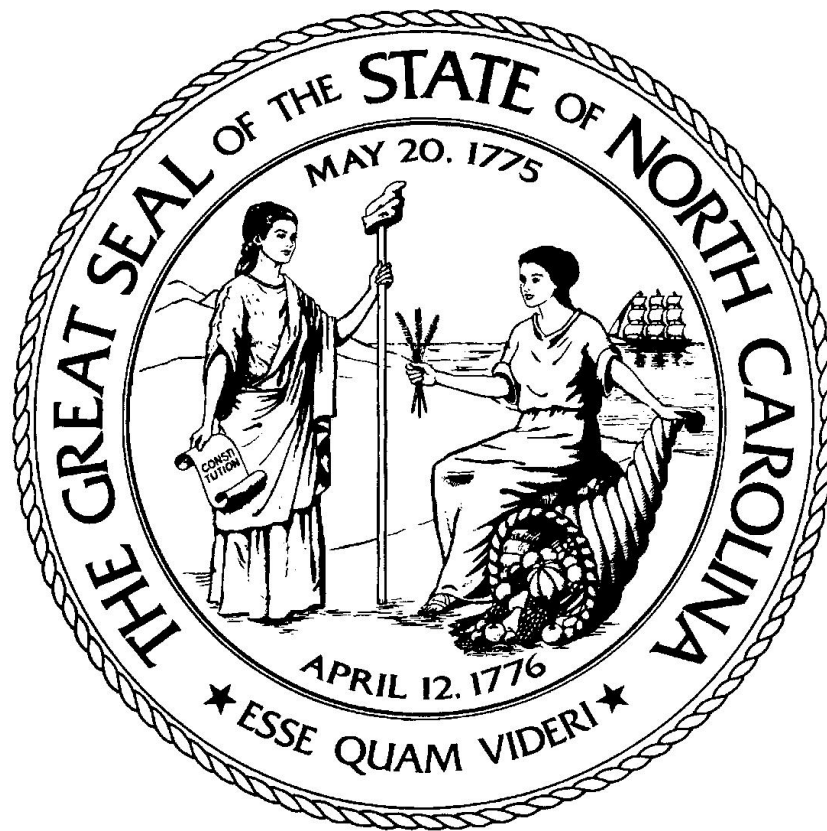


# Department of Natural and Cultural Resources

Strategic Plan

2019 – 2021



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# 1. Strategic Plan Executive Summary

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The Department of Natural and Cultural Resources (DNCR) manages, promotes, and enhances the things that people love in North Carolina – its diverse arts and culture, rich history, spectacular natural areas.

With 27 historic sites, seven history museums, two art museums, two science museums, three aquariums and Jennette's Pier, 39 state parks and recreation areas, the N.C. Zoo, the nation's first state-supported Symphony, the State Library, the State Archives, the N.C. Arts Council, the African American Heritage Commission, State Preservation Office, Office of State Archaeology, and Division of Land and Water Stewardship, DNCR manages the treasures of the state. These things unite North Carolinians, create a shared identity, and provide common ground.

DNCR's mission is to improve the quality of life in North Carolina by creating opportunities to experience excellence in the arts, history, libraries, and nature by stimulating learning, inspiring creativity, preserving the state's history, conserving the state's natural heritage, encouraging recreation and cultural tourism, and promoting economic development.

DNCR's vision is to be the leader in using the state's natural and cultural resources to build the social, cultural, educational and economic future of North Carolina. Every day, DNCR's places, programs, and ideas strengthen education, improve public health, enhance quality of life, and support robust economic growth across North Carolina.

DNCR anchors its strategic goals around Governor Cooper's priorities:

- Positioning North Carolina to create new jobs and grow middle class paychecks
- Making North Carolina a top ten state in education
- Promoting healthier and safer communities
- Ensuring an effective, accountable, well-run state government

DNCR's goals for the next biennium include:

- Goal 1 - Expand educational opportunities for children and families by increasing access to the state's innovative, interactive, and inspirational natural and cultural sites, programs, and services.
- Goal 2 - Boost economic growth through the "Hometown Strong" initiative to support rural communities, and other efforts.
- Goal 3 - Preserve, enhance, and expand North Carolina's natural and cultural resources in an effective, efficient, collaborative, and customer-friendly manner.
- Goal 4 - Promote diversity and cultural inclusion in departmental programs, recruitment, administration, and community engagement.

DNCR's key objectives are to: increase on-site visitation to DNCR sites; create new exhibits and expand traveling exhibits to reach more communities; boost distance learning and other online engagement with North Carolina residents; expand broadband in rural areas through the State Library; partner with

more schools on programs like A+ Schools and Park Learning Days; help small towns develop economically through the SmART initiative, parks and trails, capacity building assistance, and grants; recruit and build a more diverse workforce through HBCU internships and the NC Youth Conservation Corps; launch “A Park for Every Child” initiative to connect each child in North Carolina with a nearby park, trail, or greenway; expand protected natural areas; reduce the substantial maintenance backlog at State Historic Sites and other locations; involve more diverse communities and perspectives in the department’s materials and programs; enhance security; complete capital projects; help flood-prone communities become more resilient to future catastrophic weather events; and increase engagement with the public through social media.

Taken together, these goals and objectives will place the department at the forefront in providing high quality non-formal education programs, boosting workforce development and rural economies, building communities’ resiliency to natural disasters, strengthening public health, and improving quality of life. Across the department, staff will pursue these goals and objectives through creative collaborative partnerships that efficiently leverage state resources with those from federal and local governments, nonprofits, and private entities.

DNCR used the following methodology to create this strategic plan:

- Senior leadership continued to use the existing vision, mission, and values;
- Senior leadership revised the department’s goals to align with Governor Cooper’s goals and “mission statement” for the state, and to reflect current performance goals for all DNCR employees;
- All divisions submitted a Strengths/Weaknesses/Opportunities/Threats analysis, recent accomplishments and highlights, potential collaborative initiatives, measures, strategies, and proposals for budget expansion items;
- A team reviewed and synthesized the information submitted by the divisions to draft department objectives, measures, strategies/initiatives, and targets;
- Senior leadership reviewed and revised the draft strategic plan (including the complementary IT strategic plan) and approved the final version of the plan; and
- The department shared the final plan with all employees and featured it on the DNCR website.

## 2. Mission, Vision, and Values

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### Mission Statement

Our mission is to improve quality of life in North Carolina by creating opportunities to experience excellence in the arts, history, libraries and nature in North Carolina by

- stimulating learning
- inspiring creativity
- preserving the state's history
- conserving the state's natural heritage
- encouraging recreation and cultural heritage tourism
- promoting economic development

### Vision Statement

Our vision is to be the leader in using the state's natural and cultural resources to build the social, cultural, educational and economic future of North Carolina.

