neuse* were moved to a new location at 100 North Queen Street in Kinston and the CSS *Neuse* Civil War Interpretive Center opened to the public. With the relocation of the vessel, the City of Kinston began leasing part of the Caswell Memorial property to use in conjunction with their Woodmen of the World community center, located next door. With the ship in a new location, a new site rental program was started. After several staff changes, current site manager Matthew Young, began work at the site in January 2014. Numerous special events have been held over the past two years, not only adding to site visitation but increasing visibility to the new ship location and new interpretive center.



CSS *Neuse* in its new home at the CSS *Neuse* Interpretive Center.

### Duke Homestead

Duke Homestead began partnerships with Bull City Bucks and the Museum of Life and Science’s “Museum After Hours” program. The site saw great success in the growth of the Second Saturdays events, including the addition of the new event “Bull Fest,” and has been successful in soliciting sponsorships for these events. The site has been garnering community support for the planning of a special 150th commemoration event in May 2015, “A Soldier’s Walk Home.” The Junior Interpreter volunteer program grew beyond capacity and the children participated in



Visitors “looping” tobacco at Duke Homestead’s annual Harvest Festival.

summer-long workshops thanks to a Youth Advocacy and Internship Office intern. Along with the other Durham sites, Duke Homestead met with the Social Studies Coordinator for Durham Public Schools to discuss expanding programming and meeting teacher needs. The site staff began working on a temporary exhibit that will discuss tobacco legislation of the late 20th century.



The Armstrong Gun installation at Fort Fisher.

### Fort Fisher

With average annual visitation breaking the 600,000 mark, Fort Fisher remained the most visited state historic site. Thanks to the financial support of the Friends of Fort Fisher, the site acquired and unveiled one of its most popular outdoor exhibits: a replica of the Armstrong Gun, the most powerful Confederate weapon used at the fort. The site began implementation of its long-term strategic plan which focused on critical areas such as development, programming, preservation, administration, operations, and marketing. The site unveiled a new interpretive plan, resulting in the development of new wayside exhibits for the tour trail, as well as new temporary exhibits in the museum. Several site improvement projects were completed, including American Disabilities Act funded sidewalks at Battle Acre, landscaping at the Walk of Honor, fence posts along U.S. Hwy 421, and replacement of the River Road footbridge north of Sheppard's Battery. Fort Fisher hosted more than a dozen well-attended educational events and significantly boosted its conventional and social media presence in the process.

### Historic Bath

New programming was introduced, including a War of 1812 reenactment of the invasion of Ocracoke, a workshop on Preserving Family History and gravestone cleaning, and a ghost walk of Bath. The site hosted the travelling Queen Anne's Revenge exhibit in mid-2014. The Bonner kitchen and Van Der Veer House smokehouse had siding repairs prior to repainting. The Palmer-Marsh well house was re-shingled. The Palmer-Marsh House fire suppression system required replacement of outdated sprinkler heads. East Carolina University's 2013 archaeology field school was held onsite, with participants conducting further exploration of work done in the 1960s near the Palmer-Marsh House. The site's social media presence continued to expand. In addition to Facebook, the site is also represented on TripAdvisor, Instagram, and Twitter. The staff also maintains a WordPress blog.



Gravestone Cleaning Workshop at Historic Bath.

### Historic Edenton

On October 1, 2012, Historic Edenton commemorated the 20th anniversary of having its offices located in the Zeigler House. In November 2012, Historic Edenton kicked off its year-long 300th anniversary celebration, marking the town's founding by an act of the Assembly in November 1712. As part of the celebration, the 1663 Carolina Charter was exhibited in the courthouse, the N.C. Supreme Court held court in the courthouse in May 2013, and Gov. Pat McCrory was the keynote speaker on the Courthouse Green. In February 2013, the Harriet Jacobs Bicentennial Celebration Symposium was held in the courthouse in honor of Jacobs's 200th birthday and the 150th anniversary of the Emancipation Proclamation. In May 2013, restoration of the Bandon Kitchen on the Iredell property was completed, as well as the bridge access to the Roanoke River Lighthouse. Interior restoration of the Lighthouse began in March 2014. In June 2014, a week-long archaeological dig was conducted on the Courthouse Green.



Governor Pat McCrory took part in Governors Day at Historic Edenton.

### Historic Halifax

There were many improvements made at the site over the period. Four historic structures were painted, the William R. Davie House began Phase 1 of restoration work, and the Visitor Center received new carpet. The parking lot, picnic area, and Visitor Center garden were all renovated, drainage ditches were installed at three locations, and the Burgess House received foundation repairs and interior plastering.



William R. Davie House at Historic Halifax.

Security lighting was added in the parking lot, windows were installed at the Tap Room and Clerk's Office, and a new porch and steps were added at the Montfort House. Wayside signs were placed at the Burgess House and on the riverfront, and Underground Railroad signage was added in the Jail and on Market Square. Site staff assisted Preservation Halifax with the creation of a brochure for the town's National Register Historic District. The brochure has increased visitation to the site. The Historical Halifax Restoration Association, Inc. is in the process of restoring the Bradford-Denton House, which has brought Bradford and Branch family members, as well as many others, to the site.

### Historic Stagville

In September 2013, Historic Stagville held a Harvest Festival that featured culinary historian Michael Twitty. The event focused on historic foodways by showcasing recipes and cooking techniques used by enslaved people. Visitors watched as historic interpreters prepared a meal in front of Stagville's original slave cabins and listened as Mr. Twitty received the results of his own genetic testing to discover his African roots. The day ended with an evening dinner at Horton Grove in the shadow of the slave quarters. The menu included slow-smoked pork and chicken barbecue, roasted sweet potatoes, savory cornmeal mush, and sweet peach cobbler. The event received national attention including articles in *Garden and Gun* magazine, *Indy Week*, and the Huffington Post. Stagville also hosted North Carolina's copy of the 13th Amendment in June of 2014. The document and a few other artifacts were displayed in the Holman House, one of Stagville's original slave cabins, built in 1851. The event was part of the document's Juneteenth tour and attracted over 500 visitors to the site. The event was a collaboration between the site and the State Archives.



Cooking at Stagville's 2013 Harvest Festival.

### Somerset Place

The chief accomplishment for Somerset Place over the past biennium was the completion of capital improvements to the Collins family home. The Collins House was closed for tours during two and a half years of extensive interior and exterior restoration, foundation stabilization, paint, carpentry and electrical repairs and the addition of a handicapped access ramp. The \$1.8 million project also equipped the site with a new oil fired furnace. The reopening program for the Collins House was held in May 2014. Somerset hosted six Civil War sesquicentennial lectures and events to commemorate the war with themes of freedom, sacrifice and memory. In recognition of Juneteenth in 2014, a 13th Amendment exhibit was on display at the site in a former enslaved community house. Somerset's annual Christmas Open House events were held on the first Sunday in December in 2012–2013 with a floral arrangement decorating contest with local high school students highlighting the 23rd annual event. Visitors also enjoyed seasonal music, tours, Christmas decorations, demonstrations of hearth cooked cornbread and tasting of black-eyed peas. Other noteworthy site repairs include repairs to the enslaved community stocks, painting the interior of the Visitor Center, and painting the carriage trail fencing.



The Collins House at Somerset Place, following extensive restoration work.

WEST REGION

Robert L. Remsburg, Supervisor

Alamance Battleground

As a result of the Alamance Battleground Research Project, the fall of 2012 began with the establishment and initiation of the battleground interpretive plan to include eight interpretive waysides. The project culminated with the discovery of artifacts at the site from the War of the Regulation, the Revolutionary War, and the Civil War, making it the only site in the division with the responsibility to interpret three military engagements. Seven of the eight waysides were installed by the end of the biennium. The interpretive displays were made possible by tourism grants from the Burlington/Alamance County Convention and Visitors Bureau, with additional funding from the Alamance Long Rifles and the Alamance Battleground Friends. In the winter of 2013, 18.67 acres of land became available adjacent to the site. Due to the generosity of an anonymous donor and the Clean Water Management Trust Fund, the battleground footprint was increased to nearly 40 acres. To further enhance the appearance of the battleground, a rustic split rail fence was constructed by a local Boy Scout in the winter of 2014 as his Eagle Scout project.

Charlotte Hawkins Brown Museum

At the conclusion of the last biennium, restoration of Kimball Hall was completed. As a result of the work, the site has been able to utilize Kimball Hall to generate revenue as a rental venue. Restoration of Kimball Hall has also allowed the site to host traveling exhibits and lectures including the Queen Anne's Revenge, North Carolina's copy of the 13th Amendment, and a reading by North Carolina's poet laureate, Joseph Bathanti. With building restorations complete, site managers



The new plaza at the Charlotte Hawkins Brown Museum.

turned attention to landscaping the campus and highlighting hidden historical features. The project included foundation excavation of the remnants of the primary campus feature, the Alice Freeman Palmer Building, which burned to the ground in 1971. The excavated building foundation has been repurposed and now serves as the footprint for a landscaped plaza suitable for large outdoor events. The site has been able to use both restored interior and exterior spaces to broaden summer program offerings during Palmer Farm Day and a new signature event, the African American Arts Festival. While local performers entertained audiences in Kimball Hall, families with small children took advantage of landscaped outdoor areas for crafts, activities and play. Throughout the biennium, the site worked closely with interns and volunteers from graduate programs at UNC-Greensboro and Wake Forest University to collect oral histories and capture film for the site's new orientation film. The site also experienced personnel changes. Barbara Wiley, Historic Interpreter II, retired in April, 2014. Brandie Cline filled the position in June, 2014. Even with some instability in staffing, CHB maintained its school visitation and provided off-site programming to over 3,000 North Carolina residents, of which almost two-thirds were public school children.

### Fort Dobbs

The past two fiscal years continued a trend of change at Fort Dobbs. Gennifer Reiter resigned her position as director in November, 2013 and Scott Douglas was promoted to Historic Site Manager II in January, 2014. Frank McMahon joined the staff as the site's new Historic Interpreter II in April, 2014. Work progressed on the Fort Dobbs reconstruction project. In January of 2013, a lease between the Friends of Fort Dobbs and the State was finalized and signed, paving the way for the Friends to begin construction. Phase One of the project included a temporary classroom facility and well-appointed new restrooms, both of which were begun in



Reenactors at Fort Dobbs. Photo courtesy of James Cotton.

June, 2014. Additionally, a non-permanent storage building was added to the site as part of an Eagle Scout project in September, 2012. The site's visitation grew steadily through increased marketing efforts and new events. FY 12 – 14 saw an increase of 27% in on-site visitation. A partnership with Iredell-Statesville Schools was formed which brings all fourth graders in the district to Fort Dobbs during the course of each school year. Fort Dobbs held several living history programs and events during the biennium including battle re-enactments each April. New programs included a demonstration of eighteenth century beer making, as well as a re-created soldier's garden.

### Horne Creek Living Historical Farm

The site staff and the North Carolina Living Historical Farm Committee, Inc. conducted 4 major events – “Heritage Day,” the “Fabric and Fiber Arts Festival,” the “Cornshucking Frolic,” and 2 nights of “Christmas By Lamplight” each year of the biennium. Over 200 volunteers and partnerships with such groups as the East Surry High School ROTC, the National Honor Society of Chestnut Grove Middle School, the Yadkin County Beekeepers Association, and Animal Rehab made the programs possible. The Horne Creek staff raised awareness of the Southern Heritage Apple Orchard by sending apples to *Southern Living* in August 2013, which resulted in a magazine photo shoot in the orchard later that fall. Keven Hauser of Kuffle Creek Nursery in California used scion wood from the orchard to graft trees to send to the non-profit Apples for Africa. Partnerships were formed with Reynolda House, several nurseries, and Dr. Seth Cowen of Appalachian State University. Chef Vivian Howard of PBS's *A Chef's Life* filmed a segment with Lee Calhoun in the orchard. The site received several important donations during the period: over 15 pieces of furniture which once belonged to Thomas and Charlotte Hauser, papers related to Horne Creek's establishment from former Wake Forest University Professor of Historic Preservation Edwin J. Hendricks, and 40 books from the James R. Hutchins Estate. A monetary gift from Mary and Janie Hauser will enable the site staff to replant the peach section of the Hauser orchard.

### House in the Horseshoe

The 2012 and 2013 battle reenactments at House in the Horseshoe were chosen as Top 20 Events by the Southeast Tourism Association in Atlanta. A photo exhibit and video presentation commemorating Guy Smith and his work with the N. C. Division of State Historic Sites and Properties was featured in the site museum during the 2012 battle reenactment. An archaeology research project was initiated at the site in April 2013, and that work was followed by a field survey conducted by the department's Office of State Archaeology, the division's Research Branch, and the UNC-Greensboro Geography Department in June, 2014. Jesse Bricker began as the site's new Historic Site Assistant in January 2014, replacing Alex Cameron, who was promoted to Historic Site Manager I. Cameron hosted an outreach group from the N.C. Museum of Natural Science at the Endor Iron Furnace in March 2014. The furnace stabilization project, funded by the Railroad House Historical Association of Sanford, was started during the biennium.

President James K. Polk

A major repair and renovation project began in 2014 to renovate the visitors' center exhibits, update the site restrooms, and expand the entrance of the building. Field trips by the Charlotte-Mecklenburg School system were restored during the period, and QR code scanning stations were created and implemented throughout the visitors' center exhibits to provide access to supplemental information on subjects on display. The museum also presented summer camps with thematic programming interpreting the Carolina backcountry. It was the host site for the Historic Cooking Guild of the Catawba Valley, which assists with school and public programming. The guild has also been a tremendous help in interpreting the site's period kitchen garden.



Ribbon-cutting ceremony for exhibit at Reed Gold Mine.

Reed Gold Mine

The site experienced several personnel changes during the biennium. Michael Scott, Historic Interpreter II, accepted a position at the N.C. Museum of History and the position was upgraded to Historic Interpreter III, which was filled by Aaron Kepley in April 2013. Site manager Larry Neal was temporarily assigned to the N.C. Transportation Museum as Interim Executive Director in early 2013, and he held that position until December 31, 2013. The site staff worked with the Carolina Geological Society, which brought 65 people from across the United States to Reed in November 2013. A North Carolina State University graduate student began updating work conducted at the site in the 1970s, determining how gold formed in Cabarrus County. Several film projects were held at the site, including educational

films for local schools, *Like Rats in A Trap* dealing with the 1904 Barringer Gold Mine disaster, and scenes from the movie *The Taking of Deborah Logan*. Visitation increased at the site during the two years of the biennium with 46,426 visitors in the first year and 46,341 in the second.

### Town Creek Indian Mound

Site Assistant Daniel Alexi commenced employment in December 2012. The North Carolina Archaeological Society held its spring meeting at the site in April 2013. Archaeological discoveries occurred during the first half of 2014, as Vin Steponaitis, Brett Riggs, and Steve Davis of the Research Labs of Archaeology, UNC-Chapel Hill; Archie Smith, retired Site Manager, Town Creek Indian Mound; Tony Boudreaux, Department of Anthropology, East Carolina University; Chet Walker, Archaeo-Geophysical Associates; and graduate students from UNC-Chapel Hill were on site to perform remote sensing of the area outside of the stockade using a gradiometer. The information gathered during the trip allowed Boudreaux to determine where to perform excavations during his five-week 2014 Summer Field School for undergraduate students at East Carolina University. A new special event was added to the calendar in June 2014 called World Atlatl Day, where participants were given the opportunity to throw Atlatl spears in competition.



Archaeology at Town Creek Indian Mound.



Living History at the Zebulon B. Vance Birthplace.

### Vance Birthplace

Both years of the biennium featured the 3 annual special events at the site: the June Civil War encampment, the September “Fall Militia Muster,” and the “Christmas Candlelight” program in December. The December 2013 Candlelight program was the first fee-based event in the site’s history, and public response was outstanding. Several new programs were initiated as part of the Second Saturdays series: an arts and crafts festival, a book signing, a day of 18th century medical demonstrations, a day-long workshop for local Girl Scouts, and a Heritage Day. Two temporary exhibits were hosted during the period. *Freedom, Memory, Sacrifice*, a photographic exhibition highlighting the Civil War sesquicentennial, was installed in March 2014. In June 2014, the site served as the westernmost location for displaying North Carolina’s original copy of the 13th Amendment. Tammy Walsh resigned as Historic Interpreter I in June 2014.

### Thomas Wolfe Memorial

Significant staff changes occurred at the site. Tom Muir assumed the duties of Historic Site Manager II in January 2013, Christina Runkel became the new Historic Interpreter III in March 2014, and David Rayburn was hired as the Historic Interpreter II in June 2014. The staff continued the tradition of conducting offsite tours at Riverside Cemetery during Thomas Wolfe’s birthday month of October. December holiday programs included a Victorian open house and a “Christmas on the Mountain” concert with balladeer and folklorist Sheila Kay Adams. The free music program “Pickin’ on the Porch” was held during the summers featuring local musicians playing traditional Appalachian tunes. A day of special house tours was held in September 2013 in recognition of the 75th anniversary of the death of Wolfe. In 2013 the Thomas Wolfe 8K Run, sponsored by the Asheville Track Club, returned



North Carolina author Fred Chappell rocking on the porch with visitors at the Thomas Wolfe Memorial.

with a start and finish line at the site. “Writers at Wolfe,” a summer Second Saturday program featuring North Carolina authors and book signings, included the works of Dale Neal, Vickie Lane, Ann Ross, Robert Morgan, Fred Chappell, and Joseph Bathanti. In the fall of 2013, twelve North Carolina authors donated new rocking chairs for the porch of the “Old Kentucky Home.”

CURATORIAL SERVICES SECTION

Dusty Wescott, *Supervisor*

Curatorial Services continues to provide consultation and assistance to individual sites in the areas of collections management, cultural history, exhibits and audiovisuals, educational and interpretive services, and research. During the biennium, the positions of Curator of Multicultural Initiatives and Curator of Education were eliminated due to budget cuts. The position of Exhibit Technician was added to meet in house exhibit design and production needs.

Collections Management Branch

During the biennium, Collections Management staff assisted with projects throughout the Division, including finalizing the selection of artifacts at the CSS *Neuse* and Bennett Place; completing the furnishings plan for the Roanoke River Lighthouse in Edenton; finalizing exterior and interior paint schemes for the Collins House at Somerset Place and then moving collections back into place after renovations were complete; completing inventories of the rolling stock, vehicles, and flat files at the N.C. Transportation Museum (NCTM); providing artifacts and/or labels for 9 exhibits at the NCTM; installing furnishings in Massachusetts Cottage at the Charlotte Hawkins Brown Museum; ordering vacuum cleaners for Fort Fisher, the CSS *Neuse*, and Stagville, and data loggers for the CSS *Neuse*; re-housing 1,712 packs of cigarettes at Duke Homestead; reorganizing collections storage at the CSS *Neuse*; inventorying 2 rooms at Vance Birthplace and the barn at Duke Homestead; and partnering with East Carolina University and the Underwater Branch of the Office of State Archaeology to preserve artifacts for the CSS *Neuse* and artifacts recovered from the wharf at Brunswick Town.

Chief Curator Carol Chamberlain retired effective May 1, 2013, and Martha Jackson was promoted to that position. Elizabeth Reign was promoted to Curator, and the Registrar position was upgraded to Registrar-Curator. Christian Edwards, former Site Manager at the Thomas Wolfe Memorial, was promoted to that position.

Disaster preparedness continues to be a high priority. During the biennium the Division's disaster supplies list was updated and distributed to all supervisors and site managers by Edwards. Because of a post to a national listserv, museums from as far away as Australia asked for a copy of the disaster supplies inventory. An ice storm in March 2014 resulted in damage to the roof at Charlotte Hawkins Brown, causing water to leak into the artifact storage room. Jackson and members of the Cultural Resources Emergency Response Team (CREST) responded with emergency supplies and moved all artifacts to safety in the visitor center. Air drying resulted in little water damage to artifacts.

Edwards conducted 3 workshops in basic collections management and artifact care. The workshops also included hands-on artifact cleaning activities. Held at the Western Office in Asheville, Charlotte Hawkins Brown, and Aycock Birthplace, workshop attendees included 29 participants from 18 state historic sites. In addition, staff has begun sending out "Collections Tips" to sites personnel who have collections responsibilities.

Collections Branch staff members participated in a number of community and professional organizations. Jackson served on an accreditation team for the American Associations for Museums as well as a Museum Assessment Program Collections Stewardship team in Montana, and she organized, led, and taught at two Jekyll Island Management Institutes. She also served on the steering committee for the CREST. In addition, she was elected to the board of directors for the North Carolina Preservation Consortium and served on an Southeastern Museums Conference grant committee.

### Exhibits Branch

In January 2013 the Exhibits Branch doubled in size to 2 people by gaining an exhibit technician, Hannah Brodie, to assist the exhibit designer in all phases of exhibit design and production. Between July 2012 and June 2014, the Exhibits Branch completed schematic design, graphic design, and construction drawings for the CSS *Neuse* Civil War Interpretive Center. The designs included the casemate replica and museum exhibits, and graphic design of all panels, murals, logos, and banners for the museum. The exhibits staff also designed and installed temporary displays for the CSS *Neuse* “soft” opening in July 2013. In January 2013 and January 2014 the exhibits staff designed, produced, and installed temporary displays at Fort Fisher and Historic Bath. In spring 2014, the exhibits staff finalized the conceptual designs for new exhibits in the museum space at Bennett Place and began developing the graphic design concepts and construction drawings.

In addition to museum displays, the exhibit staff designed and delivered a total of 11 outdoor interpretive panels or waysides, including 5 for the Alamance Battleground interpretive trail, 2 for Civil War topics at Fort Anderson, and 4 for Historic Halifax. Two of the last set are part of the National Park Service National Underground Railroad Network to Freedom program. Initial designs were underway for 17 wayside panels for the Fort Fisher interpretive trail, and 2 for Halifax. The staff also handled traffic and site signage design requests, marketing materials such as rack card design, and large format printing for various sites’ projects across the division.

### Education Branch

Branch head Jann Brown retired in March 2014 and her position was eliminated, leaving Andrew Duppstadt as the lone member of the Education Branch. Prior to her retirement, Brown worked on lesson plans for the Freedom Roads project, and planned related workshops. She also served as the Chair of the Archives & History Education committee. Duppstadt continues to assist sites with program development and implementation, and has served on the CSS *Neuse* museum exhibit committee and the Fort Fisher interpretive plan committee.