### Organizational Values

#### *Accountability*

Accepts full responsibility for oneself and for one's contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency and state, to maintain the public's trust.

#### *Innovation & Creativity*

Applies creative problem-solving skills to his/her work to develop solutions to problems; recognizes and demonstrates the value in taking calculated risks and learning from mistakes; develops multiple alternatives and understands the feasibility of each; effectively shares and implements his/her ideas. Continually seeks imaginative, innovative, and efficient solutions to business problems, both old and new.

#### *Quality*

Consistently delivers high-quality products, services, processes, programs, and projects. Regularly and proactively seeks ways to improve outcomes and results. Produces work that is accurate, efficient, and timely.

#### *Customer Service*

Consistently demonstrates a strong commitment to providing value-added services to external and internal customers; Proactively identifies customer needs and requirements, delivers quality service, and continuously improves performance of self and others. Develops, implements, and evaluates work processes which are both efficient and effective from the customers' perspectives.

### *Diversity & Inclusion*

Demonstrates an open-minded approach to understanding people, regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics; treats all people fairly and consistently and with dignity and respect; effectively builds an inclusive work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone feels welcomed and valued and is allowed the opportunity to use his/her skills, abilities, and knowledge to succeed.

### *Safety & Health*

Consistently demonstrates a strong commitment to providing state employees with a safe and healthy workplace; proactively identifies and reduces, or takes action to reduce, risks and hazards and abides by regulatory requirements; understands the importance of safe work practices and personal protective equipment, enables assigned employees to do the same, and acts to correct unsafe conditions, not waiting for others to correct issues; develops, implements, and evaluates work processes (utilizes Hazard Recognition practices) that address immediate risk and also improves systems to address future risk. Complies with all state and agency safety requirements for the position, including training, medical clearance, use of personal protective equipment, injuries/illness reporting requirements, and medical treatment for work-related injuries/illness.

### *Teamwork & Collaboration*

Cooperates with others to accomplish common goals; works with external constituents and other employees to achieve shared goals; treats others with dignity and respect; maintains a friendly demeanor; values the contributions of others; communicates confidently and clearly using visual, written, and verbal methods; understands, respects, and responds nonjudgmentally to those different from him-/herself; builds effective teamwork; uses negotiation and persuasion to mobilize others to work toward a common goal.

### 3. Goals, Objectives, and Performance Measures

**Goal 1 - Expand educational opportunities for children and families by increasing access to the state’s innovative, interactive, and inspirational natural and cultural sites, programs, and services.**

<b>Objective 1.1 - Increase on-site visitation across divisions/sites through creation of new programs and exhibits, and targeted initiatives.</b>			<b>Target / Milestone</b>
1.1.1	Initiative	NC Symphony Grant Funds	Provide Grant funds for the Symphony to pay musicians' salaries and benefits and pay public school transportation
Use grant funds for salaries and benefits of musicians and public school transportation	<p>Restores funding to the NC Symphony to help support salaries and benefits for the North Carolina Symphony musicians. Additionally, funds will be used to provide access to NC Symphony performances for public schools without transportation.</p> <p>Each season, the North Carolina Symphony performs approximately 175 full-orchestra concerts for adults and children across the state. The Symphony performs between 40 and 55 full-orchestra music education concerts for school children throughout North Carolina each season. Between 60,000 and 100,000 school children are able to hear a live orchestral performance each year. No other orchestra in America serves its state to the extent the North Carolina Symphony does, performing far more educational performances outside its home-base community than any other orchestra. The orchestra travels approximately 18,000 miles a season throughout the State of North Carolina and reaches nearly 250,000 people per year.</p>		
1.1.2	Initiative	Creation of new programs and exhibits	Successful implementation of new programs and exhibits
Implement new programs and exhibits	<p>NC Music: An all-inclusive initiative to capture and promote authentic and compelling stories in NC (both past and present) as a cultural asset to residents and visitors. See measure 4.2.6.</p> <p>Statewide Race: Are we so Different? The Museum of Natural Sciences will develop and implement a DNA-framed learning opportunity menu to advance the race equity goals of the State. See measure 4.2.2.</p> <p>Continue with plans at the Museum of Natural Sciences for the Dinosaur Lab and Exhibit to display Dueling Dinosaurs and paleontology work on the fossils.</p>		



<b>Objective 1.2 - Increase engagement with DNCR programs and sites through expanded online outreach, distance learning opportunities, live-streaming, social media, and traveling exhibits.</b>		<b>Target / Milestone</b>
1.2.1	Initiative   Marketing Digital Production of Online Content	Reach schools in all 100 counties  Increase web traffic and social media growth by 20%
Presence in schools across the state  Web traffic  Social media growth	<p>DNCR Marketing has developed and launched an impressive digital production team with the expertise to create compelling and timely online content, including video, audio, and written content for web and social media platforms. With this team, we are developing educational content for distribution into schools across the state, especially in rural communities where complementary curriculum content is not as readily available as in larger markets. Marketing is developing integrated campaigns that can be effectively implemented and promoted across the division and have seen strong gains in website and social media reach. The number of visitors on the DNCR website has increased 161% to date over this past year with social media growth tripling in size for the same time period. Divisions will provide Google Analytics, Facebook, and website administrative access to the DNCR Marketing &amp; Communications team. The Marketing team will automate reporting for the divisions using Google Analytics exempting them from having to submit their Web/Facebook traffic stats manually. At least quarterly, the Marketing &amp; Communications team will send Division Directors an online visitation report. The report will include monthly online visitation, variances by counts and percentages, current to prior year comparisons, and year-to-date visitation. The quarterly report will be finalized and distributed by the end of the month that follows the last month included in the report.</p>	
1.2.2	Strategy   Cover the shortfall for DIT costs	Cover the shortfall for DIT costs
Cover the shortfall for DIT costs	<p>The Department over the last several years has run a deficit with regards to IT costs primarily generated through DIT services. While the deficit has been reduced by several hundred thousand dollars over those fiscal years, the total IT deficit is still \$1,200,000. The Department has used lapsed salary to over those costs.</p>	

<p>1.2.3</p> <p>Provide an online resource to every 8th grade teacher</p>	<p>Initiative</p>	<p>Historical Resources ANCHOR</p>	<p>Provide online resource to every 8th grade teacher</p>		
<p>1.2.4</p> <p>Additional libraries participating in Cardinal</p>	<p>Initiative</p>	<p>State Library NC Cardinal Program</p>	<p>Increase the libraries participating in Cardinal to 50% of library systems</p>		
<p>1.2.5</p> <p>Partner with DPI to use DNCR educational resources</p>	<p>Initiative</p>	<p>Partner with Department of Public Instruction</p>	<p>Partner with DPI to use DNCR educational resources</p>		
<p>Hire Historical Publications Editor to Support “A North Carolina Online History Resource” (“ANCHOR”) online resource for the teaching and learning of North Carolina history.</p> <p>ANCHOR - Provide an online resource for the teaching and learning of North Carolina history. (This is a little more than one dollar per fourth and eighth grade public school child in the state, the grades where North Carolina history is studied.) This resource will be provided to all but will be targeted at students studying North Carolina History at the 8th grade level. Because this online resource will need to be constantly maintained and updated, we are requesting permanent, full-time staff. (2 Positions \$85K and \$65K)</p>		<p>Facilitate the sharing of library materials among public libraries in North Carolina through its NC Cardinal program. NC Cardinal is a growing consortium of public libraries throughout the state which currently includes more than 40% of library systems (including 18 tier 1 and 18 tier 2 counties). This ability to share materials gives library systems in rural counties and small towns with funding challenges the ability to provide a wealth of materials to users that would otherwise be cost prohibitive. Contracted services are needed to support resource sharing.</p>		<p>Partner with Department of Public Instruction to use DNCR educational resources within public school curricula.</p>	

<b>Objective 1.3 - Expand interactions with schools through partnerships and programs.</b>			<b>Target / Milestone</b>
1.3.1	Initiative	Arts Council A+ Schools	Maintain the level of training and support for current network and recruit an additional 3 to 5 schools each year
Maintain the level of training and support for current network and recruit additional schools each year	<p>A+ Schools of North Carolina is a whole-school transformation model where arts integration is the primary methodology utilized to teach all subjects in the state mandated curriculum. A+ Schools currently supports a network of 61 schools throughout the state with high quality professional development for teachers and administrators, opportunities for peer learning, and access to statewide and national resources. Each year, A+ serves over 30,000 students and 1,750 teachers and administrators. Although the majority of A+ schools are designated Title I, they continue to demonstrate achievement at or above the state average, while teaching a much fuller curriculum than many other schools.</p> <p>A+ Schools of North Carolina has helped to close these achievement and opportunity gaps for low-income students. By providing recurring funding and a position, A+ Schools will be able to maintain the level of training and support to our current network and recruit an additional 3 to 5 schools each year, growing by approximately 2,000 additional students each year.</p>		
1.3.2	Initiative	DPR Student Curriculum	Successful initiation of pilot program  Reach every fourth grader
Initiate pilot program and expand each year to reach every North Carolina fourth grader	Provide every upper elementary school student in NC with a meaningful experience in a state park, to support North Carolina curriculum objectives and to foster lifelong appreciation for nature and history.		

**Goal 2 – Boost economic growth through the “Hometown Strong” initiative to support rural communities, and other efforts.**

<b>Objective 2.1 - Enable divisions to work collaboratively in economically distressed counties.</b>			<b>Target / Milestone</b>
2.1.1	Initiative	Arts Council SmART Initiative	Increase the communities participating in the SmART program by 2 to 10 towns and cities
Number of communities participating in the SmART program	<p>SmART Initiative recurring funding and two new staff positions. Since 2012 the Arts Council's SmART Initiative has demonstrated that the arts are a critical requirement for successful downtown revitalization and economic growth. In 2017, the first site opened, the Vollis Simpson Whirligig Park in Wilson. It is a national model for creative placemaking, generating \$25 million in private investment. Artist designed streetscape and gateway projects in Durham and Burnsville have prompted dozens of new restaurants, hotels, and businesses to open. With the completion of the Arts Council's African American Music Trails and the Kinston Music Park, Kinston is enhancing its streetscape and River Arts Walk with artist designed crosswalks, signage, lighting, street furniture, and a pedestrian bridge to connect its distinctive attractions and bring more visitors and residents downtown.</p> <p>While NC is one of the fastest growing states, many of our rural communities and smaller cities are grappling with loss of traditional jobs, migration of youth, and shrinking tax bases. Communities are searching for new sources of sustainable economic development that will attract businesses, entrepreneurs, and visitors, and improve the quality of life for residents. Thus, communities are clamoring to be part of the hugely successful SmART program. With \$750,000 in recurring funds and two additional staff, the Arts Council can offer the SmART program to towns and cities a year.</p>		

<p>2.1.2</p> <p>Grants awarded to arts councils and schools located in Tier 1 and Tier 2 counties</p>	<table border="1"> <tr> <td data-bbox="354 149 496 226">Initiative</td> <td data-bbox="496 149 1256 226">Arts Council Arts Touring to Rural and Underserved Communities</td> </tr> <tr> <td colspan="2" data-bbox="354 226 1256 926"> <p>Rural counties lack the arts resources enjoyed by neighboring larger and more urban counties. While rural communities are rich in folk and traditional arts they often cannot support larger professional arts organizations that provide quality arts performances and school residencies throughout the year. Rural counties deserve fuller access to the arts and a rich cultural life. Today even small communities are expected to provide abundant cultural opportunities for their citizens.</p> <p>Fortunately, North Carolina has an extensive infrastructure of non-profit music, dance, theater and visual arts organizations that are noted for the high quality of their programming. The majority of these groups are located in NC's larger cities but have the capacity and the willingness to tour outside of their home county.</p> <p>An increase of touring incentive grants will enable more our most professional urban arts groups to offer rural counties and underserved audiences performances, exhibits and residencies in schools and community settings. Grants would be awarded to arts councils and schools located in both Tier 1 and Tier 2 counties as with preference given to Tier 1.</p> </td> </tr> </table>	Initiative	Arts Council Arts Touring to Rural and Underserved Communities	<p>Rural counties lack the arts resources enjoyed by neighboring larger and more urban counties. While rural communities are rich in folk and traditional arts they often cannot support larger professional arts organizations that provide quality arts performances and school residencies throughout the year. Rural counties deserve fuller access to the arts and a rich cultural life. Today even small communities are expected to provide abundant cultural opportunities for their citizens.</p> <p>Fortunately, North Carolina has an extensive infrastructure of non-profit music, dance, theater and visual arts organizations that are noted for the high quality of their programming. The majority of these groups are located in NC's larger cities but have the capacity and the willingness to tour outside of their home county.</p> <p>An increase of touring incentive grants will enable more our most professional urban arts groups to offer rural counties and underserved audiences performances, exhibits and residencies in schools and community settings. Grants would be awarded to arts councils and schools located in both Tier 1 and Tier 2 counties as with preference given to Tier 1.</p>		<p>Increase the grants awarded to arts councils and schools located in Tier 1 and Tier 2 counties by 10%</p>
Initiative	Arts Council Arts Touring to Rural and Underserved Communities					
<p>Rural counties lack the arts resources enjoyed by neighboring larger and more urban counties. While rural communities are rich in folk and traditional arts they often cannot support larger professional arts organizations that provide quality arts performances and school residencies throughout the year. Rural counties deserve fuller access to the arts and a rich cultural life. Today even small communities are expected to provide abundant cultural opportunities for their citizens.</p> <p>Fortunately, North Carolina has an extensive infrastructure of non-profit music, dance, theater and visual arts organizations that are noted for the high quality of their programming. The majority of these groups are located in NC's larger cities but have the capacity and the willingness to tour outside of their home county.</p> <p>An increase of touring incentive grants will enable more our most professional urban arts groups to offer rural counties and underserved audiences performances, exhibits and residencies in schools and community settings. Grants would be awarded to arts councils and schools located in both Tier 1 and Tier 2 counties as with preference given to Tier 1.</p>						
<p>2.1.3</p> <p>Broadband adoption in tier 1 and tier 2 counties</p> <p>Digital access for residents of rural and underserved areas</p>	<table border="1"> <tr> <td data-bbox="354 926 496 1003">Initiative</td> <td data-bbox="496 926 1256 1003">State Library Broadband to Rural Areas</td> </tr> <tr> <td colspan="2" data-bbox="354 1003 1256 1856"> <p>Promote the adoption of broadband in rural and economically distressed areas by developing and supporting public library digital literacy programs. This effort will continue a federally-funded two-year project to develop a model that promotes broadband adoption to address the homework gap by providing wifi hotspots for school students along with support for public library and school library digital literacy education. 1 FTE position is needed to continue and expand the work of this project.</p> </td> </tr> </table>	Initiative	State Library Broadband to Rural Areas	<p>Promote the adoption of broadband in rural and economically distressed areas by developing and supporting public library digital literacy programs. This effort will continue a federally-funded two-year project to develop a model that promotes broadband adoption to address the homework gap by providing wifi hotspots for school students along with support for public library and school library digital literacy education. 1 FTE position is needed to continue and expand the work of this project.</p>		<p>Broadband adoption to reach 10% of tier 1 and tier 2 counties</p> <p>Digital access for residents of rural and underserved areas.</p>
Initiative	State Library Broadband to Rural Areas					
<p>Promote the adoption of broadband in rural and economically distressed areas by developing and supporting public library digital literacy programs. This effort will continue a federally-funded two-year project to develop a model that promotes broadband adoption to address the homework gap by providing wifi hotspots for school students along with support for public library and school library digital literacy education. 1 FTE position is needed to continue and expand the work of this project.</p>						