In the Historic Weapons Program, 2 major training and certification classes were held. Small arms training was conducted at Fort Fisher State Historic Site in October 2012, and artillery training was hosted by Fort Macon State Park in November 2013. Duppstadt and Jim McKee attended the National Park Service’s historic weapons training at Fort McClellan, Alabama, in late February/early

March 2014. Duppstadt collaborated with the Department's Public Affairs Office to produce a webcast at Bentonville Battlefield about Civil War artillery in March 2014. The Historic Interpreter Certification Program got off to a good start, with 8 Level I workshops conducted in this biennium. Level II of the program was also developed and approved for implementation later in 2014.

Duppstadt and Brown represented the Division at the N.C. Social Studies Conference in both 2013 and 2014, as well as the N.C. Home Educators Conference in 2014. He attended the national meeting of the Association of Living History, Farms, and Museums in Ohio in June 2013 and has attended the Virginia Sesquicentennial of the Civil War signature conferences each year of the biennium. He presented at conferences, including the N.C. War of 1812 symposium in Southport (October 2012), N.C. Military Historical Society conferences in 2013 and 2014, and N.C. Museums Council (March 2014). Duppstadt made 14 other public presentations to historical and civic organizations.

### Research Branch

The Curator of Research, Marty Matthews, conducted research and coordinated outside research for various sites. He wrote, reviewed, edited, and advised sites on all text panels, exhibits, and waysides, as well as most other interpretive matter throughout the Division. He spearheaded and began the archaeology project at House in the Horseshoe, in conjunction with site staff and the Office of State Archaeology. The project has been taken over by the Archaeology Department at the University of North Carolina at Greensboro. He participated in the observance of the 300th anniversary of Edenton by presenting a talk on its founding at one of the commemorative events.

He served on various committees, including the division's Historic Interpretation Certification Program, the CSS *Neuse* Interpretive planning committee, the Bennett Place interpretive planning committee, the Fort Fisher interpretive planning committee, and the Department's War of 1812 and World War I commemorative committees. He served on the advisory board of the Digital Edition of the Papers of Eliza Pinckney & Harriott Horry, the Digital Documentary Edition of the Revolutionary Era Pinckney Statesmen of South Carolina, and Historic Oak View Plantation. He also maintained the Division's attendance figures and library, which has approximately 3,300 items. He assisted with placing several of the Division's paid and volunteer interns.

As an adjunct history professor at North Carolina State University, Matthews regularly teaches a graduate course on historic sites interpretation, a component of the university's public history graduate curriculum. It routinely includes visits to Division's sites as examples of how to present effective interpretation. For the spring 2013 course, the class nominated Historic Stagville for inclusion in the National Park Service's Network to Freedom initiative. He also conducted classes for the North Carolina State University Encore program, focusing on Historic Edenton, Historic Halifax, and Historic Bath. Each class was supplemented by a field trip to its respective site.

STATE CAPITOL  
Deanna Mitchell, *Director*

Throughout the biennium, the State Capitol successfully diversified the type and scope of interpretive programs offered to the public. In addition to lectures, living history events, and children's programs, the Capitol hosted book signings, unveiled a new behind-the-scenes tour, presented a gospel concert, and cosponsored with the Italian government a celebration marking the 100th birthday of sculptor Romano Vio. The State Capitol continued to mark the Civil War Sesquicentennial with interpretive programs and 2 exhibits. Meanwhile, staff formed planning a committee to begin making proposals to celebrate the 175th anniversary of the Capitol in 2015.

Gov. Pat McCrory became the 74th governor of North Carolina on January 5, 2013, when he took the oath of office in a small private ceremony in the historic House Chamber of the Capitol. McCrory became the first governor to take the oath inside the Capitol since Luther Hodges in 1954. The following weekend, the large public inaugural ceremony took place on the Capitol's south plaza, marking a shift from more recent inaugurations held on the steps of the Archives and History Building on Jones Street.

A seeping air conditioning unit, high humidity, and a window leak caused moisture problems at the State Capitol in years past, allowing water to drip into portions of the ceilings in the legislative chambers and areas on the third floor. While the leaks were quickly addressed and mended, the building was left sporting ugly water stains, peeling paint, and crumbling plasterwork until complete repairs could be made in August 2013. The State Capitol Foundation began a multi-phase Recordation Project, an undertaking to compile complete and accurate photos and drawings of the ornamental and structural details of the historic building.

The State Capitol continued to expand its public programming and educational events during the biennium. Staff offered 36 in-house programs and events focusing on the history of the Capitol. In addition to long-standing programs such as the Governor's Tree Lighting and the July Fourth Celebration, staff also offered living history programs, a series of Second Saturday arts and history programs, an annual African American read-in, statuary tours, and Civil War 150th commemoration programs. In 2011 the Capitol staff initiated the Seats of Honor project, which commemorates the contributions of N.C. governors with locally made commemorative benches on Union Square.

The Capitol continued to pursue an initiative called Capitol Voices. The series brings the Capitol alive through the voices of the men and women who built, cleaned, and worked in the building. Capitol staff produced 8 temporary exhibitions during the biennium, including a series of annual exhibits following the Capitol during the lead up to the Civil War and regularly changing exhibits of historical documents related to the Capitol's history. Capitol staff also developed plans for an audio guide program for the building. The State Capitol Foundation continues to work closely with staff to support the educational programs and preservation of the building. During the biennium, the Foundation assisted with the purchase and installation of new carpet for the House and Senate chambers.

## DIVISION OF STATE HISTORY MUSEUMS

Kenneth B. Howard, *Director*

The Division of State History Museums is comprised of the North Carolina Museum of History in Raleigh and six regional museums: the Museum of the Albemarle in Elizabeth City; the Museum of the Cape Fear Historical Complex in Fayetteville; Mountain Gateway Museum and Heritage Center in Old Fort; the North Carolina Maritime Museum in Beaufort; the North Carolina Maritime Museum in Southport; and the Graveyard of the Atlantic Museum in Hatteras.

During the 2012–2014 biennium, the division’s institutions touched the lives of over 2 million people. In addition to visitors, the division served a substantial number through classes, lectures, workshops, and special events, as well as the use of technology via the museums’ websites, podcasts, and distance learning programs. With gallery exhibits and other outlets, the division provided citizens with information and learning opportunities on North Carolina history and material culture.

All seven of the division’s museums support the state’s efforts to promote heritage/cultural tourism. The museums provide in-service teacher training programs, giving teachers a hands-on opportunity to enhance their skills. The Museum of History increased interactive components of its website to include more information about exhibits and the entire collection. More interactive components were included in traditional gallery exhibits to enhance the experience and engage the audience. Social media also was used more extensively to promote museum exhibits and programs and to garner public support.

The Division of State History Museums is assisted in its efforts by the North Carolina Museum of History Associates Inc., which provides direct financial support to the entire division through a membership program, gift shop operations, and contributions. The North Carolina Museum of History Foundation Inc. supports the Museum of History by soliciting major contributions for exhibitions, educational programs, and endowments, and handles earned revenues and restricted funds. Most of the division’s other institutions have private-sector community support groups.

Significant developments for the division during the biennium included the completion by the Maritime Museum of a traveling exhibit on Blackbeard’s flagship, the *Queen Anne’s Revenge*, which traveled across the state to museums and state historic sites. On December 31, 2012, the Museum of History closed the award-winning exhibit on Thomas Day, an antebellum African American cabinetmaker. Portions of the exhibit later were displayed in the Renwick Gallery of the Smithsonian American Art Museum in Washington, D.C.

In spring 2014, former *Washington Post* reporters Carl Bernstein and Bob Woodward discussed their role in uncovering the Watergate scandal as part of the museum’s exhibit *Watergate: Political Scandal and the Presidency*. In addition, the museum continued to support its “Opening the Doors” initiative, striving to present a variety of programs relevant to the Latino community. Staff produced a Spanish-language gallery guide for the exhibition *The Story of North Carolina*, with input from the Latino Community Advisory Board.

NORTH CAROLINA MUSEUM OF HISTORY

Kenneth B. Howard, *Director*

Director's Office

During the biennium, the North Carolina Museum of History continued its mission of helping people experience the state's history through on-site visits to the museum, courses and virtual exhibits on its website, and educational materials and programming. During this time period, more than 610,000 people visited the museum, including over 140,000 schoolchildren.

To reach the thousands of schoolchildren across the state who cannot visit the museum, the education staff continued their focus on outreach programs that take the museum to the classroom. History-in-a-Box kits are sent out weekly to schools across the state. The kits include lesson plans, reproduction artifacts, as well other items used by teachers to educate students on a region of the state or a topic such as the Civil War.

With the distance learning studio, the museum continued its distance learning programming that can bring exhibits and educational programs to an unprecedented number of patrons across the state, nation, and world. The public, both classes and individuals, can "visit" the museum's exhibits and programs via two-way videoconferencing and online video streaming. Staff members are using the studio and the exhibit galleries as classrooms while they interact with people of all ages in offsite locations. In addition, via online streaming, patrons can experience the sights and sounds of large events, programs, and classes, and teachers are benefiting from more professional development opportunities. The museum's outreach programs extended to over 250,000 students during the biennial period.



Visitors tour the *Freedom Coming, Freedom for All* exhibit. Near the bottom left, note the original copy of the September 22, 1862, Preliminary Emancipation Proclamation on display. The National Archives loaned the document to the museum.

## Division of State History Museums

One of the highlights was the museum's partnership with the National Archives to commemorate the 150th anniversary of the passage of the Emancipation Proclamation by placing on display the original copy of the Preliminary Emancipation Proclamation, the document written by Abraham Lincoln before he drew up the Emancipation Proclamation. In conjunction with the North Carolina Freedom Monument Park project, the museum developed an onsite exhibit, *Freedom Coming, Freedom for All*, on slavery and the Emancipation Proclamation, as well as a traveling component that was exhibited at sites across the state.

Another exhibit, *Real to Reel: The Making of Gone with the Wind*, featured props and costumes from one of the most famous movies ever made. Visitors from as far away as Arkansas and Oklahoma came to see the exhibit, which also was displayed at the Museum of the Albemarle following its run at the Museum of History.



A gallery from the exhibition *Real to Reel: The Making of *Gone with the Wind**, which the Museum hosted in the spring of 2013.

Due to budget cuts during the biennium—which resulted in the loss of staff and funding for programming—the museum was forced to reassign staff and responsibilities and take a more aggressive approach to private funding. Employees in the Development and Community Relations Section focused on raising awareness of the museum through increased use of social media such as Twitter and Facebook. Through the use of social media, the section marketed programs and exhibits to attract more visitors to the museum within the local community, as well as throughout the state. The museum also worked closely with its two fund-raising groups, the Museum of History Associates and the Museum of History Foundation, to raise private funds to support exhibits and programs.

### Administrative Services

Administrative Services is comprised of museum security and receptionists. The staff members assist museum patrons, guard the collections, and provide a safe environment for visitors and staff. Administrative Services gathers and compiles statistics regarding visitation, programs, and services at the Museum of History

in Raleigh, as well as the satellite museums. Administrative staff members also assist the Capital Area Visitor Center in scheduling school and civic groups for the Museum of History, North Carolina Museum of Natural Sciences, State Capitol, Legislative Building, and the Executive Mansion. Preparation began for installation of a camera-based people counting system for more accurate visitation counts. Administrative Services continued major repairs and upgrades of its front doors. Emergency procedures affecting staff and visitors continue to be updated based on needs and requirements.

### Collections Management

The 2012–2014 biennium was a busy time for Collections, with work on over 15 exhibits and other projects. The Collections Management staff is comprised of the collections manager, an artifact handler, two conservators, two registrars, two assistant registrars, and one office administration staffer. One of the principal responsibilities of the section is moving and rehousing collections, and the artifact handler moved over 17,300 objects at the Raleigh museum. The feat was accomplished while also picking up numerous objects from donors and lenders all across the state. Additionally, a bank of new steel shelving was installed by the handler in a storage room to permit maximizing space more efficiently.

The museum registrars and assistant registrars accessioned 103 collections (gifts, purchases, and transfers), for a total of 938 artifacts. In addition to handling the paperwork and normal processing of the collection, the registrars and assistant registrars performed a number of targeted inventories within the storage rooms, served on over 15 exhibit teams, and provided registration support to the six branch museums within the Division.



Activities of the Collections Management Section included (*clockwise, from the top left*): Registrar Camille Hunt measuring an artifact for the upcoming *Starring North Carolina!* exhibit; Artifact Handler Bobby Foil pulling out a conserved Civil War flag from a newly constructed shelving unit; Registrar Katherine Beery taking notes during an inventory with Assistant Registrar Jordan Madre; Collections Manager John Campbell cleaning the gyrocopter on exhibit in the lobby; and Conservator Jennifer French working on a finely beaded item with glass disease.

The Textile Conservator and the Objects Conservator assessed and conserved hundreds of items for exhibits and acted as consultative resources for the curatorial staff. They held eight Conservation Assistance Days, offering patrons the opportunity for one-on-one appointments with a museum conservator to examine personal treasures. The conservators provided general recommendations on how to clean, preserve, and store heirlooms. They advised on condition issues and give reference lists of outside conservators and appraisers. Section records reveal that 168 patrons brought in 504 objects for assessment during the Conservation Assistance Days.

The Collections Management section prides itself on providing the public with access to the artifact collection via a searchable online database on the museum's website. By June 30, 2014, the Re:discovery artifact management system contained 130,826 artifact records and more than 42,000 images. Records and images on the system are updated as new objects are brought into the collection. The museum loans artifacts to other museums, sites, and institutions. During the period, staff loaned 12 objects to 6 institutions for exhibition and study: 2 Civil War artifacts to the Manassas (Virginia) Museum System, a bicentennial quilt to the Wake County Board of Commissioners, 4 American Indians craft items to the McKissick Museum at the University of South Carolina, 3 whiskey still artifacts to the National Constitution Center in Philadelphia, a Ku Klux Klan hood to the National Museum of American Jewish History in Philadelphia, and a Frank Lloyd Wright table to the High Point Museum.

### Curation Section

Curators at the North Carolina Museum of History are responsible for identifying, securing, and documenting significant artifact collections that represent the state's history. They are required by legislative mandate to obtain "either by purchase, gift, or loan such artifacts and materials, and, having acquired them, shall according to accepted museum practices classify, accession, preserve, and, where feasible, exhibit such materials and make them available for study." Thus guided, curators select artifacts that should be preserved for future generations to see and appreciate in their understanding of North Carolina's rich cultural past. They evaluate the artifact collection to determine that objects already in the museum collection remain pertinent to the museum's mission. Their knowledge of historic events and individuals helps them evaluate the historical value of an individual artifact or collection. Curators utilize the same expertise when selecting an artifact to highlight in exhibitions, programming, or publications.

The Museum continued to enhance its Civil War sesquicentennial exhibit with two additional phases of an exhibit series focusing upon the battles of Chancellorsville and Gettysburg in 2013, and the bitter 1864 battles in Virginia. The curator included sections on handgun technology, surgery, and the role of the CSS *Shenandoah*, commanded by a North Carolinian. The exhibition was well received by visitors. Because of the success of the series, the descendants of two Confederate officers donated weapons held by the family.

In 2012 a curator collaborated with a collector who held many of the costumes, artwork, scripts, and other items related to the movie *Gone with the Wind* to create an exhibit that ran from August 31, 2012, to April 14, 2013. Its popularity led the museum to share the exhibit with other venues. Another curator selected artifacts from the museum collection and from other institutions and collectors to create *Watergate: Political Scandal & the Presidency*. The *Watergate* exhibition, which ran May 2013 to August 2014, explored the significant role that North Carolina Senator Sam Ervin and other Tar Heels played in the investigation that led to the resignation of President Richard Nixon in 1974. In 2013 another curator worked with a local collector to create *Formed, Fired, and Finished: Art Pottery from the James-Farmer Collection* on exhibit from November 15, 2013, to August 3, 2014.



The exhibition *Watergate: Political Scandal & the Presidency* opened in May 2013; it celebrated the 40th anniversary of the resignation of President Richard M. Nixon.

*The Tsars' Cabinet* came to the museum in October 2013 and ran until March 2014, highlighting the decorative arts of the Imperial Russian family. A curator secured on loan from a North Carolina collector over 30 Russian Orthodox Church religious icons and created an exhibit *Windows into Heaven*. The joint exhibition proved to be very popular with visitors, and after it closed, *Windows into Heaven* was sent to the University of the South in Tennessee. The same curator consulted with a team from North Carolina State University to create *Cedars in the Pines: The Lebanese in North Carolina*, which opened at the museum in February 2014. In total, during the biennium, curators worked on 24 new exhibits, and continued to monitor 5 long-term museum exhibit galleries for upgrades or modifications. Between 2012 and 2014, the curators responded to more than 1,600 public patron requests, and they provided information to 43 agencies. They made presentations to 82 different groups, reaching audiences totaling 4,802 participants. Curators wrote 24 articles for museum and departmental publications such as *Circa* and *Tar Heel Junior Historian*.

### Design Section

The Design Section developed, designed, and built many exhibits during the biennium and continued to serve patrons through traveling exhibits and community outreach. The photography department offered support by providing scholarly research, as well as photographic images for museum exhibits, publications, public relations, and to patrons and institutions.

During the biennium, the museum opened the exhibits *Reel to Real: The Making of Gone with the Wind*; *Watergate: Politics, Scandal & the Presidency*; *Art in Clay: Masterworks of North Carolina Earthenware*; *For Us the Living: The Civil War Art of Mort Kunstler*; *Freedom Coming, Freedom for All* (Preliminary Emancipation Proclamation); *The Tsars' Cabinet* and *Windows into Heaven*; an upgrade to the World War II section of *A Call to Arms*; *Formed, Fired, and Finished: Art Pottery from the James-Farmer Collection*; *Turn the Radio On: Carolina Bluegrass* (part 1); *Cedars in the Pines: The Lebanese in North Carolina*; *50 Years of Creating Success: North Carolina Community Colleges*; *Stagville: Black & White*; *Leading the State: North Carolina's Governors* (phase 1 and 2); an upgrade to the Spanish-American War section of *A Call to Arms*; *The Story of North Carolina* (modification of flag wall, signage, and graphics for the Civil War theater); *50th Anniversary of the North Carolina Sports Hall of Fame*; *Civil War 150* (three new exhibits to commemorate the years of 1862, 1863 and 1864); and the Tar Heel Junior Historians annual conference (rotation of the new exhibit entries/winners for 2012 to 2014). Work began on *Carolina Bluegrass: Breakdowns and Revivals* (scheduled to open in August 2014).

In addition, the Design Section (in collaboration with the Editorial and Graphic Design Section) assisted the North Carolina Legislature with a large interpretive panel for the 50th anniversary of the opening of the Legislative Building. Staff worked with the Office of the Lieutenant Governor to select, provide, and install artwork and graphics to decorate the newly renovated lieutenant governor's staff offices. The Exhibits and Graphic Design staffs updated, refreshed, and added new panels about the return of the Bill of Rights exhibit on display in the North Carolina Archives and History Building.

Plans are being formulated for renovating and improving *The Story of North Carolina* with upgrades to select sections and ongoing repairs to the exhibition, the largest and most comprehensive one on North Carolina's history. The Design section worked on *Starring North Carolina!*, an exhibit about the long history of filmmaking in our state, with over 3,000 films and screen events having taken place in the state, set to open on November 15, 2014.

### Development and Community Relations

The section was formed in 2012, shortly before the new biennium. The Development and Community Relations Section works directly with the Museum of History Foundation director of development to develop a comprehensive museum communications, outreach and development strategy. The section was tasked with securing private funding to support museum operations, marketing the museum's

many exhibitions and programs, and developing and implementing a series of events to raise the museum's profile in the community. The section worked closely with the museum's support group, the North Carolina Museum of History Associates and the North Carolina Museum of History Foundation.

Several section members were reassigned to their current roles from other responsibilities. In order to stay on top of current communication changes, staff have employed a mix of training; involvement with local public relations, communications and marketing professional groups; and engagement in personal development/self-study by following industry leaders. They have reached out for pro bono consultation from local public relations and marketing firms, as well as marketing initiative consultations with the Smithsonian and other Smithsonian-affiliated museums.

One notable change is that the section is now directly engaged at the very beginning phases of planning for each exhibit. The change allows staff to develop high-impact strategies and marketing tools. Personnel also have developed a Crisis Communication Plan, which is a necessary component of any comprehensive communications plan.

Publicity efforts resulted in extensive media coverage of all exhibits and major events. National coverage included articles by the Associated Press, an article in *Civil War Times*, and a C-SPAN program about the exhibit *David Marshall "Carbine" Williams*. Media highlights included *Our State Day* at the museum on June 8, 2013, a collaborative event celebrating the magazine's 80th anniversary. The museum received in-kind advertising in return. The museum's objects conservator was featured on the *Science Now* program on WUNC-TV. The exhibit *Al Norte al Norte: Latino Life in North Carolina* and the event ¡Celebración! were featured on Univision television station; ESE, the Spanish International New Agency; and in local Latino newspapers. WUNC-TV highlighted six exhibits on the program *North Carolina Weekend*, and staff members were interviewed on *North Carolina Now*. Other staff interviews included WRAL-TV's *Tar Heel Traveler*; WRAL-TV News; WNCN's *Good Morning Carolina*; WTVD's *Perspectives*; WRAZ's *Tar Heel Talk*; and WUNC's *Black Issues Forum*. N.C. News Network conducted many interviews.

CW22 and the museum collaborated in October 2013, resulting in primetime advertising for both the Halloween Safe Night event and the Tsar's exhibit. Over 2,600 children and parents were given a Halloween Safe Night full of Halloween treats and fun at the museum. The Museum of History, the North Carolina Symphony, and the Carolina Ballet presented *Russia in Raleigh*, a collaboration that offered discounts to numerous Russian-related events in the capital city. The collaboration was featured in *Walter* magazine.

Social media has quickly become an intrinsic part of the communication plan—along with website (mobile friendly) and e-mail outreach. The museum has harnessed the power of Facebook ([facebook.com/NCMuseumofHistory](http://facebook.com/NCMuseumofHistory)), Instagram (<http://instagram.com/ncmuseumhistory#>), Google+ (<https://plus.google.com/+NorthCarolinaMuseumofHistory>), and Twitter ([twitter.com/NCmuseumhistory](http://twitter.com/NCmuseumhistory)) in order to communicate its mission to the cyber community. All sites have seen

a steady increase in followers since their inception. The museum applied for and received a Google Adwords grant in November 2013 to advertise the permanent exhibit *The Story of North Carolina*.

The North Carolina Museum of History differentiates itself by capitalizing on its events and artifacts. One great success is the museum's weekly Textile Tuesday offering. Every Tuesday a textile from the museum's collection is featured on Facebook, Instagram, Twitter, and Google+. In 2014 a post about a ribbonwork quilt made from the acetate florist ribbons removed from the funeral bouquets laid on an unknown woman's grave reached 9,760 people and had 100 likes and 258 shares. The museum used its large collection of artifacts and historic photographs to highlight the museum's collection. The museum has embraced the Throwback Thursday movement as a way of displaying its objects via social media. Images of exhibits being constructed, as well as their openings, are featured on the museum's social media sites, as well as large community events like the museum's American Indian Heritage Celebration and the African American Cultural Celebration.