2.1.4	Initiative	Downtown revitalization with historic preservation	Initiate at least 2 historic preservation surveys  Eliminate sunset
Number of historic preservation surveys	Downtown revitalization – initiate at least two historic preservation surveys & seek elimination of sunset on state historic preservation tax credit.		
Eliminate sunset	<p>Pending funding availability, staff will initiate no fewer than 2 new municipal or county architectural history surveys or survey updates annually, prioritizing Tier 1 and Tier 2 counties.</p> <p>The State Historic Preservation Office will work with the agency legislative liaison to provide material to share with legislative decisionmakers and preservation partners about the successes and economic development potential for North Carolina communities through use of the state historic rehabilitation tax credit.</p>		
2.1.5	Initiative	Capacity building assistance to rural counties	Reach 10 to 12 counties
Number of rural counties reached	Provide capacity building assistance to rural counties for grant writing, networking, potential partnerships		
2.1.6	Initiative	Partner with the outdoor recreation industry	Partner with the outdoor recreation industry
Partner with the outdoor recreation industry	Partner with the outdoor recreation industry to market the state’s open space treasures to attract greater visitation to local communities and lure outdoor manufacturers and retailers to North Carolina		

<b>Objective 2.2 - Engage young people in the department’s work by expanding programs that provide paid positions and internships.</b>			<b>Target / Milestone</b>
2.2.1	Initiative	DPR Youth Conservation Corps in State Parks	Implement programming to serve teens and young adults
Programming to serve teens and young adults	<p>Youth Conservation Corps in State Parks: There is a range of programs that use nature to teach preschool and elementary age children, but few programs for teenagers and young adults. Young people need employment and work training opportunities that teach personal responsibility and accountability. There is abundant evidence that young people also need opportunities to connect with and appreciate the natural world. The North Carolina Youth Conservation Corps (NCYCC) is a comprehensive youth development program that uses the natural world as a platform for teaching environmental stewardship, job and life skills, leadership, community service, and personal responsibility.</p>		

	<p>Small groups of 8-10 young adults work outdoors under the close supervision of highly trained adult leaders on high priority conservation projects. Implementing this program in the state parks will benefit the young workers, as well as accomplish needed manual labor for the parks system. This proposal would fund multiple NCYCC crews in various state parks to work on projects such as trail and fire line maintenance, minor construction, and control of invasive species.</p>		
2.2.2	Initiative	Internship programs across the department	Coordinate and add to the internship programs
Coordinate and add to the internship programs	<p>Increase funding and staffing to coordinate and add to the internship programs across the department</p> <p>One program is administered through the Youth Involvement Office under the Department of Administration. DNCR had 37 of the 115 project proposals accepted for the 2018 (YIO) Summer Internship programs. The application period has closed for the 2018 program, and candidates are currently being reviewed for selections. Some past projects included working as an assistant park ranger, an educational program intern, researcher, assistant curator, and educational interpreter.</p> <p>DNCR has partnered with North Carolina Historically Black Colleges/Universities (HBCU) and Minority Institutions of Higher Education (MIHE) to implement a paid 10-week internship program, similar to one already in existence at NCDOT. The internships will provide hands-on, real world experiences that match career interests and educational pursuits. Interns will work for 40 hours per week from June 4th – August 10th. Essential components of the program include professional development, leadership training and networking opportunities.</p> <p>Divisions offer internships such as the Museum of Art and Museum of Natural Sciences which offer internships each semester. The Museum of Art’s website is updated routinely regarding the upcoming semester’s information.</p>		

**Goal 3 – Preserve, enhance, and expand North Carolina’s natural and cultural resources in an effective, efficient, collaborative, and customer-friendly manner.**

<b>Objective 3.1 - Increase staffing in programs and sites stretched thin by growth in visitation and stagnant or declining staff levels</b>			<b>Target / Milestone</b>
3.1.1 Enhance conservation and education about sea turtles	Initiative	NC Aquariums STAR Center Staffing Expansion	Enhance conservation and education about sea turtles
	STAR Center Staffing Expansion - Provide enhanced and increased conservation of sea turtles and education about sea turtles for visitors to the North Carolina Aquarium on Roanoke Island.		
3.1.2 Complete construction, fully staff and operate all Connect NC bond projects	Strategy	DPR Connect NC Bond Projects New Facility Operations	Complete construction, fully staff and operate all Connect NC bond projects
	The Connect NC bond bill included \$75 million for state park facilities because “new and renovated State parks and attractions are vital components of tourism in the State, thereby benefitting the State's economic development” (SL 2015-280). Nine Connect NC Bond projects are expected to be completed and ready for operation in the 2019-2021 biennium. These projects will need staff and operating funds to be fully functional.		
3.1.3 Reduce deferred maintenance projects	Strategy	Maintenance Equipment at Tryon Palace	Reduce deferred maintenance projects
	One-time funding for maintenance equipment such as lifts, trucks, and specialty tools to support improved maintenance. Equipment will also be useful in preparation for storms and hurricanes. Currently, Tryon Palace has only one 20-year-old pick-up truck shared by facilities maintenance and the garden staff.		
3.1.4 Enhance hiring practices with background evaluations	Initiative	Obtain criminal background evaluations on all employees prior to employment.	Enhance hiring practices with background evaluations
	Implement agency-wide background evaluations on all employees prior to employment to ensure the safety of visitors and staff and the security of valuable artifacts and collections. Background evaluations are a critical hiring criterion for ensuring a safe environment for the high volume of visitors, including large numbers of children, within the DNCR locations statewide as well as security of valuable artifacts and collections. Contracted services to provide background evaluations are needed to improve the hiring process to adequately evaluate potential candidates for work with DNCR. Future measure is to reduce potential of unsafe situations that could arise within DNCR locations that have a high volume of visitors daily.		



<p>3.1.5</p> <p>Enhance law enforcement presence and security in downtown DNCR locations</p>	<p>Initiative</p>	<p>Provide security through the State Capitol Police Capitol Area Locations</p>	<p>Enhance law enforcement presence and security in downtown DNCR locations</p>
<p>Implement law enforcement measures and security plan to ensure the safety of visitors and staff and the security of valuable artifacts and collections in Museum of History, Museum of Natural Sciences, and Archives and History/State Library building. Law enforcement resources provide safety to staff and visitors as well as safeguards valuable artifacts and collections in all three locations. Contracted services with the Department of Public Safety are needed for three law enforcement officers, one supervisor, and funds for security certifications and security training through State Capitol Police. Future measure is to reduce potential of unsafe situations that could arise within these large facilities that have a high volume of visitors daily.</p>		<p>Examine and research QAR conservation and excavation project</p>	
<p>3.1.6</p> <p>Examine and research QAR conservation and excavation project</p>	<p>Initiative</p>	<p>Queen Anne's Revenge conservation and excavation project</p>	<p>Examine and research QAR conservation and excavation project</p>
<p>Contractual Services for the continuous efforts to examine and research Queen Anne's Revenge conservation and excavation project.</p>			

<p><b>Objective 3.2 - Mitigate against future catastrophic flood damages and assist disaster recovery</b></p>			<p><b>Target / Milestone</b></p>
<p>3.2.1</p> <p>Renovate and expand the North Carolina Aquarium at Fort Fisher</p>	<p>Initiative</p>	<p>Aquariums Renovation and Expansion at Fort Fisher</p>	<p>Renovate and expand the North Carolina Aquarium at Fort Fisher</p>
<p>Renovate and expand the North Carolina Aquarium at Fort Fisher to provide visitors with new, exciting, interactive exhibits and educational programs</p>			