A primary section goal was to align the Communications Plan with Travel and Tourism, resulting in a new focus on travel sites such as TripAdvisor (#6 out of 75 Raleigh attractions) with a 4.5 star ranking and comments such as "Better than the Smithsonian!" and "Thanks to the taxpayers of North Carolina for their free admission policy." Both the American Indian Heritage Celebration and the African American Cultural Celebration were honored with the Southeast Tourism Society's Top 20 Award, resulting in extensive exposure in print, media web, television and radio in the U.S. and Canada.

A primary function of the section is to solicit and raise funds from a variety of private sources through grant applications to government agencies, corporate foundations, and private foundations, as well as targeted funding proposals developed for specific corporate and private donors. Staff members submitted



WRAL-TV anchor David Crabtree moderated a discussion that featured *Washington Post* reporters Carl Bernstein and Bob Woodward, famed for their Watergate coverage.

39 grant applications and funding proposals. The Development and Community Relations Section has also worked closely with the Foundation on the planning and implementation of special events, the most notable being a performance by humorist Jeanne Robertson, the Philanthropy Award Presentation, and the inaugural Distinguished Speaker Series featuring journalists Bob Woodward and Carl Bernstein.

The special events coordinator markets and rents the North Carolina Museum of History as a venue to state agencies, businesses, wedding parties, and others. During the Tsar's exhibit, 27 teas and lunches were held, with 527 persons in attendance. During the biennium, 53 state agencies enjoyed the Museum of History venue, with 7,362 participants, and 290 other groups rented the venue, serving 45,293 participants. A total of 155,393 visitors in organized groups, including school groups, scheduled visits at the Museum of History. The Capital Area Visitor Center director schedules groups from across North Carolina and outlying states for visits to the Museum of History, as well as the North Carolina Museum of Natural Sciences, the Executive Mansion, the State Capitol, and the Legislative Building.

#### Editorial and Graphic Design Section

Staff members have continued to gel since the section's establishment on April 2, 2012. Comprised of two museum editors and four graphic designers, the section reviewed current processes and discussed new initiatives, especially in collaboration with Development and Community Relations personnel. Section members set meetings with the Design Section to discuss production timeframes for projects. Staff provided editorial and graphic design services for the flagship museum in Raleigh; the North Carolina Museum of History Associates; the Museum of History Foundation; and the regional museums. Projects included editing and creating design looks for exhibit labels, interactives, hard-copy and online publications, corporate materials, rack cards, postcards, flyers, fund-raising packets, programming materials (including those for the two large cultural festivals), signage, educational resources, publicity items, and more.

The Historical Publications Editor I helped to produce 12 issues of the bimonthly *Program Calendar*, 18 issues of the docent newsletter, and three issues of *Circa*. In September 2012 graphics staff completed the design of promotional billboards placed across the state. Personnel labored on the editing, design, and formatting of the new museum website, launched in May 2013. The general museum brochure was edited and redesigned for final production in April 2014. A mini catalog for the *Windows into Heaven* exhibit was edited and designed and delivered in November 2013 and made available for sale in the Museum Shop. A special brochure was edited and designed and printed in time for the November 15, 2013, opening of the exhibit *Formed, Fired, and Finished: Art Pottery from the James-Farmer Collection*. In early 2014 staff designed the Spanish-language gallery guide for the exhibit *The Story of North Carolina*. Staff also began work on a museum blog.

In October 2012 the Southeastern Museums Conference presented *Circa* magazine, designed by Karen Essic, with a Silver Award in its annual design

competition. In March 2013 the North Carolina Museums Council presented an Award of Excellence for the North Carolina Museum of History Foundation brochure, designed by Darryl Ketcham. Janice Jordan retired on December 31, 2012, after 13 years with the museum. The Editor I position was filled by Stephen Evans on January 15, 2013. The 40-hour temporary graphic designer position held by Kyun Everett Hur was vacated on January 4, 2013. The 10-hour Artist-Illustrator II (Amme Fleming) resigned her position effective September 30, 2013, to transition into a 30-hour temporary graphic designer's position within the section.

### Education Section

The Education Section continued to fulfill the museum's mission of interpreting the history of all North Carolinians, past and present. The section produced new programs and resources and provided them directly to North Carolinians, both in the museum, and through technology. Use of the museum's History-in-a-Box program grew, and the section increased its capacity for streaming education videos by establishing a channel on YouTube. Beginning with the 2012–2013 school year, the Museum Associates raised money to help subsidize Title I and low-income schools wishing to visit Raleigh and the museum. The Associates were responsible for \$61,788 in grants awarded, with the funding allocated in 75 grants. The grants allowed 5,933 students representing 50 counties and 60 Title I schools to visit Raleigh and the museum.

Professional development opportunities for teachers remained a commitment. Staff members presented 15 web-based online professional development workshops to provide continuing education credits to educators. Museum staff assisted in a one-day workshop for teachers and museum professionals in 2014 based on the state Arts Council's Freedom Roads project. The museum collaborated with the North Carolina Civic Education Consortium to present a two-day workshop in August 2013 attended by 25 teachers. In the fall of 2013, the museum re-initiated an annual Open House and Resource Fair for teachers.

In conjunction with a grant received during the previous biennium, staff developed a new distance-learning class *Naturally North Carolina*, focusing on people who have lived in North Carolina and their impact on the natural environment. The museum conducted 224 live interactive virtual field trips that served 5,775 students during the 2012–2014 school years—an increase of 9 percent from the prior biennium. The museum's school instruction team was responsible for creating a new, full-color gallery guide in Spanish for students and families for *The Story of North Carolina* exhibition. The team also provided Fred's Finds gallery guides for the exhibit *Stagville: Black & White* and a revised English version and a new Spanish version for *A Call to Arms*.

With funding from Syngenta, a biotechnology company, Education expanded its historic garden display and designed, purchased, and installed new interpretive signage and posted several QR codes throughout the *History of the Harvest* exhibit. A new area was developed to include a grape arbor to highlight the state's two

best-known varieties—scuppernong and muscadine—and room to grow figs and watermelons. A series of monthly summer garden tours was instituted in summer 2012.

The museum Media Center provided educators and students with History-in-a-Box kits that included reproduction artifacts and lesson plans, as well as educator notebooks with classroom activities. The kits offer a total of nine topics covering North Carolina history, geography, and culture. During the biennial period, the Media Center sent out 833 History-in-a-Box kits, impacting a total of 49,937 students across the state. The biennial figures represent a 21 percent increase in the number of kits provided to educators and a 27 percent increase in the number of students using the kits.

As a result of the Tar Heel Junior Historian Association (THJHA) embarking on a comprehensive redesign and relocation of its gallery space in the museum, the exhibit *History in Every Direction* garnered a 2013 Award of Merit from the American Association of State and Local History Leadership in History Awards Program. *History in Every Direction* represents a totally new approach to experiencing history and includes a hands-on area and video interactives encompassing 1,500 square feet of gallery space. In addition to newly designed cases and displays, the exhibit features a holographic depiction of museum founder Fred Olds. Approximately 827 people attended the 2013 and 2014 annual junior historian conventions at the museum. The THJHA produced four issues of *Tar Heel Junior Historian* magazine and two *Adviser Newsletters*. Each year the magazine reaches over 5,000 students and 230 advisers representing 138 clubs in 55 counties.

The museum posted 7 streaming videos and over 70 podcasts on its website. The podcasts also are accessible through the iTunesU section of Apple's iTunes Store. In 2012 staff began the first in a series of new videos entitled *Long Story Shorts* designed to engage and inform students about North Carolina history in a short (under 10 minutes) format. Several new videos were added to the series during the biennial period. For example, *North Carolina: Long Story Short* covers 14,000 years of North Carolina history, sung to music by composer Gioachino Rossini. *Artifact Chitchat* allows students to learn about the American Revolution through the eyes of some of the museum's artifacts.

Educators also worked with the *Tsar's Cabinet* and *Windows into Heaven* exhibit team to produce a computer interactive explaining the hidden stories within several of the religious icons featured in the exhibit. Video interactives also were developed for *Real to Reel: The Making of Gone with the Wind*; *Watergate: Political Scandal & the Presidency*; and *A Call to Arms*. Education staff served as co-project manager for *Freedom Coming*, *Freedom for All* and produced an audio soundtrack for the exhibition. The section created new carts for the *Tsar's Cabinet* and *The Story of North Carolina* exhibitions.

A new initiative is the Storytime in the Gallery program for families—once a week museum educators read a picture book related to a current exhibit or particular objects in an exhibit. The staff also continued its Girl Scouts programming focused



Susan Horton from the Education Section reads from a picture book as part of the museum's Storytime in the Gallery program.

on local and state history and culture and worked with the North Carolina Coastal Pines Council to expand the number of badge and patch programs offered each year.

On February 5, 2014, the Museum of History, along with 10 other Smithsonian Affiliate museums, participated in a virtual National Youth Summit on Freedom Summer, organized by the Smithsonian's National Museum of American History. The museum hosted 150 local high school students and their teachers for a program that included the panel discussion with local veterans of the Civil Rights movement during the 1960s. The program also presented a national webcast streamed from the Old Capitol Museum in Jackson, Mississippi, that featured academics, as well as participants who took part in Freedom Summer.

The Education Section offered a total of 893 public programs that served 135,530 visitors, representing an 11 percent increase. One of the positions in Education was altered to create a full-time position focused solely on adult education and programming. The museum sustained its commitment to making the facility a center for lifelong learning for all ages. The success of its Time for Tots, History Corner, and History Hunters programs continued with content-rich, activity-based programming for children aged 3 to 13. The summer camp program offered nine half-day camps during summers 2012 and 2013, serving 445 students.

Lectures, symposia, and workshops attracted adult visitors. The biennium included a series of lectures to highlight the sesquicentennial of the American Civil War with noted scholars James McPherson and James I. Robertson Jr. The Museum of History Associates and Williams Mullen law firm continued to provide private funding for the highly successful Music of the Carolinas free concert series. The programs were presented in collaboration with PineCone—the Piedmont Council of Traditional Music. The series featured 18 concerts that highlighted the music and artists of North Carolina.

## Division of State History Museums

The museum received its first grant through the City of Raleigh, Office of Raleigh Art, in 2012, to fund the museum's two largest public programs, the American Indian Heritage Celebration and the African American Cultural Celebration. Education continued its successful African American Cultural Celebration with the 12th and 13th annual events. The theme of the 12th annual African American Cultural Celebration, "Defining Freedom," honored the 150th anniversary of the Emancipation Proclamation. The theme of the 13th annual African American Cultural Celebration, "From Jubilee to Justice," commended landmark civil rights and voting rights legislation. The Museum was one of 473 institutions to be awarded a grant from the National Endowment for the Humanities to present a series of films chronicling the history of the Civil Rights movement. Part of the Created Equal series, the museum showed three documentaries, *Freedom Riders*, *The Loving Story*, and *Slavery by Another Name*.

Staff coordinated the annual American Indian Heritage Celebration, in collaboration with the North Carolina Commission of Indian Affairs and the Triangle Native American Society. In November 2012 the event reached a record attendance, attracting over 14,000 visitors. The celebration was filled with musicians, dancers, artists, and storytellers from North Carolina's eight state-recognized tribes. The museum held an American Indian Education Day for teachers and students, with nearly 3,200 students participating during the biennial period.

The contributions of volunteers and interns proved even more crucial to daily operations of the museum. From July 2012 through June 2013, 134 volunteers donated 9,774 hours of their time, and from July 2013 through June 2014, 120 volunteers donated 10,167 hours, representing approximately \$358,938 in donated services. Staff members also produced 18 volunteer newsletters, conducted docent-training classes, and coordinated the museum's postsecondary internship program.

MOUNTAIN GATEWAY MUSEUM AND HERITAGE CENTER  
Matt Provancha, *Museum Technician and Interim Administrator*



Despite threat of closure and continuously shrinking funding, the Mountain Gateway Museum (MGM) has continued to provide its 39-county service area with unique programming and quality historical exhibits. The biennium saw an increase in demand for exhibit outreach services. The MGM is unique in the Division of History Museums in that it provides consultation, planning, design, and fabrication services to small, regional, nonprofit historical societies and history museums in its service area in western North Carolina. Staff helps qualified agencies plan exhibits by utilizing existing research; assists by consulting on collections care, handling and storage; design exhibit layouts; and fabricates exhibit elements. The services are provided free of charge. The qualified agency is responsible for the cost of materials used in the creation of exhibits. The museum only asks that its services be credited in a standalone panel no smaller than 6" x 6" in a prominent place. The service greatly increases the impact the small museum has for the residents of western North Carolina. It supports the region's thriving tourism industry.

The MGM's Exhibit Outreach Program (EOP) assisted the Vance Birthplace's Tar Heel Junior Historian chapter by offering pointers on how to create exhibits and assisted the Thomas Wolfe House with various graphic design projects. The EOP helped the Western Office with numerous graphic design requests, as well as with staging exhibits on Oteen's VA Hospital, Black Mountain College, and the photography of Margaret Morley. It provided assistance in staging *The Knights of the Black Flag* and *The Photography of Lewis Hine*. The EOP was responsible for fabricating three multipurpose exhibit display cases for the Western Office, as well as some other reusable exhibit elements.

Locally, the MGM's EOP refreshed exhibit elements at the Town of Old Fort's Depot Museum, and found a final home for the permanent staging of *Woven Together: Marion Manufacturing and McDowell County*. Outside the county, the museum provided assistance in staging *Burke—Places to Revisit* (2013) for longtime collaborator The Historic Burke Foundation. Staff contributed services to the opening of a seminal exhibition at the newly revived Rural Life Museum at Mars Hill

University. *Interwoven: Coverlets, Ballads, and America's Discovery of Madison County Folklife* received considerable coverage in news outlets in Asheville and surrounding area. Additional EOP exhibits included a small display on the history of Fletcher, staged by the Fletcher Arts and History Association and an exhibit about landscape architect Doan Ogden, initiated by Haywood Community College.

The MGM celebrated the 30th and 31st years of its flagship mountain craft fair and history day, known as Pioneer Day, which brings together historians, reenactors, craftspeople, and artisans to tell the story of western North Carolina. MGM helped coordinate the Asheville Chapter of the Vietnam Veterans' Operation Old Flag. The museum continues to host the North Carolina Gold Festival on the grounds. Old Fort's Railroad Day event was a success in 2013. In 2014 the MGM assumed control of the Old Fort's Railroad Day event in order to ensure its continuation. The town of Old Fort's Chamber of Commerce continues to hold its Oktoberfest event on the museum grounds.

Current exhibits range from moonshine to medicinal plants. The Civil War exhibit continues to run in remembrance of the sesquicentennial. In 2013 the museum received the exhibit *It's Electrifying!* from the Museum of History. February 2014 saw the opening of *Getting Up Spirit: School Integration in Western North Carolina*. The museum continues to enjoy the extra visitors brought in by cross-promotional collaborations with the North Carolina Wildlife Resources Commission. The MGM is on the banks of Mill Creek and has Mountain Heritage Trout Water designation.

Overall visitation has increased significantly in 2014. The MGM has availed itself of free site advertising on sites like The Blue Ridge Mountain Music Trails of North Carolina (<http://www.blueridgemusicnc.com/find-music/location/mountain-gateway-museum>). In March 2014, the MGM was awarded nearly \$3,000 in grant money from the McDowell County Tourism Development Authority. The money was used to increase the MGM's online presence by purchasing memberships to travel planning websites like Blue Ridge Mountain Host (<http://www.nclueridge.com/activities.php?sub=Museums>). Funds awarded from the TDA also covered expenses for additional print advertising, brochures, and radio promotions. Social media exposure continued to grow, with the number of Facebook fans of the MGM increasing.

March 2014 saw the retirement of director Terrell Finley. He started work at MGM in 1988 as a Carpenter I, was interim director twice, and ended his career as the director of MGM. Matt Provancha began serving as interim director on March 1, 2014. In February 2013 the MGM faced possible closure due to budget cuts. The community rallied to support the museum, and an online petition to keep the museum open gathered thousands of signatures. During this time, the Old Fort Historic Sites Foundation (OFHSF) was revived to prepare a plan to run the museum if state funding were discontinued. The MGM was eventually funded at a reduced level. OFHSF staged a successful fund-raiser for the MGM and continues to seek ways to support the museum.

MUSEUM OF THE ALBEMARLE  
Mary Cherry Tirak, *Administrative Officer*

The biennium brought more reduction in state funds, which ultimately led to the elimination of the Museum of the Albemarle (MOA) Administrator's position and a proportional loss in operating funds. William J. McCrea was named Director of Regional Museums to provide administrative leadership to the three branches of the North Carolina Museum of History, while Mary C. Tirak was promoted to Administrative Officer to oversee general operations in his absence. The reduction in state operating funds left little to continue the production of exhibits and educational programming. Funding to continue the museum's exhibit and educational programming schedule was made possible by Friends of the Museum of the Albemarle (FOMOA) and Guild of Museum Friends (GOMF).

The MOA, which opened in May 1967, celebrated its 46th and 47th years during the biennium. An annual fund-raising event, the Phantom Birthday Party, netted \$3,879. Other fund-raisers included a continued Music Series that featured award-winning singer/songwriters and recording artists Robbin Thompson and Susan Gibson, as well as rising singer/songwriter Jeanne Jolly. Local bands served as opening acts. Overall, the Music Series events netted FOMOA over \$17,740. As a farewell to Museum Administrator Edward Merrell and, by his request, a fund-raising event was held at Montero's Restaurant that offered MOA a percentage of the evening sales. The event was well publicized by MOA and brought in many members of FOMOA, raising \$200.

The FOMOA Board of Directors met monthly at the museum. Attending the meetings were the Director of Regional Museums and the Administrative Officer who worked with the board's committees of membership, fund-raising, and nominating. Both led new board members through orientation meetings with supervisors of all sections, giving the behind-the-scenes overview of the museum. The Government Affairs Committee of FOMOA made a successful presence in each of the 13 counties served, which led to a written resolution from each county government in support of the MOA. McCrea, along with Wells Fargo Bank which contributed \$5,000, and Tony and Harriett Hornthal, co-chairs of the campaign, hosted a Donor Party on March 3, 2014. The GOMF also met monthly (September-May), usually at the museum. They sponsored public lectures and performances and hosted day trips by chartered bus, wine and cheese socials, and raffles to raise funds. The FOMOA funded *Gateway Newsletter* provided quarterly to FOMOA members was redesigned along the lines of the North Carolina Museum of History's *Circa Magazine*. Its production schedule switched to twice a year.

Exhibits that remained on display since the previous biennium included *Bruce Roberts, Photojournalist: 50 Years of Capturing Change*; *Under Both Flags: Civil War in the Albemarle*; *The Photography of Lewis Hine: Exposing Child Labor in North Carolina*; *North Carolina Shad Boat*; *Our Story: Life in the Albemarle*; *Out of the Blue: Coast Guard Aviation*; and *Albemarle Timeline*. FOMOA's financial contributions allowed the museum to mount the following major exhibits: *Across*

*Three Centuries: Art from the Edwin T. and Diana D. Hardison Collection; A Polar Express Adventure; Memorable Sands; Al Norte al Norte: Latino Life in North Carolina; and Real to Reel: The Making of Gone with the Wind; and the reinstallation of Out of the Blue: Coast Guard Aviation.*

The following one-case displays were created or borrowed and placed within MOA: *Titanic CDQ Document; Queen Elizabeth II Portrait; The River Bridge; Post from the Coast; Designing History: Cobb's Point, Past and Present; Paint the Past; Something for All the Girls: A Hundred Years of Girl Scouts; North Carolina Sports Hall of Fame: Regional Inductees; Scotty McCreery: An American Idol; Lost Colony Play 75th Anniversary;* and a series of spotlight pedestal displays in the center of the MOA's lobby. Two exhibits created by MOA staff have been scaled down and are now offered as traveling exhibits: *Memorable Sands* and *Post from the Coast*. Promotional displays featuring the MOA were designed and placed within the Norfolk International Airport located in Norfolk, Virginia.

Planning commenced for a redesign of the MOA's main lobby. Funding of the redesign is through a \$15,000 Trileaf Grant, received by FOMOA in 2005. The director was able to coordinate the redirection of the funds with the issuing authority to allow for the lobby redesign. Opening receptions were well attended, with most including regional legislative representatives as guests. Additionally, the exhibit *Real to Reel: The Making of Gone with the Wind* opened with a formal gala that was attended by Lieutenant Governor Dan Forest and his wife, along with Dr. Kevin Cherry, Deputy Director of Archives and History, and State Representative Bob Steinburg and his wife, Marie.



Director of Regional Museums William J. McCrea greets Lieutenant Governor Dan Forest and his wife, Alice; Kevin Cherry, Deputy Director of Archives and History; and Representative Bob Steinburg and wife Marie at the opening gala for “Real to Reel: The Making of *Gone with the Wind*.”

## Division of State History Museums

Educational programs offered included Archaeology 101, Civil War Living History Days, African American Living History Days, Second Saturday, Pamlico Joe and Clean Water Flow, lectures and book, an annual holiday open house featuring *A Polar Express Adventure*, horse-drawn carriage rides, pony rides, and a visit by Jonkonnu performers, made possible by a grant from the Judge Thomas Watts Memorial Endowment, administered by the North Carolina Community Foundation. Cultural Resources Secretary Susan Kluttz and her husband, William, attended the 2013 holiday open house.

*Al Norte al Norte: Latino Life in North Carolina* included a well attended daylong Latino Festival. Other programs included Designer Workshops, Jingle Bells “R” Rocking, and Bonsai Workshops. Monthly programming included History for Lunch, Back to the Past, Preschooler Time, and Paint & Cookie. The MOA collaborated with the Port Discover Science Center to offer week-long summer camps. Joint school group programs with HAS IT! (History, Art, Science) continued. The Museum Gift Shop remained open under Lisa Winslow and Mary Temple. In April 2013, Winslow dissolved her partnership leaving Mary Temple as the sole owner and manager.