<p>3.2.2</p> <p>Floodplain and wetland acquisition and restoration</p>	<table border="1"> <thead> <tr> <th data-bbox="354 153 495 1900">Initiative</th> <th data-bbox="495 153 1258 1900">Floodplain and wetland acquisition and restoration</th> </tr> </thead> <tbody> <tr> <td data-bbox="354 189 495 1008"></td> <td data-bbox="495 189 1258 1008"> <p>Clean Water Management Trust Fund (CWMTF) floodplain and wetland acquisition and restoration. The 28 counties that have currently been granted disaster declaration in the aftermath of Hurricane Florence were analyzed to determine the acreage of Flood Hazard Area (FHA), acreage of FHA within municipal boundaries and finally the acreage of FHA that was not shown as managed or protected as conservation, parks or open space within these areas. Of the nearly 3.8 million acres of FHA in these counties, 3.2 million acres or 85% is unprotected, and within municipal boundaries, 116,945 acres or 90% is unprotected. This does not represent the entire need as other storms will affect different low-lying areas but does demonstrate that much is needed to protect these areas. In recent years extreme weather events have caused billions of dollars in property damage and claimed lives in North Carolina. To reduce the impacts of these events, strategies are needed to increase resiliency, especially in our coastal communities. By using a transparent and accountable funding model that has been successful for over 20 years, the Clean Water Management Trust Fund (CWMTF) can reduce these impacts by acquiring land in flood prone areas, reducing storm water impacts and restoring damaged streambanks and waterways. This combined effort will remove people from high risk areas and help reduce the risk of flooding in our towns and counties.</p> </td> </tr> <tr> <td data-bbox="354 1008 495 1218"></td> <td data-bbox="495 1008 1258 1218"> <p>Accelerate purchase of planned Parks floodplain land acquisitions at Carvers Creek, Cliffs of the Neuse, Goose Creek and Lumber River state parks to diminish downstream flooding by preserving flood-absorbing wetlands.</p> </td> </tr> <tr> <td data-bbox="354 1218 495 1470"></td> <td data-bbox="495 1218 1258 1470"> <p>Additional Parks and Recreation Trust Fund (PARTF) local grant funds targeted to flood-resistant park, trail and greenway construction in the floodplains bought-out with CWMTF and FEMA funding, \$15M each in years 2 and 3 for popular recreational amenities for local communities. See the CWMTF request and reference to News and Observer article: <a href="https://www.newsobserver.com/news/politics-government/article219356140.html">https://www.newsobserver.com/news/politics-government/article219356140.html</a></p> </td> </tr> <tr> <td data-bbox="354 1470 495 1900"></td> <td data-bbox="495 1470 1258 1900"> <p>Direct appropriations to assist local governments with repair and replacement of local park and recreation facilities damaged by the hurricane and associated flooding.</p> </td> </tr> </tbody> </table>	Initiative	Floodplain and wetland acquisition and restoration		<p>Clean Water Management Trust Fund (CWMTF) floodplain and wetland acquisition and restoration. The 28 counties that have currently been granted disaster declaration in the aftermath of Hurricane Florence were analyzed to determine the acreage of Flood Hazard Area (FHA), acreage of FHA within municipal boundaries and finally the acreage of FHA that was not shown as managed or protected as conservation, parks or open space within these areas. Of the nearly 3.8 million acres of FHA in these counties, 3.2 million acres or 85% is unprotected, and within municipal boundaries, 116,945 acres or 90% is unprotected. This does not represent the entire need as other storms will affect different low-lying areas but does demonstrate that much is needed to protect these areas. In recent years extreme weather events have caused billions of dollars in property damage and claimed lives in North Carolina. To reduce the impacts of these events, strategies are needed to increase resiliency, especially in our coastal communities. 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<p>3.2.3</p> <p>Develop, implement, and measure social media policy across DNCR</p>	<table border="1"> <tr> <td data-bbox="354 149 496 195">Initiative</td> <td data-bbox="496 149 1256 195">Online presence with consistent and appropriate messaging</td> </tr> <tr> <td colspan="2" data-bbox="354 195 1256 470">           Develop, implement, and measure social media policy across DNCR. DNCR has developed and implemented a department-wide social media policy and is supporting each location within DNCR with training, editorial planning and publishing best practices. Within NC state government, DNCR has the most social media sites and managers and we aspire to be the policy leader for responsible and effective social media usage.         </td> </tr> </table>	Initiative	Online presence with consistent and appropriate messaging	Develop, implement, and measure social media policy across DNCR. DNCR has developed and implemented a department-wide social media policy and is supporting each location within DNCR with training, editorial planning and publishing best practices. Within NC state government, DNCR has the most social media sites and managers and we aspire to be the policy leader for responsible and effective social media usage.		<p>Develop, implement and measure social media policy across DNCR</p>
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<p>3.2.4</p> <p>Complete repairs at State Parks</p>	<table border="1"> <tr> <td data-bbox="354 470 496 516">Initiative</td> <td data-bbox="496 470 1256 516">State Parks</td> </tr> <tr> <td colspan="2" data-bbox="354 516 1256 953">           Fort Macon - Connect pump system to stand alone generator to prevent future flooding of finished exhibit rooms. Jordan Lake - Replace flooded bathhouses at a higher elevation out of floodplain. Hammocks Beach - Relocate personnel barracks from Bear Island to mainland. Hammocks Beach - Replace vulnerable underwater communication lines from mainland to Bear Island with new, storm-resistant lines. Coastal state parks - Proactive, annual high limb trimming to alleviate hazards and reduce closure time. Assist local governments with repair and replacement of local park and recreation facilities. Dam repair at Carvers Creek State Park - this was originally damaged by Hurricane Matthew.         </td> </tr> </table>	Initiative	State Parks	Fort Macon - Connect pump system to stand alone generator to prevent future flooding of finished exhibit rooms. Jordan Lake - Replace flooded bathhouses at a higher elevation out of floodplain. Hammocks Beach - Relocate personnel barracks from Bear Island to mainland. Hammocks Beach - Replace vulnerable underwater communication lines from mainland to Bear Island with new, storm-resistant lines. Coastal state parks - Proactive, annual high limb trimming to alleviate hazards and reduce closure time. Assist local governments with repair and replacement of local park and recreation facilities. Dam repair at Carvers Creek State Park - this was originally damaged by Hurricane Matthew.		<p>Complete repairs at State Parks</p>
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<p>3.2.5</p> <p>Complete repairs at MNS Whiteville</p>	<table border="1"> <tr> <td data-bbox="354 953 496 999">Initiative</td> <td data-bbox="496 953 1256 999">Museum of Natural Sciences Drainage Repairs</td> </tr> <tr> <td colspan="2" data-bbox="354 999 1256 1892">           Improve drainage at the Museum of Natural Sciences, Whiteville location.         </td> </tr> </table>	Initiative	Museum of Natural Sciences Drainage Repairs	Improve drainage at the Museum of Natural Sciences, Whiteville location.		<p>Complete repairs at MNS Whiteville</p>
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<p>3.2.6</p> <p>Protect essential records</p>	<table border="1"> <tr> <td data-bbox="354 149 500 197">Initiative</td> <td data-bbox="500 149 1252 197">Archives and Records Analyst in Eastern Office</td> </tr> <tr> <td colspan="2" data-bbox="354 197 1252 921"> <p>The Records Analyst position assigned to the Department of Natural and Cultural Resources' Eastern Office in Greenville would provide on-the-ground coordination between local records managers and state officials regarding recovery of critical and archival records, as well as advice on mitigation following events. Records Analysts from Raleigh have provided the latter service now following two major hurricanes within 23 months. The state now has only seven Records Analysts (six in Raleigh and one in Asheville), fewer than at any time in the last fifty years, and at a time when records management has never been more complicated and technical. While the State Archives has managed to maintain services to county courthouses, our outreach to municipal governments has not been as robust as it should be. Known records losses in Hurricane Florence are coming from the smaller towns and government offices. (At least two small towns have lost all of their records.) These offices require additional services from the State Archives in order to adequately protect their essential records. This service is most efficiently delivered from regional offices. Salary plus benefits is \$69,359 and \$20,000 for travel costs and general supplies.</p> </td> </tr> </table>	Initiative	Archives and Records Analyst in Eastern Office	<p>The Records Analyst position assigned to the Department of Natural and Cultural Resources' Eastern Office in Greenville would provide on-the-ground coordination between local records managers and state officials regarding recovery of critical and archival records, as well as advice on mitigation following events. Records Analysts from Raleigh have provided the latter service now following two major hurricanes within 23 months. The state now has only seven Records Analysts (six in Raleigh and one in Asheville), fewer than at any time in the last fifty years, and at a time when records management has never been more complicated and technical. While the State Archives has managed to maintain services to county courthouses, our outreach to municipal governments has not been as robust as it should be. Known records losses in Hurricane Florence are coming from the smaller towns and government offices. (At least two small towns have lost all of their records.) These offices require additional services from the State Archives in order to adequately protect their essential records. This service is most efficiently delivered from regional offices. Salary plus benefits is \$69,359 and \$20,000 for travel costs and general supplies.</p>		<p>Protect essential records</p>
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<p>3.2.7</p> <p>Protect historic structures and artifacts</p>	<table border="1"> <tr> <td data-bbox="354 930 500 1020">Strategy</td> <td data-bbox="500 930 1252 1020">State Historic Sites and Tryon Palace Generators and Dehumidifiers</td> </tr> <tr> <td colspan="2" data-bbox="354 1020 1252 1898"> <p>Purchase 10 portable all-building generators to be shared among the 25 State Historic Sites, most of which maintain multiple buildings. (At last count, there are 259 structures in State Historic Sites ranging from exhibit halls and visitor centers to garden sheds.) The cost for a similar generator State Historic Sites currently owns would be \$30,000. It would require a trailer at \$3,000 and components to connect to the buildings for an additional \$1,500 for a total of \$34,500/ generator. Purchase five large commercial dehumidifiers to keep on hand to address the most critical areas in case of future emergencies. The cost per dehumidify is approximately \$5,000. (\$5,000 x 5) To protect historic structures and artifacts from future mold damage following power outages, Tryon Palace's three most sensitive buildings need all-building stationary generators to support emergency lighting, HVAC, and security systems. These would be for the History Center, Palace, and Stanly House. Each generator will need \$5,000 for components to connect to the buildings, platforms, and housing. The cost of each generator will be approximately \$45,000/ generator. (3 x \$5,000 + 3 x \$45,000) Purchase three large commercial dehumidifiers to keep on hand to address the most critical areas in case of future emergencies. Currently, Tryon Palace is renting around 10 dehumidifiers and they are being run in several buildings about the Palace grounds. The cost per dehumidifier is approximately \$5,000. (\$5,000 x 3)</p> </td> </tr> </table>	Strategy	State Historic Sites and Tryon Palace Generators and Dehumidifiers	<p>Purchase 10 portable all-building generators to be shared among the 25 State Historic Sites, most of which maintain multiple buildings. (At last count, there are 259 structures in State Historic Sites ranging from exhibit halls and visitor centers to garden sheds.) The cost for a similar generator State Historic Sites currently owns would be \$30,000. It would require a trailer at \$3,000 and components to connect to the buildings for an additional \$1,500 for a total of \$34,500/ generator. Purchase five large commercial dehumidifiers to keep on hand to address the most critical areas in case of future emergencies. The cost per dehumidify is approximately \$5,000. (\$5,000 x 5) To protect historic structures and artifacts from future mold damage following power outages, Tryon Palace's three most sensitive buildings need all-building stationary generators to support emergency lighting, HVAC, and security systems. These would be for the History Center, Palace, and Stanly House. Each generator will need \$5,000 for components to connect to the buildings, platforms, and housing. The cost of each generator will be approximately \$45,000/ generator. (3 x \$5,000 + 3 x \$45,000) Purchase three large commercial dehumidifiers to keep on hand to address the most critical areas in case of future emergencies. Currently, Tryon Palace is renting around 10 dehumidifiers and they are being run in several buildings about the Palace grounds. The cost per dehumidifier is approximately \$5,000. (\$5,000 x 3)</p>		<p>Protect historic structures and artifacts</p>
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<p>3.2.8</p> <p>Complete the relocation of Underwater Archaeology artifacts</p>	<table border="1"> <tr> <td data-bbox="354 149 496 191">Strategy</td> <td data-bbox="496 149 1252 191">Relocate Underwater Archaeology Artifacts</td> </tr> <tr> <td colspan="2" data-bbox="354 191 1252 518"> <p>Artifact relocation will cost up to \$50,000. Currently, wet artifacts from the Modern Greece Civil War shipwreck among others are stored on site at the Underwater Archaeology branch at Kure Beach (the Modern Greece wreck is immediately adjacent to the branch offices off the shoreline at Fort Fisher). It will cost up to \$50,000 to purchase necessary conservation equipment (holding tanks and the like) to facilitate relocation and future conservation of these irreplaceable artifacts to the inland Underwater Archaeology conservation lab in Greenville, North Carolina.</p> </td> </tr> </table>	Strategy	Relocate Underwater Archaeology Artifacts	<p>Artifact relocation will cost up to \$50,000. Currently, wet artifacts from the Modern Greece Civil War shipwreck among others are stored on site at the Underwater Archaeology branch at Kure Beach (the Modern Greece wreck is immediately adjacent to the branch offices off the shoreline at Fort Fisher). It will cost up to \$50,000 to purchase necessary conservation equipment (holding tanks and the like) to facilitate relocation and future conservation of these irreplaceable artifacts to the inland Underwater Archaeology conservation lab in Greenville, North Carolina.</p>		<p>Complete the relocation of Underwater Archaeology artifacts</p>
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<p>3.2.9</p> <p>Conduct environmental reviews and provide assistance to constituents for disaster recovery, response, and mitigation for future events</p>	<table border="1"> <tr> <td data-bbox="354 527 496 611">Strategy</td> <td data-bbox="496 527 1252 611">Convert a time-limited state historic preservation office environmental review specialist to permanent status</td> </tr> <tr> <td colspan="2" data-bbox="354 611 1252 1778"> <p>Convert a time-limited State Historic Preservation Office (HPO) environmental review specialist for Hurricane Matthew projects to permanent status on regular state appropriations to concentrate on reviews and constituent-oriented historic preservation technical assistance related to disaster response, recovery, and mitigation efforts. A time-limited environmental review specialist was hired for the HPO to address a large influx of Hurricane Matthew recovery and mitigation projects (equivalent to an additional 30% of projects that would be reviewed in the normal course of the HPO’s workload annually); the position is scheduled to end May 30, 2019, with a six-month extension. This position is funded with CDBG monies from the Departments of Commerce and Public Safety through an inter-departmental reimbursement agreement.</p> <p>An additional pipeline of projects related to Hurricane Florence is expected to exceed that generated by Hurricane Matthew. Permanent status improves North Carolina’s disaster resiliency and preparation and helps preserve North Carolina’s irreplaceable historic places. Converting a time-limited position to permanent status ensures the appropriate staffing level to handle a larger review caseload without interruption or a backlog of non-disaster reviews and to provide technical assistance to constituents for disaster recovery, response, and mitigation (including best practices for making irreplaceable historic buildings resilient) for future events (hurricane or otherwise). Salary plus benefits is \$69,359.</p> </td> </tr> </table>	Strategy	Convert a time-limited state historic preservation office environmental review specialist to permanent status	<p>Convert a time-limited State Historic Preservation Office (HPO) environmental review specialist for Hurricane Matthew projects to permanent status on regular state appropriations to concentrate on reviews and constituent-oriented historic preservation technical assistance related to disaster response, recovery, and mitigation efforts. A time-limited environmental review specialist was hired for the HPO to address a large influx of Hurricane Matthew recovery and mitigation projects (equivalent to an additional 30% of projects that would be reviewed in the normal course of the HPO’s workload annually); the position is scheduled to end May 30, 2019, with a six-month extension. This position is funded with CDBG monies from the Departments of Commerce and Public Safety through an inter-departmental reimbursement agreement.</p> <p>An additional pipeline of projects related to Hurricane Florence is expected to exceed that generated by Hurricane Matthew. Permanent status improves North Carolina’s disaster resiliency and preparation and helps preserve North Carolina’s irreplaceable historic places. Converting a time-limited position to permanent status ensures the appropriate staffing level to handle a larger review caseload without interruption or a backlog of non-disaster reviews and to provide technical assistance to constituents for disaster recovery, response, and mitigation (including best practices for making irreplaceable historic buildings resilient) for future events (hurricane or otherwise). Salary plus benefits is \$69,359.</p>		<p>Conduct more environmental reviews and provide assistance to constituents for disaster recovery, response, and mitigation for future events</p>
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3.2.10 Conduct more environmental reviews and provide assistance to constituents for disaster recovery, response, and mitigation for future events	Strategy	Implement a fee-based model for delivering online access to natural heritage data for self-service environmental reviews for the Natural Heritage Program	Conduct more environmental reviews and provide assistance to constituents for disaster recovery, response, and mitigation for future events
		Use fees collected from natural heritage data customers to pay for increased web-based delivery of natural heritage data for use by consultants and planners who need environmental permits for their projects. Fees will pay for web hosting, software licenses, and a receipt-funded customer service / environmental review position to assist customers with acquiring, interpreting, and applying natural heritage data for their compliance and planning purposes. The need for timely information is especially important during disaster response; NHP responded to 31% more online information requests during September-November 2018, compared to the previous year (when no major hurricane disasters hit North Carolina).	
3.2.11 Complete bridge, culvert, path repairs and replacement and stream restoration	Strategy	Preventative stream restoration, bridge, culvert, and path repairs and replacement at the NC Museum of Art (NCMA)	Complete bridge, culvert, path repairs and replacement and stream restoration
		Take preventative measures to avoid future damage at NCMA with bridge and culvert repair on two trails, stream restoration, replacement of all gravel paths with hardened surface material.	