Professional staff of MOA offered consultation services and programs throughout the Albemarle region, assisting Hope Plantation, Northeast Heritage Tourism, the Camden County Tourism Board, the Elizabeth City-Pasquotank County Tourism Board, the Elizabeth City cultural organization HAS IT!, Elizabeth City Area Chamber of Commerce, Daughters of the American Revolution, Colonial Dames, North Carolina Civil War Tourism Council, and the United States Coast Guard Base. The education coordinator served on the Education Board of the Chamber of Commerce. The museum educator served on the Board of Port Discover Science Center. The curator represents the museum at the Gates County Historical Society meetings. Staff participated and represented the museum in community programs that included the U.S. Coast Guard’s Multicultural Day, Elizabeth City Area Chamber of Commerce Business After Hours, and ribbon cuttings as well as the annual meetings of the Elizabeth City Area Chamber of Commerce. There was also staff participation in Pasquotank County, Camden County and Currituck county school festivals as well as the annual Paddle to the Border and Dismal Days hosted by the Dismal Swamp Welcome Center.

MUSEUM OF THE CAPE FEAR HISTORICAL COMPLEX

David Reid, *Administrator*

With staff and budget reductions from the previous biennium, the Museum of the Cape Fear Historical Complex (MCFHC) faced challenges during the biennium. Its many achievements were due in large part to volunteers, community collaborations and grants. Planning efforts to transform the current museum into Civil War history center continued.

The museum borrowed the traveling exhibits *It's Electrifying!* and *The Photography of Lewis Hine: Exposing Child Labor in North Carolina, 1908–1918* from the North Carolina Museum of History. For the 150th anniversary year of the signing of the Emancipation Proclamation, the traveling exhibit *Freedom Coming, Freedom for All* came to the museum for a month in 2013. With a Project Support Grant from the Arts Council of Fayetteville/Cumberland County, matched by funds from the Museum of the Cape Fear Historical Complex Foundation Inc. (MCFHCF), the museum produced the exhibit *Fayetteville and the Wilmington Race Riot of 1898*. A partnership with the Fayetteville Area Transportation and Local History Museum and the Fayetteville Area Convention and Visitors Bureau (FACVB) brought about a display on *Sports in the Sandhills* as part of Fayetteville Baseball Fever celebrating the centennial of Babe Ruth's first professional home run in Fayetteville.

The annual Festival of Yesteryear in 2012 featured the Tryon Palace Fife and Drum Corp. The Festival continued to partner with the Lafayette Society in 2012 and 2013, making it part of North Carolina's Annual Lafayette Birthday Celebration in Fayetteville. With sponsors, donations, and funding from the Arts Council of Fayetteville/Cumberland County, the museum hired actors from the Gilbert Theatre to portray members of the Poe family during nighttime tours of the 1897 Poe House in October 2012 and 2013. An arrangement with Sweet Tea Shakespeare (a project of Fayetteville State University) brought theatrical performances of *Much Ado About Nothing* and *Love's Labour's Lost* to the backyard of the Poe House in 2014. Working with the Fayetteville Area Transportation and Local History Museum, the FACVB, and Cumberland County Parks and Recreation, the museum put together Fayetteville Baseball Fever in March 2014. The event included rededication of the state historical marker honoring Babe Ruth, an exhibit on sports, and a vintage baseball game.

The Cumberland Community Foundation continued to fund the museum's summer camps. A grant from the Youth Growth Stock Trust provided reimbursement to Cumberland County schools for both fuel and substitute teacher pay so more students could visit the museum. A grant from the Florence Rogers Trust assisted with the purchase of clothing representing the American colonial period. The Arts Council of Fayetteville/Cumberland County established the opportunity for local arts agencies to raise funds online through the power2give website. The museum was successful in using the program to raise funds to bring the Huckleberry Brothers to perform at a 2013 living history program, and to purchase china dinnerware for the 1897 Poe House. Funding from the MCFHC Foundation enabled the museum to upgrade exhibits in the Civil War gallery as part of the Civil War sesquicentennial.

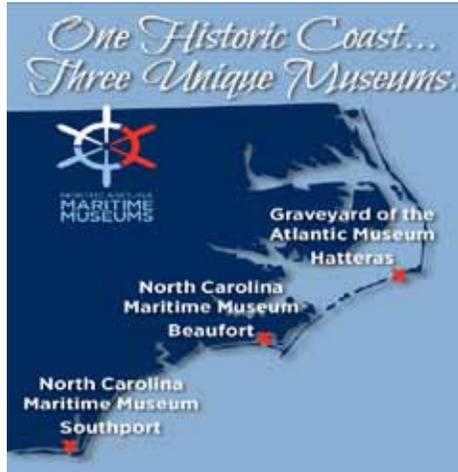
The complex continued many popular programs and events. Mommy, Me, and the Museum Make Three, a program for preschoolers, continued to be offered six to nine times each year. This program was renamed Preschool Pals in 2013. The museum continued to work with the FACVB in its group marketing strategy for May of each year, entitled 31 Day Salute. In 2013 the museum contributed with three military themed lectures, and a lecture and living history program in 2014. The 12th and 13th Annual Civil War Quiz Bowls were held in 2013 and 2014. Both were held off-site (at the Cumberland County Library Headquarters and at Methodist University) because attendance has outgrown the museum's conference room. The Museum participated in Second Saturdays with Arts Fest weekend programs on quilting and geocaching.

With staff reductions, volunteers took over activities such as registering tour reservations, organizing digital photograph files, coordinating the preschool program, assisting with groundwork, and representing the museum at off-site programs at schools, community fairs, welcome centers, and festivals. High school volunteers gave Poe House and Arsenal Park tours during the summer of 2014. The Dig and Dream Garden Club took care of the Poe House gardens beginning in 2013. Sustainable Neighbors planted demonstration gardens on the pedestrian bridge connecting the museum to Arsenal Park. An Eagle Scout project in 2013 enhanced interpretive signage in Arsenal Park. The museum also benefitted with interns funded through the Youth Advocacy and Involvement Office State Government Internship Program. An intern in 2013 assisted with organizing files, photographs, and materials relating to the Arsenal. An intern in 2014 photographed and identified objects from the 1897 Poe House collection.

The MCFHC Foundation continued the planning process for transforming the museum towards a more focused emphasis on the Civil War and Reconstruction eras. Architects were hired to design a building and plan the site, and community meetings and presentations were held to gauge support and generate discussion. An Evening with Hari Jones brought the Assistant Director and Curator of the African American Civil War Memorial Freedom Foundation and Museum to speak to a full house at the Cape Fear Regional Theatre. The planning effort developed an Advisory Board and Board of Directors for the North Carolina Civil War History Center. An initiative of the group has been a digital scanning project. Documents and photographs in private hands are being scanned and documented for research purposes. Another initiative is soliciting 100 Civil War stories from the 100 counties of North Carolina.

NORTH CAROLINA MARITIME MUSEUM SYSTEM

Joseph K. Schwarzer II, *Director*



Since July 2008 the state Maritime Museums have been organized into a unified system with facilities at Hatteras, Beaufort, and Southport as equal parts of a whole. Mission statements reflect their particular strengths. Exhibitions and programming are designed to ensure compliance with missions, eliminate duplication, and provide comprehensive interpretation of the state's maritime heritage. Personnel have been reassigned to serve Hatteras, Beaufort, and Southport more efficiently with the larger workforce at Beaufort as the principal Maritime Museum System staff serving Hatteras and Southport in the areas of exhibitions, maritime research, archaeology, and collections. Over the biennium, the system has achieved a more effective and productive way of capitalizing on resources within the context of cultural tourism.

In spite of the recession, budget cuts, gasoline prices, and major weather events, the system experienced an increase in attendance. Systemwide, all-inclusive walk-in visitation was 740,372 and total audience served (walk-in and outreach) was 947,050. This was largely due to very aggressive programming and exhibition additions during the period, supported by significant contributions from members and nonprofit support groups.

The Maritime Museum System accessioned 536 artifacts, conducted 3,185 programs for 90,253 participants, revised six existing exhibitions, created 10 new, in-house exhibitions, three satellite exhibitions (long term displays at other locations), and, most significantly, produced and managed a Blackbeard's Queen Anne's Revenge traveling exhibition, which has toured throughout the state. A total of 274 volunteers have contributed 49,250 hours of service.

Some of the most significant accomplishments over the biennium have been in electronic media. Maritime Museum System websites have attracted 9,889,586 visitors, and the Facebook fan base has increased by an average of 171%. As in the

## Division of State History Museums

past, the Friends of the Graveyard of the Atlantic Museum, the Friends of the North Carolina Maritime Museum in Beaufort, and the Friends of the North Carolina Maritime Museum at Southport have provided generous and critical support for all aspects of day-to-day operations, exhibitions, educational programs, collections acquisitions, advertisement and promotion, and even facilities maintenance. Over the biennium, the Friends have contributed a total of \$249,424 to the maritime museums. The support is vital if the museums are to continue to fulfill their missions and serve the people of North Carolina and their expanding audience.

## GRAVEYARD OF THE ATLANTIC MUSEUM, HATTERAS



The Graveyard of the Atlantic Museum is dedicated to the preservation, advancement, and presentation of the maritime history and shipwrecks of the North Carolina Outer Banks. This vital resource of local, regional, national, and international history is in danger of being lost forever and must be preserved and interpreted for present and future generations. The museum preserves, researches, exhibits, and interprets its collections for the benefit of diverse audiences in order to inspire appreciation, encourage discovery, and promote an active, responsible understanding for the maritime heritage of the Outer Banks in itself, and in relation to that of the United States and the international history of seafaring. Impact reports filed with the state confirm a significant increase in visitation during the biennium. Walk-in visitation was 170,914 with total audience served (walk-in and outreach) of 194,332. A total of 18,730 participants took part in 641 programs, and an average of 35 volunteers donated a total of 6,509 hours to the museum.

There were several revisions of the signature Civil War Sesquicentennial exhibition *Flags Over Hatteras*. Following the success of the 2012 Civil War Conference in Hatteras and James M. McPherson's recent book *War on the Water*, in which the Hatteras Campaign is recognized as one of the most significant maritime actions of the war, the exhibition, featuring period art, and original flags, uniforms, and equipment from the battle of Forts Hatteras and Clark, the subsequent action on Ocracoke, and the "Chicamacomico Races," has attracted national attention. In addition, the RMS *Titanic* display, highlighting the remarkable "*Titanic* telegram" recovered from the Hatteras Weather Station, was augmented with additional artifacts and memorabilia, and raises fresh questions regarding the disaster. New exhibitions include *Dive Into History*, chronicling the development of SCUBA equipment from the early days of sport diving to the present, especially popular with local and visiting divers; *The War of 1812 and the USRS Cutter Mercury* recounting the construction of the *Mercury* on Ocracoke in 1807 and the vessel's role in thwarting Admiral George Cockburn's invasion of North Carolina in July of

1812; and, most significantly, *Hook Line and Hatteras*, recounting the development of the sportfishing industry in Hatteras.

In addition, the museum continues to work with DCR Capital Projects, the National Oceanic and Atmospheric Administration (NOAA), and the National Park Service, Cape Hatteras National Seashore (NPS) in designing the permanent exhibitions. Thanks to a generous grant from NOAA, the state was able to retain the services of Riggs Ward, an award-winning development and design firm. The initial meeting was held in January 2013, a public meeting in May 2013, and additional meetings in Raleigh and Washington D.C. in March and May 2014. It is anticipated that design documents will be completed in the next twelve months.

In Hatteras, Maritime Museum System staff completed the inventory of collections, cleaned and photographed objects, and trained local staff to catalog key objects designated for the future permanent exhibition. System staff accessioned a total of 138 artifacts, made significant progress on the backlog of donations and recent acquisitions brought in from the community, and purchased an emergency first aid kit for use in the collections area.

In addition, the Maritime Museum System Collection Manager and Registrar facilitated loans from a wide variety of institutions including the State of Georgia, the Minnesota Historical Society, the State of New York, and numerous private collections. Furthermore, staff members provided invaluable assistance in the preservation process, case design, and mounting of the silk, civil war naval ensign from the USS *Monticello*. This rare and important flag and the coastal guides retrieved from the wreck of the *U85* are two of the most significant additions to the collections.

In the second half of 2012, Museum education operated with a part time volunteer coordinator. Programming was geared mostly toward summer Museum visitors. In January 2013, a fulltime Curator of Education was hired to manage education and volunteerism. Educational offerings expanded within the next two years in breadth and depth. The Museum added programs to spring, fall, and winter calendars. Participants moved beyond primarily walk-in Museum visitors to include local and regional students, and scouts. The Museum's public programs nearly tripled going from 122 in 2012 to 351 in 2013. In 2013 an in-house youth library was established at the Museum. Changing exhibits with educational guides and artifacts were introduced to the Education Wing. Museum educational materials were created and distributed locally and regionally. Programming growth continued into 2014. In comparing first half figures from 2013 to first half figures from 2014, public programs more than doubled, and new opportunities were introduced. In the first half of 2014, the Museum offered an internship project to a local high school student, and mentored a special needs adult.

Special events for the biennium included the Museum's second and third annual December Holiday at the Museum celebration attracting over 800 visitors each year. In December 2012, the UNC television program "My Heart will Always be in Carolina" aired a special feature on Museum. March 2013 and 2014 marked the second and third running of the *Graveyard 100*, a hundred mile marathon from

Corolla to Hatteras with 150 participants. Hilke Thür, principle investigator at Ephesus, Turkey, visited in March 2013 and presented a program on her discovery of the tomb of Cleopatra's sister Arsinoe. The annual British War Graves Ceremony on Hatteras and Ocracoke hosted dignitaries from Great Britain, Canada, and Washington, D.C. in May; and, in July, a special ceremony was held, and state historical marker installed, to commemorate the War of 1812, Cockburn's raid on Ocracoke, and the USRS Cutter *Mercury*. Also in July 2013, the Museum officially became a part of the National Underground Railway Network to Freedom. The Travel Channel series *Mysteries at the Museum* aired a segment on the Museum and the mystery of the *Carroll A. Deering* in September 2013; and, that same month, the Museum provided a special exhibition for the Commissioning of USS *Minnesota*. The ceremony was held in Norfolk, attended by thousands and televised nationally.

In 2012 volunteer needs were addressed by distributing educational materials, community networking, and hosting volunteer events. In 2013 efforts expanded to include representation on the Museum's website and in regional publications and community calendars, and additional, in-house and outreach distribution of materials. In 2014, public speaking engagements, and the creation of a Volunteer Program for local school students, and families of US Coast Guard–Group Cape Hatteras were initiated. As a result of the combined efforts, the volunteer base, drawn from a community with an overall island population of 4,322 and village population of 504, has been able to maintain its numbers and longevity of individual participation—an average of 35 active volunteers despite continual attrition due to health and relocation.

Over the biennium, 9,708,283 people visited the Graveyard of the Atlantic Museum website. In addition, the Museum achieved an increase in its Facebook fan base of 211%; "Likes" grew from 1,369 to 4,267. Demographics were 46% women and 54% men. In addition, the museum electronically publishes a monthly "Wreck Report" newsletter, and, with Maritime Museum System staff, prepares posters, flyers and brochures, Summer/Fall and Winter/Spring Calendars, Children's Indoor Scavenger Hunts, and provides articles for the Maritime Museum System's magazine "The Maritimes."

Over the biennium, the Friends have contributed \$143,961 to support all aspects of day-to-day operations, exhibitions, educational programs, collections acquisitions, advertisement and promotion, and maintenance. In addition to hosting special events and speakers, they have paid for the restoration and mounting of the flag from the USS *Monticello*, the conservation of the coastal guides recovered from the wreck of the *U85*, and the model of the War of 1812 USRS Cutter *Mercury*. They have covered the cost of all program supplies and printing, as well as paid for office supplies, HVAC climate control, and general facility repairs and renovations. Without the continued support of the Friends, the Museum would be unable to fulfill its mission or function efficiently.

NORTH CAROLINA MARITIME MUSEUM, BEAUFORT



The North Carolina Maritime Museum in Beaufort collects, preserves, researches, documents and interprets the maritime history, culture and environment of coastal North Carolina. The Museum reflects coastal life and interprets lighthouses and lifesaving stations, the seafood industry, motorboats, boatbuilding, and more. The Museum is the official repository for artifacts from Blackbeard's wrecked flagship, *Queen Anne's Revenge*. Over the biennium, impact reports filed with the state confirm a walk-in visitation of 497,617, with a total audience served (walk-in and outreach) of 645,133. A total of 62,063 participants took part in 2,360 programs, and 175 volunteers donated a total of 34,997 hours to the museum.

The Museum is a post-and-beam wooden structure built with public and private funds in 1985. A major landmark in the town of Beaufort, it has been used extensively, endured multiple hurricanes, and welcomed millions of visitors over the last twenty-nine years. Consequently, the facility required repair. Over the biennium, the State of North Carolina invested heavily in renovations including a redesigned, closed water loop, HVAC system which is energy efficient and environmental friendly. Replacement of cedar siding and windows was an additional renovation project resulting in new cedar shake siding and storm proof windows throughout the facility. The last project could not have been accomplished as economically, efficiently, or professionally without the expert assistance of Historic Sites Craft Services.

The exhibits and design staff continued to serve the Maritime Museum System by providing graphic design and exhibition. During the biennium, the Museum continued to develop permanent and traveling exhibitions. Blackbeard's *Queen Anne's Revenge* display was frequently upgraded and is currently undergoing a dramatic reorganization and expansion including a satellite QAR Lab showcasing conservation; new, climate controlled casework; and additional artifacts. An articulated sperm whale skeleton was recently mounted in the main gallery and is now accompanied by a completely new interpretive exhibit highlighting the whaling

and menhaden industries in North Carolina. The latter exhibits are the first of a long-term re-interpretation of commercial fishing and working watercraft which will take place over the next five years. A third element of the project is the Rachel Carson Coastal Environments and Recreational Fishing exhibit. The new exhibits were produced in cooperation with, and funding from, the Rachel Carson Reserve, the North Carolina Coastal Reserve and National Estuarine Research Reserve, and the North Carolina Division of Marine Fisheries.

In a major effort to expand Maritime Museums outreach and enhance visitation at various sites across the state, exhibit and design staff developed the 800 square foot Blackbeard's Queen Anne's Revenge traveling exhibition. It has been shown in eleven venues over the last two years and has received outstanding reviews. At the end of 2014, the exhibition was scheduled to return to the Museum for upgrades and expansion.

The Collections staff continues to provide care, documentation, and general oversight of the artifacts and paper material at the three museums in the system. A total of 206 artifacts were accessioned at Beaufort and four interns were engaged to assist with artifact research and cataloging. In addition to regular, ongoing loans, inventory, accessions and deaccessions, staff matched hundreds of photographs to accession records in order to include them in the collection. Noncollection images (from other institutions) were culled to research collections. Those deemed appropriate were assigned proper accession numbers and many photographs and negatives were cataloged along with their digital images. The huge volume of photographs is now available to the Exhibits Department, students, and researchers.

In addition to supporting exhibitions in Beaufort including *North Carolina Seashells*, *Whaling*, *the Menhaden Industry*, *War of 1812*, and *Queen Anne's Revenge* upgrades, much of Collections staff time has been devoted to the system exhibition program, specifically the upgrade of permanent exhibitions and *Blockade Running: A Necessary Evil* at Southport, *Flags over Hatteras* and *Hook Line and Hatteras* at Hatteras, and the traveling *Queen Anne's Revenge* exhibition. Collections staff participated in the disassembly and installation at fourteen venues across the state.

Maritime staff researches and generates exhibit content for the museums in Hatteras, Beaufort, and Southport; conserves and restores North Carolina watercraft and related objects in the system's collection; develops, executes, and supports the system's watercraft-related educational programming, and undertakes restoration and new construction projects for the system and other similar non-profit and government agencies.

During the biennium, maritime staff curated seven permanent, four temporary, and two traveling exhibitions and maintained an active schedule of over 60 public presentations and educational demonstrations. The Museum's outreach exhibition fleet (four stellar examples of North Carolina-built recreational watercraft) traveled to 11 antique and classic boat shows in North and South Carolina and Virginia, reaching out to well over 24,000 event visitors. Staff provided professional and technical assistance to over 90 museums, historical agencies, and other heritage organizations in the United States, Canada, and Europe and responded to more than 2,000 public inquiries and requests for research assistance worldwide.

At the Harvey W. Smith Watercraft Center, staff conducted programming for more than 85,000 visitors. The Watercraft Center held 42 classes and accommodated almost 200 students. The traditional boatbuilding courses included: Traditional Boatbuilding Carpentry; Contemporary Boatbuilding Carpentry; Build a Boat in a Day; and Nine-Day Boatbuilding.

Staff and volunteers of the Watercraft Center undertook a wide variety of construction and restoration projects restoring two classic recreational watercraft for the museum's exhibit fleet, a U.S. Life Saving Service 26-foot Monomoy surfboat for the U.S. Coast Guard Museum and a 26-foot U.S. Navy motor whaleboat for the American Undersea Warfare Center in Galveston, Texas.

The Watercraft Center's volunteers contributed almost 7,500 hours during the biennium. Utilizing the Museum's in-the-water fleet of six traditional boats, staff demonstrated and taught traditional sailing skills during weekly sailing days throughout each summer and in Traditional Boat Handling classes. The Watercraft Center also provided maintenance for many water-based educational courses, the Junior Sailing program, the Beaufort Oars rowing club, and the very active programs of the North Carolina chapter of the Traditional Small Craft Association.

The museum's annual Wooden Boat Shows enjoyed excellent attendance with over fifty boats and 4,000 visitors each year. It is one of the premier annual events on the Crystal Coast of North Carolina attracting local and regional visitors. This free event celebrates the art of North Carolina boat building and the sport of boat racing and offers activities for all ages. The annual Wooden Boat Show is held the first Saturday in May and started in 1975. It is the longest ongoing wooden boat show in the Southeast.

The Beaufort Museum chapter of the Traditional Small Craft Association was very active; organizing races, conducting in-the-water meets at a variety of venues within the state, and encouraging the restoration and use of vernacular types of crafts for recreation.

The North Carolina Maritime Museum and the museum's support group, the Friends of the Museum, formed the Carolina Maritime Model Society in 1995 to sustain and promote the traditional art and craft of North Carolina ship and boat models. Today, the group is comprised of over 60 members. It is the only such organization in the entire state and has become a major vehicle for widening public interest in North Carolina's maritime history and culture.

The Society encourages interest and active participation in the hobby in order to improve the standards of members' models through the free exchange of ideas, techniques and information, and to emphasize, that research is the foundation for the production of accurate, quality, ship models. The Society's activities, combined with expanding educational programs offered through the Watercraft Center, include a substantial, one-day exhibition in conjunction with the Museum's annual Wooden Boat Show incorporating a pond for radio controlled models and continue to draw new enthusiasts into ship modeling.

## Division of State History Museums

The museum offered a total of 2,360 public programs that reached 62,063 participants during the biennium. Educators conducted 604 programs for schools and group tours, reaching a total of 13,905 people. Public and private schools, day care facilities, home schools, and Scout/civic groups make up the majority of the museum's group visitation. During the biennium the Museum's Summer Science School for Children offered 32 classes for children ages four through fourteen that reached nearly 221 participants. Since 1980 the Museum has administered the program in partnership with the Rachel Carson Reserve. Special events consist of expanded museum programming outside of group or public programs. Some signature events celebrate particular maritime related topics, such as the annual Wooden Boat Show and Beaufort Pirate Invasion that includes lunch and a show with Blackbeard. Other events cover topics such as whaling, lifesaving, shipwrecks, and piracy.

Education staff apply for grant funding to offset costs and further enhance partnerships and programming. Staff members have received funding for projects from the North Carolina Coastal Recreation Fishing License program administered by the North Carolina Division of Marine Fisheries which have funded several outreach activities. In June 2014, an in-kind donation from Evenflow helped provide booster seats for the museum's van so young children can be safely transported on museum related excursions and field trips.

Over the biennium, education staff responded to more than a thousand inquiries from the public on a variety of topics, from specimen identification to artifact donation. Staff assisted the public with tourism resources for planning a visit to the coast. The Education Curator now serves as editor of the museum's biannual publication, *The MariTimes* and staff worked closely with the Public Relations Coordinator to insure timely press releases and expand presence on various social media outlets.

Community partnerships and collaborative efforts with other government agencies are key goals for the department. Vital partnerships occur on local, state, and national levels. Museum education staff contributed articles and presented conference papers on several occasions. Presentations were done at annual Mid-Atlantic Marine Educators Association conferences over the course of the biennium and the Education Curator presented a program at the SEAMAMMS Conference at UNC Wilmington in May of 2014. The museum continues to form partnerships with outside agencies, both state and federal, including Monitor National Marine Sanctuary Film Festival in April of 2013, commemoration of the 150th anniversary of the raid on the Cape Lookout Lighthouse with the National Park Service in April of 2014, and a multi-agency partnership in the summer of 2014 with various groups including the National Weather Service to commemorate the 60th anniversary of Hurricane Hazel.

The Education department's Natural Science Curator managed volunteers, students, and interns who contributed approximately 2,969 hours in support of the Cape Lookout Studies Program activities. Over the course of the biennium,

the Natural Science Curator conducted 141 programs related to marine mammals, whaling, sea turtles and other natural history topics, reaching a total of 7,993 participants. Most significantly, staff completed the cleaning and mounting of the thirty-three foot sperm whale skeleton as a critical feature of the new commercial fishing whaling exhibition.

The skull of a lethally entangled bottlenose dolphin calf was prepared and used in programs and exhibits as an example of the impacts caused by discarded monofilament fishing line left in the marine environment. The jaw bones had actually grown around the entangling line. In addition, a portable, modular bottlenose dolphin skeleton has been prepared and is used for outreach. Another skeletal specimen in prep acquired through participation in the NC Marine Mammal Stranding Network is a Grampus whale (AKA Risso's dolphin) scheduled for display in March 2015.

Ongoing efforts to address the problem of protecting marine wildlife such as dolphins from becoming entangled in discarded fishing line continued throughout the biennium. The North Carolina Monofilament Recovery and Recycling Program maintains 41 receptacles and signs at NC beaches, docks, fishing piers, and tackle shops in 10 coastal counties encouraging people to dispose of used fishing line responsibly. Begun in 2007, the program has collected and recycled approximately 1,100 pounds of line, net, and spools.

Local bottlenose dolphin photo-ID research continues. Bottlenose dolphin sighting statistics tabulated for NOAA Fisheries as required under Marine Mammal Protection Act Research Permit No. 779-1633 included 92 days of searching, 132 sightings, and 1,498 dolphins sighted during this reporting period. Photos from the photo-ID research and specimens from strandings are being prepared for research, programs, publications, and displays. Four interactive displays that demonstrate bottlenose dolphin photo-identification circulated in programs, classrooms, and public venues.

Public Relations for the North Carolina Maritime Museum System continued to serve the Graveyard of the Atlantic Museum in Hatteras, the North Carolina Maritime Museum in Beaufort, and the North Carolina Maritime Museum at Southport. The Public Relations Coordinator is based in Beaufort. Support for the Museums includes: 1) planning, preparing and disseminating news releases and feature articles for the media to promote the three Museums, their programs and events using traditional and social media platforms; 2) coordinating with necessary staff to set publicity plan for each major event and setting the schedule for press releases, media relations, advertising, and social media postings; and 3) disseminating calendar for programs, special, public activities and events, or as requested by the Director.

Social media played an important role in promoting the museums, events and programs. Facebook is the primary social media platform used at all three of the North Carolina Maritime Museums. Over the biennium, 161,400 people visited the North Carolina Maritime Museum in Beaufort's website. In addition, the museum achieved an increase in its Facebook fan base of 107.9%. "Likes" grew from 1,473 to 3,991. Demographics were 63% women and 36% men.

## Division of State History Museums

The Friends of the North Carolina Maritime Museum Inc. is a private, nonprofit organization forging a public/private partnership between supporters of the state's rich maritime heritage and related natural history and the State of North Carolina. Patrons of the museum organized "The Friends" in 1977 as a way for the entire state to help the North Carolina Maritime Museum grow and prosper. The Friends is dedicated to ensuring that our state's maritime heritage will always be preserved and cherished by and for future generations. The Friends hold events throughout the year that benefit the Maritime Museum. Over the biennium, the Friends have contributed \$81,463 to various aspects of museum operations, exhibitions, and programs. The Friends value past and present coastal communities. The Friends' commitment to the museum and its mission is reflected through their membership and the financial support for museum programs and exhibitions.

NORTH CAROLINA MARITIME MUSEUM, SOUTHPORT



The North Carolina Maritime Museum at Southport collects, preserves, and interprets material culture pertinent to the maritime heritage of Southport, Brunswick County, and the Lower Cape Fear region in order to inform, educate, and engage present and future generations. In 2011 museum at Southport celebrated the grand opening of its new, enlarged facility. As a result, during the biennium, exhibitions expanded, programming increased, and the museum attained an even more vital role in the community over the biennium. The museum staff is devoted to stimulating local and regional tourism, enhancing educational programming, proactive collections management, and, with hands-on support from the Maritime Museum System exhibition staff, the reevaluation and revitalization of exhibitions in its new venue.

The museum's support organization, Friends of the North Carolina Maritime Museum at Southport, continues to be a driving force, forging a concession agreement between the City of Southport, the National Park Service, the Department of Cultural Resources, and the Friends for a 10-year commitment to lease the museum's current facility on the city's historic Fort Johnston property. With assistance from museum staff, the agreement was finalized in June 2014. The achievement has been the impetus for Phase II, an expansion of the current facility and a grassroots campaign currently in its planning and fund-raising stage.

Information from Impact Reports filed with the State confirms an impressive increase in visitation during the biennium. Walk in visitation was 71,841 with total audience served (walk-in and outreach) of 107,565. A total of 9,460 participants from 11 NC counties attended 184 diversified group programs. A total of 64 volunteers donated 7,744 hours to the museum during the biennium. They undertook a variety of construction and restoration projects, including a dock platform for the impressive

“Nehi Gore” exhibit of a traditional menhaden fisherman, a series of three wooden raised planters for the museum’s History Garden, seven wooden benches for the porches, classroom shelving for boat models, and two planter’s benches for the Friends fund-raising golf tournament. Volunteers helped with programs, educational classes, and events, and worked as daily greeters and tour guides.

The Museum has made great strides in updating and creating new, engaging exhibits. In 2012 the installation of the functioning USS *Dolphin* periscope signaled an auspicious beginning and has become a major attraction for our visitors. In February 2013 the museum installed *We Fished for a Living*, focusing on the Menhaden fishing industry and Elias “Nehi” Gore. Gore was 7’8” tall. Incorporating a full-size, cutaway image of “Nehi” and, as of February 1, 2014, audiovisual of the Shanty Singers, the exhibition highlights the African American community, is extremely engaging, and has been well received.

*Blockade Running: A Necessary Evil* opened in October 2013 and focuses on blockade-runners, pilots, and the economic issues associated in the Lower Cape Fear during the Civil War. A rotating display was added in the Civil War exhibit commemorating the anniversary of US Navy Commander Cushing’s raid on Smithville, on February 29, 1864. In addition, the museum enhanced its popular *City of Houston* exhibition with audiovisual dive footage of the wreck. In 2013 and 2014, the museum was awarded grants in support of new exhibitions and programs. Brunswick Electric Membership Corporation provided funding for *Blockade Running: A Necessary Evil*. The Southport Rotary assisted in purchasing colonial clothing and accoutrements for colonial interpretation and education.

The museum continues its collaboration with the Southport–Fort Johnston Museum. In the Garrison House, a traveling exhibit with images and artifacts from the Maritime Museum describes the rich maritime heritage in the Lower Cape Fear. Over the last two years, more than 73,725 visitors have enjoyed this exhibition. System staff cleaned all artifacts on exhibit, accessioned a total of 192 objects and transferred the majority into the permanent State collection. They provided invaluable guidance in organizing the collections, renovating existing exhibitions, and mounting new displays.

Curator of education, Lori Sanderlin, was ably assisted by volunteers and other museum staff, presenting classes, programs, and symposiums covering the complex and diverse maritime culture of the Lower Cape Fear region. Visitors learned of pirates, work boats, Fort Johnston, early inhabitants, past life-ways, shipwrecks, disease, slavery, the Confederate Navy, fortifications, rice plantations, hurricane history, coastal waterways, lighthouses and river markers, fishing, ship and boatbuilding, the age of sail, blockade-running in the Civil War, guns and munitions, railroads, women in WWI and WWII, submarines, and WWII Liberty Ships. Many programs specifically detailed economic issues of the Lower Cape Fear. Sunset History Cruises on the Cape Fear River and Historical Bicycle and Walking Tours were always fully booked by visitors, as were the wide variety of Children’s Summer Programs and Camps from June through August.

## Division of State History Museums

Over the biennium, 19,903 people visited the North Carolina Museum at Southport website. In addition, the Museum achieved an increase in its Facebook fan base of 195.9%. “Likes” grew from 366 to 1,083. Demographics were 63% women and 37% men. In addition, the Museum publishes a monthly “Mullet Wrapper” newsletter, and, working with Maritime Museum System staff, prepares posters, flyers and brochures, Summer/Fall and Winter/Spring Calendars Children’s Indoor Scavenger Hunts, and provides articles for the System’s magazine *The Maritimes*.

The Friends of the North Carolina Maritime Museum at Southport develops, encourages, and promotes public awareness of the Museum. It supports the programs and facilities of the Museum and renders assistance as requested by the museum staff. The Friends oversees the museum Gift Shop, and pays all utility bills and expenses for the museum’s security system, website, off-site storage, staff travel, advertising, and program supplies. During the biennium, the Friends provided funding and logistical support for Second Saturday events, 3rd Tuesday adult programs, guest speaker honoraria, and lodging for scholars and museum professionals. The support organization also assisted with funding for exhibitions, office and janitorial supplies, curatorial materials, and tools. Without the financial and logistical support of the Friends, the museum would be unable to fulfill its mission and responsibilities it has to the public. Over the biennium, the Friends have contributed a total of \$24,000 to the museum.

APPENDIX 1

**The North Carolina Historical Commission**

<i>Name of Member</i>	<i>Residence</i>	<i>Date Appointed/ Reappointed</i>	<i>Date Term Expires</i>
Millie M. Barbee, <i>Chair</i>	West Jefferson	March 21, 2013	March 31, 2015
Mary L. Bryan	Fayetteville	April 12, 2011	March 31, 2017
David C. Dennard	Greenville	April 1, 2009	March 31, 2015
Samuel B. Dixon	Edenton	August 16, 2013	March 31, 2019
Chris E. Fonvielle Jr.	Wilmington	December 31, 2013	March 31, 2019
William W. Ivey	Asheboro	November 19, 2013	March 31, 2019
Valerie A. Johnson	Oxford	July 7, 2009	March 31, 2015
Margaret Kluttz	Salisbury	April 7, 2014	March 31, 2019
B. Perry Morrison Jr.	Wilson	April 12, 2011	March 31, 2017
Richard Starnes	Cullowhee	April 12, 2011	March 31, 2017
Harry L. Watson	Chapel Hill	April 12, 2011	March 31, 2017

***Emeritus Members (non-voting status)***

Kemp P. Burpeau	Wilmington
Narvel J. Crawford	Asheville
H. G. Jones	Pittsboro
William S. Powell	Chapel Hill
Alan D. Watson	Wilmington
Max R. Williams	Caswell Beach

APPENDIX 2

Appropriations and Expenditures, July 1, 2012–June 30, 2014

FY 2012–2013

FY 2013–2014

	<i>Certified Budget</i>	<i>Actual Expenditures</i>	<i>Certified Budget</i>	<i>Actual Expenditures</i>
Total Requirements	\$26,754,139	\$24,972,820	\$26,841,752	\$23,204,384
Less Receipts	2,621,819	1,929,315	1,342,655	1,218,762
General Fund Appropriation	24,132,320	23,043,505	25,499,097	21,985,622
<i>Summary by Purposes:</i>				
Administration	828,784	951,181	830,043	823,134
Archives and Records	4,187,913	3,472,086	2,859,267	2,767,649
Historic Preservation	1,066,766	1,041,897	1,164,169	1,017,542
Historical Publications	502,785	497,342	418,641	418,638
Museum of History	5,915,265	5,826,493	5,654,697	5,583,167
N.C. Maritime Museum	1,687,959	1,620,911	1,722,166	1,584,435
Office of State Archaeology	1,006,663	1,100,500	1,117,198	1,115,988
State Capitol	405,022	346,814	340,712	296,183
State Historic Sites	7,489,677	7,033,136	6,896,432	6,895,412
Tryon Palace	3,468,073	2,895,934	2,634,843	2,532,772
Western Office	195,232	186,526	203,584	169,464
<i>Totals</i>	\$26,754,139	\$24,972,820	\$26,841,752	\$23,204,384

APPENDIX 3  
**Appropriations and Expenditures, 1964–2014**

<i>Fiscal Year</i>	<i>Appropriations from General Fund</i>	<i>Expenditures</i>
1964–1965	730,512	715,335
1965–1966	903,353	805,610
1966–1967	933,315	881,129
1967–1968	1,029,220	909,246
1968–1969	1,115,376	1,060,123
1969–1970	1,632,495	1,339,507
1970–1971	1,959,423	1,894,085
1971–1972	2,059,101	1,603,396
1972–1973	1,978,447	1,937,444
1973–1974	2,445,778	2,367,276
1974–1975	2,696,780	2,616,288
1975–1976	3,062,207	2,934,838
1976–1977	3,184,648	3,144,940
1977–1978	3,948,992	3,895,230
1978–1979	4,767,550	4,706,757
1979–1980	5,935,003	5,759,396
1980–1981	6,545,920	6,341,025
1981–1982	7,061,398	6,490,824
1982–1983	6,780,218	6,216,740
1983–1984	7,237,088	7,002,126
1984–1985	10,811,177	10,443,840
1985–1986	11,247,656	10,641,181
1986–1987	13,252,919	12,636,329
1987–1988	13,129,618	12,639,687
1988–1989	11,462,639	11,185,118
1989–1990	12,141,505	10,957,744
1990–1991	14,726,367	14,106,668
1991–1992	16,247,702	15,347,082
1992–1993	14,963,748	13,286,365
1993–1994	16,642,554	14,624,108
1994–1995	16,498,487	16,442,132
1995–1996	16,549,241	16,420,731
1996–1997	13,917,104	13,817,331
1997–1998	17,546,487	17,198,041
1998–1999	22,312,795	21,996,114
1999–2000	18,628,174	18,382,886
2000–2001	24,194,901	22,974,388
2001–2002	23,546,975	20,962,713
2002–2003	24,443,740	22,721,844
2003–2004	26,381,456	24,974,222
2004–2005	22,122,102	22,117,242
2005–2006	27,094,502	26,084,388
2006–2007	27,648,301	27,813,417
2007–2008	29,923,302	30,081,671
2008–2009	29,565,955	28,106,275
2009–2010	28,233,263	26,313,820
2010–2011	26,620,386	27,005,950
2011–2012	25,654,342	24,671,552
2012–2013	26,754,139	24,972,820
2013–2014	26,841,752	23,204,384

APPENDIX 4  
**ROSTER OF EMPLOYEES**

OFFICE OF ARCHIVES AND HISTORY ADMINISTRATION

Cherry, Kevin, deputy secretary; hired October 2012  
Crow, Jeffrey J., deputy secretary; retired September 2012  
Backstrom, Parker, administrative secretary III  
Ketcham, Laura B., education and outreach  
Umfleet, LeRae, education and outreach coordinator  
McDuffie, Vivian, administrative assistant II; transferred from Research Branch  
May 2013

*Roanoke Island Festival Park*

Sawyer, Kimberly A., executive director  
Alcock, Phillip A., building and environmental services supervisor  
Beacham, Tina F., office assistant III; separated November 2012  
Bryson, Steven E., maintenance mechanic I  
Campbell, Patrick F., building and environmental services technician  
Collins, Cupid K., building and environmental services technician  
Davis, Anna M., historic interpreter I; promoted to manager of education and  
interpretation May 2014  
Edwards, William, historic sites specialist I; retired October 2012  
Essenfeld, Neil, program manager  
Ford, Gilda B., processing assistant V  
Fournier, Debra L., building and environmental services supervisor  
Griffiths, Richard H., building and environmental services technician; died August  
2013  
Haerther, Tracy A., historic sites specialist II; separated July 2012  
Hanganu, Andrea N., administrative secretary II; separated October 2012  
Hinnant, Amy C., operations manager  
Kitchen-Butch, Lindsey S., historic interpreter I  
Lange, Harry M., maintenance mechanic II  
McCullough, Edward L. Jr., historic interpreter I  
McLean, Kathleen, manager of education & interpretation; separated January 2014  
McMaster, William W., historic interpreter III  
Miller, David W., museum technician  
Morrison, Edwin K., historic interpreter I  
Putnam, Robert W., historic sites specialist I  
Reynolds, Glenn B., maintenance mechanic IV  
Riddle, Mary Ellen, museum specialist; transferred to Graveyard of the Atlantic  
Museum July 2012  
Sykes, Otis C., building and environmental services technician  
Williams, John C., facility maintenance supervisor II  
Wright, Valerie A., office assistant III  
Young, Tanya K., marketing and communications manager

*Tryon Palace*

Williams, Kay P., director; died October 2012  
LaFargue, Philippe, assistant director; promoted to director March 2014  
Mitchell, Deanna, assistant director; transferred from State Capitol April 2014  
Anderson, Brandon, museum specialist; separated March 2013  
Arthur, Matt R., museum specialist  
Ashburn, Trish B., information and communications specialist; separated August 2012  
Baker, Richard, museum specialist  
Bell, Derreck, carpenter II  
Bennett, Kim, historic interpreter I  
Briley, Susan, office assistant III  
Bowles, Laurie J., administrative officer I; promoted March 2013  
Boyd, Jerry, security guard; separated March 2014  
Brooks, Nicole, administrative officer I  
Brooks, Nicole, special events coordinator  
Bryant, Sharon C., office assistant III (African American outreach coordinator)  
Cheris, Hadley, horticulture/grounds technician; hired January 2013  
Clark, David D., security guard  
Collins, Jerry, building environmental services technician  
Conner, David William, building environmental services technician  
Creamer, Sean, security supervisor  
Cudney, Kent, office assistant III; separated June 2014  
Dupree, Leroy D., painter  
Fields-Taylor, Shenetta, accounting specialist  
Ford, Lynn A., maintenance; reinstated October 2012  
Fornes, Steve A., security guard  
Garner, Brian K., building environmental services technician  
Gray, Edward, museum specialist  
Griffin, B. Colby, horticulture/grounds technician; separated November 2013  
Griffin, Susan L., historic interpreter I  
Griffith, Richard, housekeeper; died August 2013  
Gulley, Patricia, lead worker IV  
Gurley, C. Randy, facility maintenance supervisor II  
Herzinger, Kyna, museum specialist; separated October 2013  
Howard, Daniel H., security guard  
Ipock, Karen E., associate museum curator; transferred to Historic Sites April 2013  
Jenkins, T. Curtis, security guard  
Knight, J. Dean, museum specialist  
Lafond, Anthony, development associate; separated November 2012  
Lambert, John, horticulture/grounds technician; hired February 2014  
Langley, Erin, donor research manager; hired September 2013  
Loader, Janet M., horticulture/grounds technician  
Loibl, Steven H., security guard  
McClease, Keith A., grounds supervisor I  
Mattox, John, carpenter II

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Mesrobian, Jamie, historic interpreter I; hired October 2012; transferred to Historic Sites April 2014  
Minch, Timothy A., horticulture/grounds technician; separated October 2012  
Muse, Larry T., security guard  
Olson, Robert, lead ticket seller; separated August 2013  
Packer, Nancy E., museum program chief; died December 2013  
Parish, Gwendolyn, processing assistant IV  
Parker, David, security guard  
Perlman, Nancy C., administrative officer II; retired July 2012  
Perry, Jackie, building environmental services technician  
Pyrton, Freda B., greenhouse and gardens manager; promoted January 2013  
Ramey, Craig, marketing and communications manager; hired January 2013  
Rhodes, Alison, administrative officer I  
Richards, Evelyn, lead ticket seller; hired November 2013  
Risty-Davis, Sarah, visitor programs manager; hired October 2013  
Rogers, Laura (Poppe), historic interpreter I; separated June 2014  
Salaverria, Marcos, visitor programs manager; hired July 2013; separated August 2013  
Sandbeck, Penne, research historian; separated May 2014  
Sandbeck, Peter, museum curator; separated November 2012  
Sotirsky, John, security guard; hired May 2014  
Strickland, Dan, media technician II  
Thorne, Jon P., building environmental services technician; separated November 2013  
Tilghman, Ben, horticulture/grounds technician; hired February 2014  
Venters, Orlando W., security supervisor  
Wilhelm, John E., building environmental services technician; separated August 2012  
Williams, Kimberlie F., building environmental services technician; separated August 2012  
Wimpfheimer, Lisa J., building environmental services technician manager; separated August 2012  
Wolf, Richard, historic interpreter I; separated July 2012

### *North Carolina Transportation Museum*

Wegner, Samuel, executive director; separated December 2012  
Ayash, Joseph R., maintenance supervisor; promoted March 2014  
Borquist, Patrick, site assistant  
Brown, Mark L., information and communications specialist I  
Hall, June, historic interpreter; hired June 2014  
Hopkins, Robert E., historic interpreter III  
Howell, Brian G., facility maintenance supervisor III; retired February 2013  
Johnson, Kathryn L. (Leanne), historic interpreter; promoted January 2013  
Minschew, Marlene M., historic site manager II; reduction-in-force April 2014  
Moffitt, Brian G., historic interpreter III; separated August 2012  
Neal, Larry K., Jr., historic site manager III  
Yarbrough, Matthew V., maintenance and grounds; separated April 2014

## DIVISION OF HISTORICAL RESOURCES

Brook, David, division director; retired May 2013

### *Research Branch*

Hill, Michael R., research historian supervisor

Bandel, Jessica A., research historian; hired January 2013

Howard, Joshua B., research historian; separated October 2012

McDuffie, Vivian F., administrative assistant II; transferred to education and outreach May 2013

Wegner, Ansley H., research historian

### *Western Office*

Futch, Ralph J. (Jeff), regional supervisor

Cathey, Jennifer A., historic preservation/restoration specialist II

Hall, Linda G., archaeologist II

Hewitt, Kimberley A., office assistant IV; separated December 2013

McDonald, Annie, historic preservation/restoration specialist

Norwood, Susan (Lorraine), office assistant V; hired December 2013

South, Heather, archivist

Woolf, Jason, records management analyst

### *Historical Publications Section*

Kelly, Donna E., historical publications administrator

Bailey, Lisa D., historical publications editor I

Brown, Matthew M., historical publications editor III

Coffey, Michael W., historical publications editor I

Isenbarger, Dennis L., historical publications editor II; separated October 2012

Miller, Anne, historical publications editor II

Owens, William A. (Bill), administrative officer II

Poff, Jan M., historical publications editor III; separated October 2012

Rayfield, Trudy M., administrative secretary II

Trimble, Susan M., historical publications editor II

### *Office of State Archaeology*

Claggett, Stephen R., state archaeologist

Abbott, Lawrence E. (Lee), archaeologist II

Browning, Karen K., archaeological technician; separated July 2012

Daniel, Shanna L., archaeologist I; separated September 2012

Farrell, Erik, archaeological technician; hired April 2014

Flora, Lynn F., archaeological technician

Franklin, Samuel, technical support analyst; hired November 2012

Gillman-Bryan, Julep, maintenance mechanic V

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Hall, Dolores, archaeologist supervisor  
Henry, Nathan C., archaeologist II  
Kenyon, Kimberly, archaeologist I; hired November 2012  
Mintz, John J., archaeologist II  
Morris, John (Billy Ray), archaeologist supervisor; hired September 2012  
Myers, Susan G., archaeologist I  
Nelms, Dee H., administrative secretary III  
Page, Courtney, archaeological technician; hired November 2013  
Shattuck, Bethany J. (Joy), archaeological technician  
Southerly, James C., archaeologist II  
Spencer, Madeline P., program manager  
Watkins-Kenney, Sarah C., archaeologist II  
Welsh, Wendy M., conservator/lab manager; separated November 2012  
Wilde-Ramsing, Mark U., deputy state archaeologist – underwater; retired August 2012

### *State Historic Preservation Office*

Bartos, Ramona, historic preservation administrator  
Adolphsen, Jeffrey D., historic preservation/restoration specialist I  
Brown, Claudia R., historic preservation/restoration supervisor  
Burch, Chandra F., processing assistant IV  
Christenbury, James D. (David), architect  
Coleridge-Taylor, Jannette M., program assistant V  
Crawford, John (Rob), historic preservation/restoration supervisor; separated July 2013  
Dockery, Jessica P., historic preservation/restoration specialist I  
Edmonds, Andrew, historic preservation/restoration specialist; hired November 2012  
Fomberg, Paul E., historic preservation/restoration specialist II  
Garrett, William R. (Bill), photographer II  
Gledhill-Earley, Renee H., historic preservation/restoration supervisor  
Grantham, Anna M., office assistant IV  
Kockritz, Justin, historic preservation/restoration specialist II; separated December 2013  
Little, Stanley L., office assistant III (Eastern Office)  
Patterson-McCabe, Michele R., historic preservation/restoration specialist II  
Power, Timothy S. (Scott), archives and history regional supervisor (Eastern Office)  
Shearin, Charlotte R., processing assistant V  
Simmons, Tim E., architect  
Southern, Michael T., historic preservation/restoration specialist II  
Swallow, Ann V., historic preservation/restoration specialist II  
Thomas, William R. (Reid), historic preservation/restoration specialist I (Eastern Office)  
Wilds, Frank M. (Mitch), historic preservation/restoration supervisor  
Wood, John P., historic preservation/restoration specialist I (Eastern Office)

## DIVISION OF ARCHIVES AND RECORDS

Koonts, Sarah E., state archivist  
Andersen, Kimberly M., audio visual materials archivist  
Barbour, James, processing assistant; hired May 2014  
Blake, Debra A., collection services head  
Blanks, Richard A., document imaging technician  
Blomberg, Jennifer, collections management branch head; hired September 2013  
Bolvin, Thomas D., office assistant; promoted November 2012  
Bradley, Gay, processing assistant  
Brenneman, Kurt, records management analyst; hired September 2013  
Brown, Douglas A., collection services unit supervisor  
Brown, William H., registrar  
Carnial, Vivian, security guard; hired February 2013; separated May 2013  
Cheeks, Leavander J., processing assistant; retired June 2013  
Chesarino, Carolyn, government records unit supervisor; promoted September 2013  
Chiswell, David B., archivist  
Cody, Ruth, archivist; hired June 2013; promoted November 2013  
Cole, Tomoko M., local records microfilm technician  
Creef, Tama N., archivist (Outer Banks History Center)  
Cusick, Aaron, digital services archivist  
Daniels, Dennis, archivist; separated August 2013; reinstated November 2013  
Dasinger, Paul G., accounting technician  
Denning, Wilton C. (Chris), state records center supervisor  
Dixon, Linda F., document imaging technician  
Downing, Sarah S., assistant curator (Outer Banks History Center)  
Elliott, Gail, processing assistant  
Eubank, Kelly A., digital services section head  
Evans, Derrick, processing assistant; hired August 2013  
Evans, Vann, correspondence unit head; promoted April 2014  
Fox, Linda, photo lab technician; hired January 2014  
Gabriel, Andrea V., outreach and development coordinator  
Gibson, Jeremy, system integration librarian; hired September 2013; promoted April 2014  
Glover, Jack W., processing assistant; retired March 2013  
Grant, Robert G., artist illustrator II; reduction-in-force August 2012  
Griffin, Lawrence, digital archivist; hired April 2014  
Griffiths, Colleen, archivist; hired May 2014  
Hanna, Emily, records management analyst  
Hargrove, Albert W., records management analyst; retired May 2013  
Hayes, Kimberly A., administrative secretary  
Hensey, Laura B., state agency services unit supervisor  
Herzinger, Kyna, records management analyst; promoted November 2013  
Holland, Mark, records analysis unit supervisor; promoted December 2014  
James, Tammy W., imaging processing unit supervisor  
Johnson, Angelia J., archivist  
Johnson, Carl, processing assistant; hired March 2013; separated September 2013

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Leach, Ronald L., state and university records unit supervisor; retired September 2013  
Lentz, Sarah, processing assistant; separated January 2014  
Mays, Gwen E., organization records archivist  
Mazanek, Tiffanie L., processing assistant  
McGee-Lankford, Rebecca K. (Becky), government records section head  
Meekins, A. Christopher, imaging unit head and archivist; promoted September 2013  
Montgomery, Victoria, processing assistant  
Morgan, Trina R., microfilm duplication technician  
Moser, Eric L., microfilm laboratory supervisor  
Murray, Charles O., microfilm conversion technician  
Odzak, Lazar L. (Larry), reference archivist; retired August 2012  
Orcutt, Elizabeth, processing assistant; separated June 2013  
Paden, Rebecca C., imaging unit supervisor; separated September 2013  
Parks, Stuart R., archivist (Outer Banks History Center)  
Perez, Francesca E., information management assistant  
Peterson, Anthony L., processing assistant; hired April 2013  
Pridgeon, Andre M., archivist; retired September 2013  
Rainwater, Emily, conservator; hired July 2012  
Robinson, Tara A., processing assistant  
Rocha, Fofy H., processing assistant; retired February 2013  
Schurr, Karen L. (KaeLi), curator and site manager (Outer Banks History Center)  
Siler, Kermit L., local records archivist  
Simpson, Druscilla R., archives and records manager; retired October 2012  
Simpson, Kenrick N., military records archivist; retired March 2014  
Sorrell, James O., special collections section head  
Soultatos, Deborah S., imaging preservation technician  
Thurman, Alison H., archivist  
Tracy-Walls, Francenia L., private manuscripts archivist  
Trent, Rachel, electronic records archivist; separated December 2013  
Valsame, Mark, governor's papers archivist  
Vincent, Thomas J., local records unit supervisor  
Wachner, Matthew, photography lab unit supervisor; promoted October 2012  
Westmoreland, Alan L., photography lab unit supervisor; retired October 2012  
Wright, Sharita, processing assistant; separated December 2012  
Yandle, Ashley A., digital access branch head; promoted February 2013

## DIVISION OF STATE HISTORIC SITES AND PROPERTIES

### *Division Administration*

Hardison, Keith A., division director  
Coats, Alfred D. (Dale), historic sites operations supervisor  
Aycock, John D. (Doug), facility maintenance supervisor III; retired May 2013  
Bock, Paul B., facility maintenance manager I; retired June 2014  
Bockert, Jeffrey L., archives and history regional supervisor

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Bowman, William M., Jr., maintenance mechanic III  
Brodie, Hannah, artist illustrator; hired January 2013  
Brown, Jessamine C. (Jann), historic sites specialist III; retired April 2014  
Chamberlain, Carol H., historic sites specialist III; retired May 2013  
Duppstadt, Andrew E., historic sites specialist II; promoted August 2012  
Edward, Christian, curator; promoted November 2013  
Foil, Sandra B., administrative assistant I  
Graves, Mark, maintenance mechanic; hired April 2013  
Hayden, Joseph L. (Jay), III, carpenter supervisor I; retired April 2013  
Hill, Paul O., facility manager supervisor; promoted May 2013  
Jackson, Martha B., registrar; promoted May 2013  
Jones, Ronnie, maintenance mechanic V; hired July 2013  
Jordan, Bridget L., processing assistant V  
Matthews, Marty D., historic sites specialist III  
Pate, Ronnie T., maintenance mechanic II  
Reighn, Elizabeth B., historic sites specialist I; promoted May 2013  
Rhodes, Thomas A., administrative officer III  
Sawyer, Amy S., historic sites specialist II  
Wescott, Richard (Dusty), director of curatorial services  
Willard, James S. (Jim), historic sites specialist I  
Windley, Royal B., carpenter supervisor I  
Woolard, Mark E., maintenance mechanic III

### *State Capitol*

Mitchell, Deanna K., historic site manager III; transferred to Tryon Palace April 2014  
Honsinger, Tiffiana M., museum specialist  
Johnson, Cathy C., museum specialist  
Mainquist, Loretta J., office assistant IV  
Mauney, Diana P., historic interpreter III  
Schramm, Terra S., museum specialist  
Slocum, Cheri K. (Kathy), public information assistant IV; retired September 2012

### *East Historic Sites Region*

Bass, Morris L., historic site manager I  
Biggs, Lisa W., historic interpreter I  
Boyette, Charles M., historic interpreter I  
Braunagel, Stewart A., maintenance mechanic II  
Bricker, Jessica, historic interpreter I; reinstated January 2014  
Brown, Derrick S., historic interpreter III  
Bryant, Brenda G., historic site manager II  
Brantley, Amanda, historic interpreter I  
Biggs, Lisa, historic interpreter I  
Burke, Carl L., historic interpreter III  
Cameron, Shelton, historic interpreter II; promoted October 2013

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Carter, Johnathon E., maintenance mechanic III  
Chilcoat, Judith W., historic site manager I  
Crowe, John, historic interpreter I; separated May 2014  
Dawson, Thomas R., historic site assistant  
Eure, Linda J., historic site manager III; retired March 2013  
Flowers, Ray B., historic interpreter II  
Fritzing, Jeffrey W., historic interpreter II  
Furlough, Keith N., historic interpreter II  
Hardy, Stephanie, historic site manager II; hired December 2012  
Harmon, Blake S., maintenance mechanic II  
Harris, William E., maintenance mechanic II  
Hayes, Karen M., historic site manager III  
Hill, Sarah A., historic interpreter II  
Jackson, Christopher M., historic site assistant  
Keeter, Sharon K., historic interpreter I  
Lassiter, George S., building and environmental services technician; separated April 2014  
Latham, Eva C. (Bea), historic interpreter III; died December 2013  
Lawrence, Simon S. (Si), information and communications specialist II  
Long, Andrew, maintenance mechanic II; hired October 2013  
Maxwell, Megan P., historic interpreter I  
McKee, James M., historic interpreter III  
Mesrobian, Jamie, historic interpreter III; transferred from Tryon Palace April 2014  
Miljenovic, Joseph, security officer II  
Mitchell, Alton, historic site manager II; separated September 2012  
Moody, Monica A., historic site manager III  
Moseley, John, historic interpreter III  
Owens, Carolyn A., historic interpreter III  
Parker, Adele M., historic interpreter II  
Pittman, Sarah L., historic interpreter II  
Reed, Ryan, historic interpreter I; hired April 2013  
Risty-Davis, Sarah, historic site manager II; hired December 2012; transferred to Tryon Palace October 2013  
Rodgers, Alecia F., historic interpreter I  
Sawyer, Rebecca L. (Becky), historic interpreter III  
Scott, Frachele, historic site manager III  
Scott, Michael B., historic interpreter II  
Sheaffer, David, historic site assistant  
Smith, Diane M., historic interpreter I  
Snyder, Kent A., maintenance mechanic II  
Steele, James C., historic site manager II  
Stetz, Kyle, historic interpreter I; hired December 2012; separated June 2014  
Strickland, Leigh V., historic site manager II  
Strother, Tony, maintenance mechanic II; hired November 2012  
Sutton, Jessica S., maintenance mechanic II  
Swain, Leigh C., historic site manager II  
Taylor, Donald B. (Donny), historic site manager III

## Appendix 4

Walker, Shannon, historic interpreter II  
Weaver, Holly M., historic interpreter II  
Young, Matthew, historic site manager III; hired January 2014

### *West Historic Sites Region*

Remsburg, Robert L. (Bob), archives and history regional supervisor  
Alexi, Daniel, historic site assistant; hired December 2012  
Blakemore, Daniel, maintenance mechanic II  
Berg, Mia D., site manager  
Bowlby, Jon R., historic interpreter I  
Bowles, Karen K., historic interpreter III  
Brown, Richard, historic sites specialist II  
Cameron, Shelton A., historic site assistant  
Cline, Brandie, historic interpreter II; hired January 2014  
Cox, Lisa, historic site assistant  
Dalton, Bryan F., historic site manager I  
Davis, Gaston, historic interpreter III; separated May 2014  
Deadmon, Kara, historic interpreter III  
Douglas, Scott, site manager; promoted January 2014  
Edwards, Christian, historic site manager II  
Farley, Jennifer F., historic site manager III  
Faucette, Michael J., facilities maintenance coordinator II  
Guss, John W., historic site manager II  
Hairr, John E., historic site manager I  
Harrelson, Fredrick, maintenance mechanic II  
Hayes, Sonja L., historic site assistant; separated September 2012  
Jessup, Rickie J. (Rick), historic interpreter I  
Jones, William, maintenance mechanic II  
Kepley, Aaron, historic interpreter III; hired April 2013  
Lee, Sarah, historic interpreter II; separated March 2014  
Long, Norman L., facility maintenance supervisor I  
McMahon, Francis, historic interpreter II; hired April 2014  
Morton, Christopher E., historic site manager I  
Muhlig, James F., maintenance mechanic II  
Muir, Thomas, site manager, hired March 2013; promoted January 2014  
Owenby, Dennis, historic site assistant  
Reiter, Gennifer, historic sites specialist II; separated November 2013  
Rogers, Julia, historic interpreter II  
Rounds, Courtney E., historic interpreter III; separated July 2012  
Runkel, Christina, historic interpreter; hired October 2012  
Smith, Diane, historic interpreter II; promoted February 2013  
Smith, Susan E., historic interpreter II  
Steelman, Edsel, maintenance mechanic II  
Stone, David, historic interpreter II; hired August 2012  
Thompson, James R., historic site manager II  
Thompson, William H., Jr. historic interpreter II

Timbs, Roy E., historic interpreter I  
Walker, Sara, historic interpreter; hired October 2012  
Walsh, Tammy L., historic interpreter I; separated June 2014  
Warren, Michael S., historic site manager II  
Wiley, Barbara, historic interpreter II; retired April 2014  
Willis, Patrick W., historic interpreter III; separated December 2012

## DIVISION OF STATE HISTORY MUSEUMS

### *North Carolina Museum of History*

Howard, Kenneth B., division director  
Armstrong, Jennifer C. (Courtney), office assistant IV  
Ausbon, Michael A., associate museum curator; promoted 2012  
Bailey, Virginia E., public information assistant III  
Bates, Doris M., historical publications editor III  
Beery, Katherine E., registrar  
Bell-Kite, Diana, associate museum curator  
Bishop, RoAnn M., museum curator  
Blakistone, Tricia L., associate museum curator  
Blevins, Eric N., photographer II  
Bloom, Sally P., associate museum curator  
Bradshaw, Glenn R., museum technician  
Cade, Gregory F., security guard  
Campbell, John M., museum program chief  
Carr, Michelle L., museum curator  
Cope, John A., museum exhibit designer  
Cowles, James A., museum exhibit designer; retired December 2013  
Davis, Brian J. (B. J.), museum program chief  
Denning, Janet B., administrative secretary II; retired March 2013  
Dickens, Rachel P., associate museum curator  
East, Cathy, historical publications editor II; hired June 2014  
Edwards, Kathryn L. (Katie), office assistant IV; promoted to assistant museum curator 2012  
Essic, Karen F., artist illustrator II  
Evans, Stephen, historical publications editor I; hired January 2013  
Exum, Obelia J., artist illustrator III  
Fernandez, Marc J., security guard  
Fleming, Anne, designer; hired August 2012; separated October 2013  
Foil, Bobby L., Jr., art handler  
Frazier, Wade K., security guard  
French, Jennifer, museum conservator  
Gordon, Marcie, development officer; hired June 2013  
Grant, Emily D., associate museum curator  
Hall, Lisa C., historical publications editor II; separated February 2014  
Honeycutt, Rodney T., security guard  
Horton, Susan A., museum specialist

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Howard, Mary, administrative assistant II; transferred to museum May 2013  
Huband, Vicky, public information assistant III; hired November 2012  
Hunt, Camille E., registrar  
Ijames, Earl L., museum curator  
Johnson, Ronald W., security guard  
Jordan, Janice J., historical publications editor I; retired January 2013  
Kendall, Melinda H., administrative assistant I; retired July 2013  
Ketcham, Darryl, artist illustrator II  
Kikendall, Katherine A., office assistant IV; resigned 2012  
Kral, Barry, security guard; hired December 2012  
Lamb, Susan F., information and communications specialist II  
Lindsey, Jerry F., security guard; separated February 2013  
McCrea, William J., associate director  
McKinney, Heyward H., Jr., director of internal operations; retired March 2014  
Madre, Jordan, collections; hired December 2013  
Marshall, Roy J. (Jackson), associate director  
Milliken, Deborah D., public information assistant III; retired October 2012  
Neel, Matthew D., carpenter II  
Nichols, Debra M., associate museum curator  
Nicholson, Stephen, building and environmental services technician  
Ossi, Lauren E., museum specialist  
Pacheco, Lauren, development officer; hired April 2013  
Parrish, Jackie D., capital area visitor center; retired January 2014  
Pedus, Robert, security guard  
Peifer, Richard J., museum specialist  
Pendergraft, Don W., museum program chief (design); promoted 2012  
Pennington, Nancy L., associate museum curator  
Perry, Eddie L., security guard  
Platero, Omer C., security guard  
Porter, Joseph C., museum program chief  
Poteat, RaeLana V., associate museum curator  
Pratt, Jessica R., associate museum curator  
Pulley, Ricky D., security supervisor  
Raafat, Hussien A., security guard  
Rhodes, Joseph E., museum specialist  
Scott, Michael, museum specialist  
Slaymaker, Audra M., museum specialist; resigned 2012  
Stone, Robert H., artist illustrator II  
Sullivan, Charlotte V., museum curator; retired April 2013  
Sweatt, Jan L., office assistant IV  
Swindell, Thomas A., administrative officer I  
Taylor, Jerry D., museum specialist  
Textor, Dean, security guard; hired December 2012  
Thompson, Daniel K. (Kent), photographer I  
Warzeski, Jeanne M., museum curator  
Weaver, Ann D., public information assistant IV; separated 2012  
Webbere, Sandra L., associate museum curator

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Williams, Cheri L., administrative officer I  
Williams, Linda B., registrar; retired 2013  
Yarbrough, Creigh, administrative assistant; hired December 2013

### *Museum of the Cape Fear Historical Complex*

Reid, David E., museum administrator  
Frederickson, James R., carpenter II  
Greathouse, Leisa M., associate museum curator  
Maxwell, Megan, museum specialist  
Wallace, Karen, administrative services assistant V

### *Museum of the Albemarle*

Merrell, Edward A., Jr., museum administrator; retired August 2012  
Cappellano, Gina M., office assistant III  
Doepker, Lisa M., public information assistant III  
Mathews, Joseph W., facility maintenance supervisor I  
McCargo, Jamie L., museum specialist  
Meads, Lori F., museum specialist  
Patterson, Charlotte M., associate museum curator  
Sawyer, Lynette D., museum specialist  
Seymore, William L., building and environmental services technician  
Shiple, Benjamin F. V., building and environmental services technician  
Stiles, Wanda F., museum specialist  
Swindell, Edward C., museum specialist  
Tirak, Mary C., administrative officer I

### *Mountain Gateway Museum and Heritage Center*

Finley, Terrell E., museum curator; retired March 2014  
Byron, Louise C., historic interpreter I  
Provancha, Matthew B., museum technician

### *Maritime Museum-Beaufort*

Schwarzer, Joseph K., museum administrator  
Anderson, Lynn D., museum curator  
Aubel, Claire E., public relations coordinator; separated September 2012  
Brin, Christine, historical interpreter II  
Carraway, Michael G., museum exhibit designer  
Cartier, David, museum curator; hired October 2013  
Davis, Stephanie, artist illustrator II  
Fontenoy, Paul E., museum curator  
Gordon, Leeanne, museum curator; separated April 2013  
Greene, Terrence J., carpenter II; retired March 2014  
Hailey, Denny S., maintenance mechanic I

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Hairr, John, museum curator; transferred from Historic Sites July 2013  
Jalot, Katherine, museum curator; hired January 2013  
Mann, Randal, administrative officer I; hired May 2013  
Moore, David D., archaeologist II  
Prentice, William D., museum technician  
Resor, Sharon L., processing assistant III  
Rittmaster, Keith A., natural science curator II; transferred December 2012  
Springle, Bobby P., administrative officer I; retired June 2013  
Streble, Laurie, associate museum curator  
Wetzel, Charles, carpenter II  
Williams, Roger, carpenter II; hired May 2014  
Willis, Chuck L., maintenance mechanic I; separated September 2013  
Wright, Craig G., museum specialist

### *Maritime Museum-Southport*

Sanderlin, Lori S., program assistant V  
Smith, Leland, historic interpreter III  
Strickland, Mary E., associate museum curator  
Venis, Sharon L., processing assistant III

### *Graveyard of the Atlantic*

Arellano Munoz, Juan, building environmental services technician; hired  
November 2013  
Caroppoli, Joseph, building environmental services technician; hired February  
2013; separated July 2013  
Francis, William I. (Bill), facilities maintenance coordinator I  
Riddle, Mary, museum curator; transferred from Roanoke Island Festival Park  
January 2013  
Scarborough, Clara J., office assistant IV

## APPENDIX 5

### Complete List of Publications Issued by Archives and History

#### DIVISION OF HISTORICAL RESOURCES

##### HISTORICAL PUBLICATIONS SECTION

###### Documentary Volumes

*North Carolina Troops, 1861–1865: A Roster*, Volume XIX, *Miscellaneous Battalions and Companies*. Edited by Matthew M. Brown and Michael W. Coffey. 2014. Pp. xiii, 516. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/4632.html>

*The Papers of Zebulon Baird Vance*, Volume 3, *1864–1865*. Edited by Joe A. Mobley. 2013. Pp. xxxix, 584. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/vance3.html>

###### Books and Catalogs

*From Ulster to Carolina: The Migration of the Scotch-Irish to Southwestern North Carolina*. Revised edition. Second printing, 2013. Pp. xi, 76. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/2799.html>

*In Some Foreign Field: Four British Graves and Submarine Warfare on the NC Outer Banks*. L. VanLoan Naisawald. Second printing, 2014. Pp. x, 99. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/2721.htm>

*Native Americans in Early North Carolina: A Documentary History*. Edited by Dennis Isenbarger. 2013. Pp. xiv, 361. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/4649.html>

*Native Carolinians: The Indians of North Carolina*. Theda Perdue and Christopher Arris Oakley. Revised edition. Second printing, 2014. Pp. xiii, 101. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/3451.html>

*North Carolina and the Two World Wars*. Sarah McCulloh Lemmon and Nancy Smith Midgette. 2013. Pp. ix, 245. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/4441.html>

*Publications* (catalog). Revised, 2014.

*Rebels and King's Men: Bertie County in the Revolutionary War*. Gerald W. Thomas. 2013. Pp. xvii, 221. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/4519.html>

*Thomas Wolfe: A Writer's Life*. Ted Mitchell. Revised edition. Third printing, 2013. Pp. xv, 120. Illustrated. Index. <http://nc-historical-publications.stores.yahoo.net/2861.html>

###### Amazon Kindle E-Books

*African Americans in Early North Carolina: A Documentary History*. Edited by Alan D. Watson.

*The Carolina Charter of 1663: How It Came to North Carolina and Its Place in History with Biographical Sketches of the Proprietors.* William Stevens Powell.

*Farming Dissenters: The Regulator Movement in Piedmont North Carolina.* Carole Watterson Troxler.

*The Lost Colonists: Their Fortune and Probable Fate.* David B. Quinn.

*Money and Monetary Problems in Early North Carolina.* Alan D. Watson.

*North Carolina and the Two World Wars.* Sarah McCulloh Lemmon and Nancy Smith Midgette.

*North Carolina as a Civil War Battleground, 1861–1865.* John G. Barrett.

*North Carolina Headrights: A List of Names, 1663–1744.* Caroline B. Whitley.

*North Carolina's Signers: Brief Sketches: Brief Sketches of the Men Who Signed the Declaration of Independence and the Constitution.* Memory F. Mitchell.

*Society in Early North Carolina: A Documentary History.* Edited by Alan D. Watson.

*Tar Heels: How North Carolinians Got Their Nickname.* Michael W. Taylor.

### Maps and Posters

*Carolina Charter of 1663 350th Anniversary Poster.* 2013. 21 x 26 inches.

*Mouzon Map (1775).* Third printing, 2014. 34 x 25 inches.

### Periodicals

*North Carolina Historical Review.* Eight issues. Vol. 89, nos. 3, 4 (July, October 2012); Vol. 90, nos. 1–4 (January, April, July, October 2013); Vol. 91, nos. 1, 2 (January, April 2014). Illustrated. Annual indexes.

### Titles Out of Print

*Archaeology at Colonial Brunswick.* Stanley South.

*Bath Towne.* [state historic site guide] Linda Reeves.

*The Captain's Bride: A Tale of the War and The Deserter's Daughter* by William D. Herrington. Edited by W. Keats Sparrow.

*Carolina Charter of 1663.* [document facsimile]

*The Colonial Records of North Carolina [Second Series], Volume VI, North Carolina Higher-Court Minutes, 1724–1730.* Edited by Robert J. Cain.

*Green Leaf and Gold: Tobacco in North Carolina.* Jerome E. Brooks.

*Historic Halifax.* [state historic site guide] Linda Reeves.

*A History of African Americans in North Carolina* (1997). Jeffrey J. Crow, Paul D. Escott, and Flora J. Hatley.

*A History of African Americans in North Carolina* (2002). Jeffrey J. Crow, Paul D. Escott, and Flora J. Hatley.

*North Carolina Lighthouses.* David Stick.

*North Carolina Petitions for Presidential Pardon, 1865–1868.* Russell S. Koonts.

*North Carolina's Role in the Spanish-American War.* Joseph F. Steelman.

*Petition of the Regulators, 1769.* [document facsimile]

*Rockingham County: A Brief History.* Lindley S. Butler.

*The "Unpainted Aristocracy": The Beach Cottages of Old Nags Head.* Catherine Bishir.

## **DIVISION OF HISTORIC SITES AND PROPERTIES**

*Dawn of Peace: Bennett Place State Historic Site* by William Vataavuk. Republished by the Bennett Place Support Fund, Inc.

*Duke Homestead and the American Tobacco Company* by Jennifer Farley. Published by Arcadia Publishing (August 2013)

*Stagville: Black and White* by Stephanie Hardy. Published in *Circa* Magazine for the NC Museum of History's "Stagville: Black and White" exhibit.

*The King's Trouble Makers: Edenton's Role in Creating a Nation and State* by Troy Kickler. Publication paid for by the Edenton Historical Commission.

*The Regulator*; quarterly newsletter; November 2012, January 2013, April 2013, November 2013, March 2014, and May 2014.

*The Alamance Genealogist*, published by the Alamance County Genealogical Society.

*The Fort Dobbs Gazette*, quarterly newsletter: September 2012, December 2012, March 2013, June 2013, September 2013, December 2013, March 2014, and June 2014.

*The Young Hickory News*, newsletter: Spring 2012, Summer 2012, Fall/Winter 2012, Spring 2013, Summer/Fall 2013, Winter 2013, Spring 2014, and Summer/Fall 2014.

## **DIVISION OF STATE HISTORY MUSEUMS**

### **NORTH CAROLINA MUSEUM OF HISTORY**

#### Periodicals, Calendars, Newsletters

*Circa*. Museum magazine. Three issues. Vol. 6, no. 1 (winter 2013); Vol. 6, no. 2 (summer/fall 2013); Vol. 7, no. 1 (winter/spring 2014).

*Old North State Volunteer*. Newsletter. Eighteen issues. September, October, November 2012; December 2012–January 2013; February, March, April, May, June, September, October, November 2013; December 2013–January 2014; February, March, April, May, June 2014.

*Program Calendar*. Bimonthly calendar. Twelve issues. September–October, November–December 2012; January–February, March–April, May–June, July–August, September–October, November–December 2013; January–February, March–April, May–June, July–August 2014.

*Tar Heel Junior Historian*. Magazine. Four issues. Vol. 52, nos. 1–2, "Conflict in

the 1800s” and “North Carolina A to Z” (fall 2012, spring 2013); vol. 53, nos. 1–2, “North Carolinians and the Natural World” and “Making a Difference” (fall 2013, spring 2014).

*Tar Heel Junior Historian Adviser Newsletter*. Four issues. Fall 2012; spring 2013; fall 2013; spring 2014.

Leaflets, Brochures, Rack Cards, Catalogs, Flyers, Posters

*African American Cultural Celebration*. Activity sheets. 2013, 2014.

*African American Cultural Celebration*. Postcard. 2013, 2014.

*African American Cultural Celebration*. Poster. 2013, 2014.

*American Indian Education Day*. Activity sheets. 2012, 2013.

*American Indian Heritage Celebration*. Postcard. 2012, 2013.

*American Indian Heritage Celebration*. Poster. 2012, 2013.

*An Evening with Woodward and Bernstein*. Postcard. 2014.

*An Evening with Woodward and Bernstein*. Program. 2014.

*Art in Clay: Masterworks of North Carolina Earthenware*. Posters. 2013.

*Art in Clay: Masterworks of North Carolina Earthenware*. Rack card. 2013

*Education Section*. Information flyers. 2013, 2014.

*Formed, Fired, and Finished: Art Pottery from the James-Farmer Collection*. Exhibit brochure. 2013.

*Fred's Finds Gallery Guides: A Call to Arms*. Revised 2013.

*Fred's Finds Gallery Guides: Stagville*. Black & White. 2014.

*Freedom Coming, Freedom for All*. Poster. 2013.

*Freedom Coming, Freedom for All*. Postcard. 2013.

*Girl Scout Program: Museum Mysteries Patch*. Activity sheets. 2012.

*Girl Scout Program: Folk Art Patch*. Activity sheets. 2013.

*Girl Scout Program: Playing the Past Badge*. Activity sheets. 2013, 2014.

*Hands-on History*. Activity sheets. 2012–2014.

*History Corner Programs* (9 per year). Activity sheets. 2013.

*History Hunters Programs* (9 per year). Activity sheets. 2013.

*History Corner Programs* (6 this period). Activity sheets. 2014.

*History Hunters Programs* (6 this period). Activity sheets. 2014.

*History Myths Debunked Teachers' Workshop*. Postcard. 2014.

*History Speaks Program*. Information flyer. 2014.

*La Historia de Carolina del Norte*. Spanish-language gallery guide. 2014.

*Longleaf Film Festival*. Poster. 2014.

*Longleaf Film Festival*. Postcard. 2014.

*Make It, Take It Programs* (12 per year). Activity sheets. 2012–2014.

## Appendix 5

*Music of the Carolinas*. Program leaflets. 2012 (three). 2013 (nine). 2014 (six).  
*National Youth Summit: Freedom Summer*. Program insert. 2014.  
*North Carolina Museum of History General Brochure*. Redesigned 2014.  
*North Carolina Museum of History Summer Camps*. Brochure. 2013.  
*North Carolina Museum of History Summer Camps*. Poster. 2013.  
*North Carolina Museum of History Summer Camps*. Activity sheets. 2013.  
*Primarily North Carolina Teachers' Workshop*. Postcard. 2013.  
*Real to Reel: The Making of Gone with the Wind*. Rack card. 2012.  
*Second Saturdays*. Activity sheets. 2012–2014.  
*Sounds of Stagville. Program*. 2014.  
*Starring North Carolina! and Longleaf Film Festival*. Business card. 2014.  
*Storytellers to Go! Drama Presentations*. Program leaflets. 2013, 2014.  
*Summer Camps*. Activity sheets. 2013.  
*Tar Heel Junior Historian Association Annual Contest Materials*. Fall 2012. Fall 2013.  
*Tar Heel Junior Historian Association Adviser Handbook*. Revised summer 2012. Updated summer 2013.  
*Tar Heel Junior Historian Association Annual Convention Program*. Two issues. Spring 2013, spring 2014.  
*THJHA Convention Workshops*. Activity sheets. 2013, 2014.  
The Tsars' Cabinet and Windows into Heaven. Posters. 2013.  
The Tsars' Cabinet and Windows into Heaven. Rack cards. 2013.  
Windows into Heaven. Gallery guide booklet. 2013.  
Windows into Heaven. Mini catalog. 2013.

### Multimedia Projects

Ambient music track for Freedom Coming, Freedom for All. 2013.  
Ambient music track for Stagville: Black & White. 2014.  
Promotional video for American Indian Heritage Celebration. 2013, 2014.  
Sixteen podcasts for museum's Bits of History series. 2012, 2013, 2014.  
Four podcasts for museum's Perspectives on History series. 2012, 2013, 2014.  
Eleven promotional short videos for Starring North Carolina! 2013, 2014.  
Distance-learning class, Naturally North Carolina. 2013.  
THJHA promotional video. Filmed in 2012 and 2013; edited and shared online in 2013.

### Outreach Materials

North Carolina Museum of History Promotional Billboards. 2012.

## Appendix 5

North Carolina Museum of History Website. New redesign launched 2013.

North Carolina: Long Story, Shorts video: Longleaf Fairy Tale. 2014.

From Farm to Factory, Lesson 8: The Great Depression (includes lesson plan, activity sheet, and teacher information sheet). History-in-a-Box kit. 2014.

History-in-a-Box promotional flyer. 2013.

History-in-a-Box program materials CDs (for all kits). 2014.

### MOUNTAIN GATEWAY MUSEUM AND HERITAGE CENTER

#### Leaflets, Rack Cards, Posters

Pioneer Day at the Mountain Gateway Museum. Poster. 2013, 2014.

Pioneer Day at the Mountain Gateway Museum. Rack card. 2013, 2014.

Operation Old Flag. Poster. 2013, 2014.

Operation Old Flag. Rack card. 2013, 2014.

Churning Butter. Activity sheet. 2014.

How to Make Hand-Dipped Candles. Activity sheet. 2014.

Making Homemade Ice Cream. Activity sheet. 2014.

Christmas at the Museum. Poster. 2013, 2014.

Old Fort's Railroad Day. Poster. 2014.

Old Fort's Railroad Day. Rack card. 2014.

Mountain Gateway Museum. Rack card. 2014.

#### Multimedia

Facebook. Social networking page. 2012, 2013, 2014.

Blue Ridge Mountain Host. Website. 2014.

Blue Ridge Mountain Music Trails of North Carolina. Website. 2014

### MUSEUM OF THE ALBEMARLE

#### Periodicals, Newsletters

*The Gateway Newsletter*. Four issues. Summer 2012; winter 2013; spring 2013; fall 2013.

*The Gateway Magazine*. One issue. Spring/Summer 2014.

*MOA Volunteer Newsletter*. Electronic. Three issues. 2012, 2013, 2014.

#### Pamphlets, Flyers, Activity Sheets, Handouts

*Educational Programming*. Brochure. 2012, 2013, 2014.

*Program Calendar*. Brochure. July–September 2013; October–December 2013; January–April 2014; May–August 2014.

MUSEUM OF THE CAPE FEAR HISTORICAL COMPLEX

Leaflets, Rack Cards, Catalogs, Booklets, Brochures, Flyers, Posters

*A Day of Blood: The 1898 White Supremacy Campaign.* 2013.

*Arsenal Walking Tours.* 2013.

*Civil War Days.* 2013.

*Civil War Medicine: Myth and Reality.* 2014.

*Dancing Stories with April C. Turner.* 2014.

*Fayetteville's African American History.* 2013.

*Fayetteville and the Wilmington Race Riot of 1898.* 2013.

*Festival of Yesteryear: A Celebration of Early America.* 2012, 2013.

*Hallowe'en Revels & Poe House Trick or Treat.* 2012, 2013.

*Holiday Jubilee.* 2012, 2013.

*It's Electrifying!* 2012.

*It's Not Just a Game: Sports and Society in North Carolina.* 2014.

*Ladies of Regency.* 2013.

*Mommy, Me, and the Museum Make Three: The Flag.* 2012 (six).

*Pearl Harbor: The Imperial Japanese Navy's "Flawed" Victory.* 2013.

*Preschool Pals.* 2013 (twelve).

*Red, White, Blue & Black: A History of Black Americans in the United States Military.* 2013.

*Re-dedication of the "Babe Ruth" highway marker.* 2014.

*2nd Saturdays Arts Fest.* 2012 (two), 2013 (three).

*Skirmishes and Shortages: NC in 1863.* 2013.

*Summer History Camp.* 2013, 2014.

*The African-American Civil War Experience (Hari Jones).* 2012.

*Theophilus Hunter Holmes: A North Carolina General in the Civil War.* 2014.

*There's More to This War: Civil War Living History.* 2014.

*The Wounding and Death of Stonewall Jackson.* 2013.

*13th Annual Civil War Quiz Bowl.* 2014.

*12th Annual Civil War Quiz Bowl.* 2013.

*Vintage Baseball Game at Arnette Park.* 2014.

*War of 1812 Gunboats.* 2013.

*Wilmington and Weldon Railroad: The Civil War Years.* 2012.

Newsletters

*Longleaf.* Eight issues (online edition). Summer, fall 2012; winter, spring, summer, fall 2013; winter, spring 2014.

NORTH CAROLINA MARITIME MUSEUM SYSTEM

NORTH CAROLINA MARITIME MUSEUM, BEAUFORT

Periodicals, Calendars, Newsletters

*Constant Contact*. Online newsletter. 2012, 2013, 2014.

*Friends of the Museum Newsletter*. 2012, 2013, 2014.

*North Carolina Maritime Museum Calendar*. 2012, 2013, 2014.

*The Maritimes: The Magazine of the North Carolina Maritime Museums*. 2012, 2013, 2014.

*Volunteer Monthly E-Newsletter*. 2013, 2014.

*The Waterline*. Newsletter. 2012, 2013, 2014.

Leaflets, Rack Cards, Catalogs, Booklets, Brochures, Flyers, Posters

*Fright Night at the Museum*. Flyer. Poster. 2012, 2013, 2014.

*Murder Mystery Dinner*. Flyer. Poster. 2012, 2013, 2014.

*North Carolina Maritime Museum, One Coast—Three Unique Museums*. Brochure. 2012, 2013, 2014.

*North Carolina Maritime Museum*. Rack card. 2012, 2013, 2014.

*North Carolina Maritime Museum, Civil War Fact Sheet*. General public. 2012, 2013, 2014.

*North Carolina Maritime Museum, Mariner's Map, Seventh–Twelfth Grade*. Activity leaflet. 2012, 2013, 2014.

*North Carolina Maritime Museum, Primary Treasure Hunt, Fourth–Sixth Grade*. Activity leaflet.

*North Carolina Maritime Museum, Primary Treasure Hunt, Fourth–Sixth Grade*. Activity leaflet. 2012, 2013, 2014.

*North Carolina Maritime Museum, Recreational Fishing Curriculum, Fourth Grade*. Curriculum. 2012, 2013, 2014.

*North Carolina Maritime Museum, Marine Predators Curriculum, Eighth Grade*. Curriculum. 2013, 2014.

*North Carolina Maritime Museum, Recreational Fishing Curriculum, Eighth Grade*. Curriculum. 2012, 2013, 2014.

*North Carolina Maritime Museum, Recreational Fishing Curriculum, Eighth Grade*. Curriculum. 2012, 2013, 2014.

*North Carolina Maritime Museum, Sea Hunt, Second–Third Grade*. Activity leaflet.

*North Carolina Maritime Museum, Self-Guided Tour*. Instructional booklet.

*North Carolina Maritime Museum, Volunteer Handbook*. Instructional booklet.

*North Carolina Maritime Museum, Whales & Whaling Fact Sheet*.

## Appendix 5

- Pirate Invasion—Lunch with a Pirate.* Flyer. Poster. 2012, 2013, 2014.
- 2nd Saturday—June Event.* Flyer. Poster. 2012, 2013, 2014.
- 2nd Saturday—July Event.* Flyer. Poster. 2012, 2013, 2014.
- 2nd Saturday—August Event.* Flyer. Poster. 2012, 2013, 2014.
- Summer Science School.* Brochure. 2012, 2013, 2014.
- Watched by Sound and Sea: Occupied Beaufort, 1862.* Poster. 2012, 2013, 2014.
- Waterside After School.* Flyer. 2013, 2014.
- Wooden Boat Show.* Flyer. Rack card. Poster. 2013, 2014.
- Wooden Boat Kids.* Poster. Activity leaflets. 2013, 2014.
- Queen Anne's Revenge Community Day.* Flyer. Poster. 2012.
- Bland Simpson Book Reading.* Flyer. Poster. 2012.
- Rescue Men Film and Book Signing.* Flyer. Poster. 2013.
- Archaeological Excavations at Ephesus.* Flyer. Poster. 2013.
- Monitor National Marine Sanctuary Film Festival.* Flyer. Poster. 2013.
- Giving Thanks to Commercial Fishermen. Core Sounders Film Showing.* Flyer. Poster. 2013.
- QAR Education Poster: Blackbeard.* 2013.
- QAR Education Poster: Queen Anne's Revenge.* 2013.
- QAR Education Poster: Anatomy of a Pirate Ship.* 2013.
- QAR Education Poster: Where Is Blackbeard's Treasure?* 2013.
- QAR Education Poster: Weapons for a Pirate Ship.* 2013.
- QAR Education Poster: The Real Pirates of Queen Anne's Revenge.* 2013.
- QAR Education Poster: The Modern Era.* 2013.
- QAR Education Poster: Pirates Live On.* 2013.
- Junior Sailing Program Brochure.* 2012, 2013.
- Pirate Hat Activity Page.* 2012, 2013, 2014.
- Homeschool Week.* Flyer. Poster. 2012, 2013.
- United States Life Saving Service Fact Sheet.* Handout. 2013.
- Museum Volunteer Application.* Handout. 2013.
- Map of the Museum.* Handout. 2014.
- Coastal Culture and Waterfowl Watching Trip.* Flyer. Poster. 2014.
- The Raid on the Lighthouse, 1864.* Flyer. Poster. 2014.
- Fishing for Fun Lecture Series.* Flyer. Poster. 2014.

### Multimedia Projects

- Annual Wooden Boat Show.* Radio ad campaign. 2013, 2014.
- What's Happening This Week: Museum Public Programs.* Weekly. 2012, 2013, 2014.

## Appendix 5

*Facebook*. Social networking page. 2012, 2013, 2014.

*Flickr*. Online image database. 2012, 2013, 2014.

*Blackbeard's Queen Anne's Revenge with David Moore*. Skype distance-learning program. 2012.

*Museum lobby public program announcements*. Electronic flyers. 2012, 2013, 2014.

*Friends of the Museum*. Promotional video. 2014.

### Outreach Materials

*Educational Services Brochure for Teachers*. Brochure. 2012, 2013, 2014.

*Blackbeard and Queen Anne's Revenge*. Information packets for teachers and students. 2012, 2013, 2014.

*Blackbeard's Queen Anne's Revenge, 1718*. Pop-up displays. 2012, 2013, 2014.

*NC Maritime Banner to Use at Festivals*. 2013.

*Volunteers Power the Museum Bumper Sticker*. 2012.

*Volunteers Power the Museum T-Shirts*. 2012.

*Museum Logo Stickers*. 2012.

*Museum Logo Pirate Captain Stickers*. 2012.

*Wooden Boat Show Stickers*. 2013, 2014.

*Stickers Featuring NC State Fish*. 2014.

*Stickers Featuring Blue Marlin*. 2014.

*Stickers Featuring Sail Fish*. 2014.

*Three Museums Tabletop Trifold Display*. 2014.

## NORTH CAROLINA MARITIME MUSEUM, HATTERAS

### Periodicals, Calendars, Newsletters

*Summer Programs*. Brochure. 2013, 2014.

*The Maritimes, The Magazine of the North Carolina Maritime Museums*. Winter/Spring 2013.

*The Maritimes, The Magazine of the North Carolina Maritime Museums*. Summer/Fall 2013.

*The Maritimes, The Magazine of the North Carolina Maritime Museums*. Winter/Spring 2014.

*The Maritimes, The Magazine of the North Carolina Maritime Museums*. Summer/Fall 2014.

*The Wreck Report*. Monthly e-newsletter. 2012, 2013, 2014.

Leaflets, Rack Cards, Flyers, Posters

- Blackbeard's Birthday Party*. Flyer. 2012.
- Children's Books by Suzanne Tate, Book Signing*. Poster. 2012, 2013, 2014.
- Shadow in the Sea, by Jim Bunch, Book Signing*. Poster. 2012, 2013.
- Children's Stories by the Sea*. Flyer. Poster. 2012.
- Summer Programs*. Flyer. 2012, 2013, 2014.
- Tuesdays @ 2:00 Lecture Series*. Flyer. Poster. 2012.
- Island Treasures*. Flyer. Poster. 2012.
- Children's Nautical Crafts*. Flyer. Poster. 2012.
- Maritime Movies*. Flyer. Poster. 2012, 2013.
- Muster 1861*. Flyer. Poster. 2012.
- Civil War Mini-Talks*. Flyer. Poster. 2013, 2013.
- Canvas Back Decoys*. Flyer. Poster. 2012, 2013, 2014.
- 1st Mate's Program*. Flyer. Poster. 2012.
- NC Science Festival*. Flyer. 2012, 2013.
- 2nd Saturday*. Flyer. 2012, 2013.
- Holiday at the Museum*. Flyer. 2012, 2013, 2014.
- Who Murdered Cleopatra's Sister? And Other Tales from Ephesus*. Flyer. Poster. 2013.
- Exhibit Design*. Flyer. 2013.
- Sea Hearts*. Poster. 2014.
- Hatteras Storytelling*. Flyer. 2013, 2014.
- British War Graves*. Poster. 2012, 2013, 2014.
- Movie Night*. Poster. 2014.
- Sand Castles*. Children's craft program. Poster. 2014.
- Salty Dawgs Lecture Series: Doug Stover, Historian*. Poster. 2014.
- Salty Dawgs Lecture Series: Kaeli Schurr*. Poster. 2014.
- Salty Dawgs Lecture Series: Sharon Kennedy, Chef*. Poster. 2014.
- Salty Dawgs Lecture Series: Dr. Nathan Richards*. Poster. 2014.
- Salty Dawgs Lecture Series: Sarah Downing*. Poster. 2014.
- Salty Dawgs Lecture Series: Ernal Foster*. Poster. 2014.
- Salty Dawgs Lecture Series: Vanessa Trant, Quilter*. Poster. 2014.
- Salty Dawgs Lecture Series: Pam Landrum, Diver*. Poster. 2014.
- Salty Dawgs Lecture Series: Paul Fontenoy, Maritime History Curator*. Poster. 2014.
- Salty Dawgs Lecture Series: John Hairr, Education Curator*. Poster. 2014.
- Salty Dawgs Lecture Series: Dennis Schurr, Local Historian*. Poster. 2014.

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*Salty Dawgs Lecture Series: Mike Carraway, Exhibit Curator.* Poster. 2014.

*Salty Dawgs Lecture Series: Lynn Anderson, Collections Manager, NCMM.* Poster. 2014.

*Salty Dawgs Lecture Series: Christine Stinson, Sea Shanties.* Poster. 2014.

*Salty Dawgs Lecture Series: Kim Mosher, Artist.* Poster. 2014.

*Salty Dawgs Lecture Series: Eve Turek, Photographer.* Poster. 2014.

*Salty Dawgs Lecture Series: Jamie Lanier, NPS Curator.* Poster. 2014.

*Salty Dawgs Lecture Series: Chip Marshall, Author.* Poster. 2014.

*Salty Dawgs Lecture Series: Andrew Powell, Archaeologist.* Poster. 2014.

*Salty Dawgs Lecture Series: Carlton Harrell, Author, Book Signing.* Poster. 2014.

*Salty Dawgs Lecture Series: John Amrhein, Author, Book Signing.* Poster. 2014.

*Salty Dawgs Lecture Series: Lee Oxford, Author, Book Signing.* Poster. 2014.

*Salty Dawgs Lecture Series: Elvin Hooper, Author, Book Signing.* Poster. 2014.

*Salty Dawgs Lecture Series: Rhonda Bates, Clay Pots.* Poster. 2014.

*Salty Dawgs Lecture Series: Jim Bunch, Author, Book Signing.* Poster. 2014.

*Diving Deep: Civil War on Hatteras Island: Drew Pullen.* Poster. 2014.

*Maritime Movies.* Poster. 2013, 2014.

*Symposium.* Posters. Agendas. 2014.

*Rack Card.* 2013, 2014.

### Multimedia Projects

*Flickr.* Online image database. 2012, 2013.

*Facebook.* 2012, 2013, 2014.

*Twitter.* 2012, 2013, 2014.

### Outreach Materials

*Teacher Resource Guide.* Materials packet. CD PowerPoint presentation. 2012, 2013, 2014.

## NORTH CAROLINA MARITIME MUSEUM, SOUTHPORT

### Periodicals, Calendars, Newsletters

*Mullet Wrapper.* Monthly newsletter.

*Summer Calendar Brochure.* 2012, 2013, 2014.

*Fall Calendar Brochure.* 2012.

*Winter/Spring Calendar Brochure.* 2012.

*Summer/Fall Calendar Brochure.* 2013, 2014.

*Children's Summer Program Calendar Brochure.* 2013

*The Maritimes, The Magazine of the North Carolina Maritime Museums.* Winter/Spring 2013.

*The Maritimes, The Magazine of the North Carolina Maritime Museums.* Summer/Fall 2013.

*The Maritimes, The Magazine of the North Carolina Maritime Museums.* Winter/Spring 2014.

*The Maritimes, The Magazine of the North Carolina Maritime Museums – Summer/Fall 2014.*

Leaflets, Flyers, Posters

*Pirates of the NC Coast.* Posters. Flyers. 2012.

*Work Boats.* Posters. Flyers. 2012.

*Potluck.* Posters. Flyers. 2012.

*Fire House Power.* Posters. Flyers. 2012.

*She's Back.* Posters. Flyers. 2012.

*Fort Johnston: A Civil War Story.* Posters. Flyers. 2012.

*Original Inhabitants: Cape of Fear.* Posters. Flyers. 2012.

*Fall Symposium.* Posters. Flyers. 2012.

*Historical Bicycle Tours.* Posters. Flyers. 2012.

*War of 1812 Mystery Dinner Theater.* Program. Posters. Flyers. 2012.

*Halloween Ghost Ship.* Posters. Flyers. 2012.

*A Victorian Christmas.* Posters. Flyers. 2013.

*The Sea Their Graves.* Posters. Flyers. 2013.

*Scurvy: Scourge of the Mariner and Soldier.* Posters. Flyers. 2013.

*The Fire of Freedom: Abraham Galloway and the Slaves' Civil War.* Posters. Flyers. 2013.

*The Hidden Fortifications: Visiting the Remnants of Fort Anderson Inside Sunny Point.* Posters. Flyers. 2013.

*Confederate Navy in North Carolina.* Posters. Flyers. 2013.

*Behind the Gates: Orton.* Posters. Flyers. 2013.

*NC Hurricane History.* Posters. Flyers. 2013.

*Frying Pan Light Tower.* Posters. Flyers. 2013.

*Low Country Shrimp Boil: Membership and Volunteer Recognition.* Posters. Flyers. 2013.

*Legends & Lore of the Lower Cape Fear.* Posters. Flyers. 2013.

*It's Time for Celia.* Posters. Flyers. 2013.

*Spring into History: Sunset History Cruise (four).* Posters. Flyers. 2013.

*Fall into History: The Tale of Two Forts: Civil War Forts Caswell and Macon.* Posters. Flyers. 2013.

*We Fished for a Living.* Posters. Flyers. 2013.

*Pirates and the Age of Sail.* Posters. Flyers. 2013.

*A Necessary Evil: Blockade Running in the Lower Cape Fear.* Program. Posters. Flyers. 2013.

*2013 Summer Children's Programs.* Posters. Flyers. 2013.

*Park Day 2013.* Posters. Flyers. 2013.

*Dr. Hilke Thür.* Program. Posters. Flyers. 2013.

*Historical Bicycle Tours.* Posters. Flyers. 2013.

*Big Toy Day.* Posters. Flyers. 2013.

*Southport Wooden Boat Show.* Posters. Flyers. 2013.

*Run the Blockade.* Posters. Flyers. 2013.

*Gillespie Guns.* Posters. Flyers. 2013.

*Halloween Ghost Ship.* Posters. Flyers. 2013.

*NC Maritime History Council Annual Conference*

*"Much Tide Has Passed."* Program. Posters. Flyers. 2013.

*A Victorian Christmas.* Posters. Flyers. 2014.

*"Willing But Slow"—The Wilmington, Brunswick & Southern Railroad.* Posters. Flyers. 2014.

*The Marines of Montford Point: Fighting for Freedom.* Posters. Flyers. 2014.

*"Hello Girls!"—Women and World War I.* Posters. Flyers. 2014.

*Air Force One.* Posters. Flyers. 2014.

*The Hidden Fortifications: Visiting the Remnants of Fort Anderson Inside Sunny Point.* Posters. Flyers. 2014.

*War Zone—WWII Off the NC Coast.* Posters. Flyers. 2014.

*Sunset History Cruise.* Map. Posters. Flyers. 2014.

*WWII: Loose Lips Sink Ships.* Posters. Flyers. 2014.

*2014 Summer Children's Programs.* Posters. Flyers. 2014.

*Maritime Valentine.* Posters. Flyers. 2014.

*Park Day 2014.* Posters. Flyers. 2014.

*Girl Scout Maritime Day.* Posters. Flyers. 2014.

*Historical Bicycle Tours* (three). Posters. Flyers. 2014.

*Walk on Wednesday.* Posters. Flyers. 2014.

*Hurricane Forum with NOAA.* Posters. Flyers. 2013, 2014.

*Annual NC Maritime Museum at Southport GOLF CLASSIC.* Posters. Flyers. 2012, 2013, 2014.

## Appendix 5

*Scavenger Hunt—Preschool/Third Grade*. Activity sheet. 2012, 2013, 2014.

*Scavenger Hunt—Fourth/Twelfth Grade*. Activity sheet. 2012, 2013, 2014.

*Colonial Chores*. Education handouts. 2012, 2013, 2014.

*Spinning and Weaving Terminology*. Education handouts. 2012, 2013, 2014.

*Pirate Puzzles*. Education handouts. 2012, 2013, 2014.

*Pirate Flag Terminology*. Education handouts. 2012, 2013, 2014.

*Flags of the Civil War*. Education handouts. 2012, 2013, 2014.

*Civil War Activity Booklet*. Education handouts. 2012, 2013, 2014.

*Gyotaku—History of Fisheries Poetry*. Education handouts, 2012, 2013, 2014.

### Multimedia Projects

*Civil War Ladies in Mourning*. 2013.

*Civil War Pilots of the Lower Cape Fear*. 2014.

*Lt. Commander William Barker Cushion and the 1864 Raid on Smithville* 2014.

## APPENDIX 6

### DIVISION OF STATE HISTORY MUSEUMS

#### NORTH CAROLINA MUSEUM OF HISTORY

##### Changing Exhibits

*Al Norte al Norte: Latino Life in North Carolina*—May 4, 2012–April 28, 2013

*Real to Reel: The Making of Gone with the Wind*—August 31, 2012–April 14, 2013

*Leading the State: North Carolina's Governors*—September 14, 2012–April 28, 2013

*Scotty McCreery: An American Idol*—September 28, 2012–January 4, 2013

*North Carolina and the Civil War: The Breaking Storm, 1861–1862*—closed October 22, 2012

*North Carolina and the Civil War: The Raging Storm, 1863*—November 2, 2012–January 5, 2014

*Behind the Veneer: Thomas Day, Master Cabinetmaker*—closed December 31, 2012

*Freedom Coming, Freedom for All*—May 15, 2013–June 16, 2013; July 1, 2013–January 26, 2014

*Watergate: Political Scandal & the Presidency*—opened May 17, 2013

*“Turn the Radio On”*: Carolina Bluegrass—August 30, 2013–October 27, 2013

*Windows into Heaven: Russian Icons from the Lilly and Francis Robicsek Collection of Religious Art*—October 4, 2013–March 9, 2014

*State Fair 160th Anniversary Quilt*—November 12, 2013–January 13, 2014

*Formed, Fired, and Finished: Art Pottery from the James-Farmer Collection*—opened November 15, 2013

*North Carolina and the Civil War: The Bitter End, 1864–1865*—opened January 17, 2014

*Stagville: Black & White*—opened March 1, 2014

##### Continuing Exhibits

*A Call to Arms: North Carolina Military History Gallery*

*David Marshall “Carbine” Williams*

*Greetings from North Carolina*—closed July 9, 2012; reopened October 5, 2012

*History in Every Direction: Tar Heel Junior Historian Association Discovery Gallery*

*Legends of Racing*

*1920s Drugstore*

*North Carolina Sports Hall of Fame*

*The Story of North Carolina*

Traveling Exhibits

*Our State Dog: North Carolina's Plott Hound*—closed September 30, 2012

*Miss North Carolina: Celebrating 75 Years of Memories*—closed November 25, 2012

*At the Speed of a Girl: Celebrating 100 Years of Girl Scouting*—closed January 6, 2013

*Art in Clay: Masterworks of North Carolina Earthenware*—March 8, 2013–August 18, 2013

*North Carolina Community College System: 50 Years of Creating Success*—June 14, 2013–August 18, 2013

*For Us the Living: The Civil War Art of Mort Künstler*—August 23, 2013–January 5, 2014

*The Tsars' Cabinet: Two Hundred Years of Russian Decorative Arts Under the Romanovs*—October 4, 2013–March 9, 2014

*Cedars in the Pines: The Lebanese in North Carolina: 130 Years of History*—opened February 22, 2014

MOUNTAIN GATEWAY MUSEUM AND HERITAGE CENTER, OLD FORT

Changing Exhibits

*Bravely They Went: North Carolina and the Civil War*—opened August 2011

*It's Electrifying!*—opened 2013

*Getting Up Spirit: School Integration in Western North Carolina*—opened February 2014

Continuing Exhibits

Exhibits on moonshine, pioneer life, railroad history, toys, and textiles

*Remedies from the Past: Folk Medicine in Western North Carolina*

*A Time to Plant and a Time to Pluck: Annual Heritage Garden*

MUSEUM OF THE ALBEMARLE, ELIZABETH CITY

Changing Exhibits

*Titanic CDQ Document*—closed August 31, 2012

*Designing History: Cobb's Point, Past and Present*—September 13, 2012–October 1, 2012

## Appendix 6

*Paint the Past*—November 13, 2012–January 26, 2013

*A Polar Express Adventure*—December 1, 2012–January 26, 2013; December 7, 2013–January 6, 2014

*Memorable Sands*—February 16, 2013–November 16, 2013

*Something for All the Girls: A Hundred Years of Girl Scouts*—closed May 2013

*Post from the Coast*—May 11, 2013–November 16, 2013

*Across Three Centuries: Art from the Edwin T. and Diana D. Hardison Collection*—September 16, 2013–May 31, 2014

*Queen Elizabeth Portrait*—October 4, 2013–March 31, 2014

*The River Bridge*—January 2014–June 16, 2014

*Spotlight Pedestal Artifacts*—opened April 30, 2014

### Continuing Exhibits

Discover the Civil War through Photography

*North Carolina Shad Boat Display*

*Our Story: Life in the Albemarle*

*Out of the Blue: Coast Guard Aviation*

*Under Both Flags: Civil War in the Albemarle*

*Albemarle Timeline*

### Traveling Exhibits

*The Photography of Lewis Hine: Exposing Child Labor in North Carolina, 1908-1918*—closed November 17, 2012

Lost Colony Play 75th Anniversary—closed December 2012

*War of 1812*—December 2012–February 2013

*Scotty McCreery: An American Idol*—January 19, 2013–September 9, 2013

*Bruce Roberts, Photojournalist: 50 Years of Capturing Change*—closed May 7, 2013

*Real to Reel: The Making of Gone with the Wind*—May 31, 2013–December 31, 2013

*North Carolina Sports Hall of Fame: Regional Inductees*—opened December 6, 2013

*Al Norte al Norte: Latino Life in North Carolina*—January 18, 2014–June 16, 2014

### Promotional Displays

Norfolk Airport Exhibit—October 1, 2012–December 31, 2012; October 1, 2013–December 31, 2013

MUSEUM OF THE CAPE FEAR HISTORICAL COMPLEX

Changing Exhibits

*Hallowe'en at Poe House*—September 25, 2012–November 4, 2012; October 1, 2013–November 3, 2013

*Christmas at Poe House*—November 20, 2012–January 6, 2013; November 26, 2013–January 5, 2014

*Fayetteville and the Wilmington Race Riot of 1898*—March 19, 2013–June 16, 2013

*Sports in the Sandhills*—opened March 7, 2014

Continuing Exhibits

Arsenal Park

*1897 Poe House*

*A History of Southeastern North Carolina*

Traveling Exhibits

*It's Electrifying!*—July 14, 2012–September 16, 2012

*Freedom Coming, Freedom for All*—August 27, 2013–September 21, 2013

*The Photography of Lewis Hine: Exposing Child Labor in North Carolina, 1908-1918*—August 31, 2013–January 5, 2014

NORTH CAROLINA MARITIME MUSEUM SYSTEM

NORTH CAROLINA MARITIME MUSEUM, BEAUFORT

Continuing Exhibits

. . . and Throw Away the Oars

*Blackbeard's Queen Anne's Revenge*

*Commercial Fishing*

*Dive Into the Depths*

*The Menhaden Fisheries of North Carolina*

*North Carolina Working Watercraft*

*North Carolina's Coastal Environments*

*Recreational Fishing in North Carolina*

*The Sea Shall Not Have Them*

*Soldiers of Surf and Storm*

*The Traditional Boat Models of James Rose*

*Whales and Whaling, Sperm Whale Skeleton*

*What's the Catch*

Changing Exhibits

*Watched by Sound and Sea*

*Otway Burns and the War of 1812*

NORTH CAROLINA MARITIME MUSEUM, SOUTHPORT

Continuing Exhibits

*Charlestown*

*The City of Houston: An American Time Capsule*

*Civil War Blockade Running*

*Historic Brunswick*

*Hurricanes Strike the Lower Cape Fear*

*Lighthouses, Keepers & the Life Saving Service*

*The Manara Model Boat Collection*

*Native-Americans of the Southern North Carolina Coast*

*Naval Store: Tar, Pitch, and Turpentine*

*Navigation*

*Pirates: "Brethren of the Coast"*

*Smithville and Fort Johnston*

*Southport Commercial Fishing: Pogies, Pilots & Shrimp*

*SS John D. Gill and the Lower Cape Fear Ship Builders of World War II*

*USS Dolphin Periscope*

Changing Exhibits

*Knights of the Black Flag*

THE GRAVEYARD OF THE ATLANTIC MUSEUM, HATTERAS

Continuing Exhibits

*Artifacts from Blackbeard's Flagship Queen Anne's Revenge*

*Col. Billy Mitchell Demonstrates Aerial Bombing Off Cape Hatteras*

*Diving into History*

*The 1853 First Order Fresnel Lens from Cape Hatteras Lighthouse*

*Flags Over Hatteras: The Civil War Comes to Hatteras*

*German Enigma Encryption Machine from U-85*

*The Ghost Ship Carroll A. Deering*

*Hook, Line, and Hatteras: The Development of Sportfishing in Hatteras*

*RMS Titanic Telegram*

*Scenic Byways: Ships Ashore*

## Appendix 6

*U-boats Offshore*

*USS Monitor*

*The War of 1812 and the Revenue Cutter Mercury*

### NORTH CAROLINA MARITIME MUSEUM SYSTEM

#### Traveling Exhibits

*Blackbeard's Queen Anne's Revenge* (venues appear below)

- DCR Western Office, Asheville (May 31, 2013–July 13, 2013)
- NC Transportation Museum, Spencer (July 19, 2013–August 31, 2013)
- Historic Edenton SHS, Edenton (September 6, 2013–October 19, 2013)
- Charlotte Hawkins Brown SHS, Sedalia (October 25, 2013–December 7, 2013)
- Tryon Palace, New Bern (January 3, 2014–February 15, 2014)
- Reed Gold Mine, SHS, Locust (February 21, 2014–April 5, 2014)
- Aycock Birthplace SHS, Fremont (April 11, 2014–May 24, 2014)
- Historic Bath (June 13, 2014–July 26, 2014)

*Traveling Boat and Display Panel*

- Various Boat Shows (July 2012–June 2014)

### DIVISION OF ARCHIVES AND RECORDS

#### OUTER BANKS HISTORY CENTER

*The Lighthouses at Bodie Island: Third Time's A Charm* (January 2012–March 2013)

*The Civil War Comes to Roanoke Island: Fishers, Fighters, and Freedmen* (March–December 2012)

*Dare County in the 1930s: Decade of Determination* (March–December 2013)

*An Eye for Art, A Heart for History; A Celebration of the Outer Banks History Center's 25th Anniversary* (March–December 2014)