<b>Objective 3.3 - Complete capital projects and strengthen safety and security programs at sites with high visitation.</b>			<b>Target / Milestone</b>
3.3.1 Reduce the deferred maintenance of buildings by hiring 2 employees	Strategy	Maintenance for State Historic Sites and Tryon Palace	Reduce the deferred maintenance of buildings by hiring 2 employees
		To continue to defer significant maintenance on these buildings will in the long run significantly increase the cost of repairs that will eventually have to be expended. To provide Historic Sites with the needed supplies, materials, travel, and the sometime contractual services required to maintain facilities ranging from Hatteras to Weaverville, the department seeks additional funds.	
3.3.2 Complete the funded projects on the Capital Improvements Plan	Strategy	Complete the projects on the Capital Improvements Plan	Complete the list of projects on the Capital Improvements Plan
		Complete the list of projects on the Capital Improvements Plan that receive funding through FY 2020-21.	

Objective 3.4 - To create more outdoor recreational opportunities in response to rapidly increasing visitation to state and local parks, reinstate dedicated revenue source for PARTF and CWMTF to conserve land, protect water quality, and create and expand state and local parks, trails, and greenways		Target / Milestone
3.4.1	Strategy   CWMTF Grants	Increase grants awarded
Increase grants awarded	<p>Clean Water Management Trust Fund (CWMTF) - Increasing the recurring funding in net appropriations to \$25 million over two years will help protect and restore surface water supplies, control storm water, protect military buffers, and increase recreational opportunities. Demand for CWMTF funding is consistently more than double the availability. The result of this disparity is the loss (often forever) of opportunities to protect and restore unique places, including areas that provide public access for recreation/hunting/fishing. These are opportunities that help create economic sustainability and insure better resiliency in the face of natural disaster. The current recurring amount is \$13,157,530. The recurring increase to reach \$25 million is \$2,646,235 for FY 2019-20 and FY 2020-21.</p> <p>Provides 35% of the dedicated Deed Stamp revenue to the CWMTF. These funds will be used to provide grant awards to help protect and restore surface water supplies, control storm water, protect military buffers, and increase recreational opportunities. A corresponding special provision dedicates Deed Stamp revenue to this fund, the Parks and Recreation Trust Fund, the Farmland Preservation Trust Fund, and the Housing Trust Fund.</p>	
3.4.2	Strategy   PARTF Grants	Increase grants awarded
Increase grants awarded	<p>Parks and Recreation Trust Fund (PARTF) Increasing the recurring funding in net appropriations to \$25 million over two years to help local governments for parks and recreational projects to serve the public. State parks may also use funds to expand and renovate parks and beaches. The current recurring amount is \$16,242,884. The recurring increase to reach \$25 million is \$1,103,558 for FY 2019-20 and FY 2020-21.</p> <p>Provides 35% of the dedicated Deed Stamp revenue to the PARTF. These funds will be used for matching grant awards to local governments for public parks and recreational projects and to supplement projects that were 75% funded by the Connect NC Bond. A corresponding special provision dedicates Deed Stamp revenue to this fund, the Farmland Preservation Trust Fund, the Clean Water Management Trust Fund, and the Housing Trust Fund.</p>	

<p>3.4.3</p> <p>Create a statewide strategy for the Great Carolina Trails Master Plan</p>	<table border="1"> <tr> <td data-bbox="354 149 496 191">Initiative</td> <td data-bbox="496 149 1258 191">Great Carolina Trails Master Plan</td> </tr> <tr> <td colspan="2" data-bbox="354 191 1258 457"> <p>One position and funding is needed to create a statewide strategy to coordinate and support local efforts to accelerate planned trail projects while ensuring collaborative integration from the arts, culture, nature and historic perspectives. This program enhances the value of individual trails by maximizing regional and statewide trail connections.</p> </td> </tr> </table>	Initiative	Great Carolina Trails Master Plan	<p>One position and funding is needed to create a statewide strategy to coordinate and support local efforts to accelerate planned trail projects while ensuring collaborative integration from the arts, culture, nature and historic perspectives. This program enhances the value of individual trails by maximizing regional and statewide trail connections.</p>		<p>Create a statewide strategy for the Great Carolina Trails Master Plan</p>
Initiative	Great Carolina Trails Master Plan					
<p>One position and funding is needed to create a statewide strategy to coordinate and support local efforts to accelerate planned trail projects while ensuring collaborative integration from the arts, culture, nature and historic perspectives. This program enhances the value of individual trails by maximizing regional and statewide trail connections.</p>						
<p>3.4.3</p> <p>Conduct surveys of potential nature preserves</p>	<table border="1"> <tr> <td data-bbox="354 457 496 499">Strategy</td> <td data-bbox="496 457 1258 499">Natural Heritage Program Biological Surveys</td> </tr> <tr> <td colspan="2" data-bbox="354 499 1258 1423"> <p>One position is needed to help the Natural Heritage Program (NHP) fill the critical need to maintain a current inventory of North Carolina’s natural resources, and assist in using this information to establish nature preserves that will ensure North Carolina’s vital natural areas continue to provide habitat for native species and enhance the quality of life for current and future generations of North Carolinians. As conservation lands are acquired with funding from CWMTF and other sources, they are set aside as state dedicated nature preserves under the Nature Preserves Act. In order to determine what resources are present and set the course for their long-term care, NHP staff conduct biological inventories of these lands.</p> <p>For example in 2018, the 5 NHP field biologists were tasked with surveying more than 44,000 acres to evaluate Clean Water Management Trust Fund applications and to establish Dedicated Nature Preserves on state lands. These field staff are also tasked with monitoring the existing 540 Dedicated Nature Preserves and Registered Heritage Areas totaling 1.2 million acres. And, state and local governments and land trusts requested surveys that NHP was unable to fulfill due to the existing workload. In the past, NHP had funding for 10 field biologists to do this work, but the number of field staff was cut in half when funding was reduced during two rounds of budget cuts when state funds were critically low. However, the need for this work has not diminished.</p> </td> </tr> </table>	Strategy	Natural Heritage Program Biological Surveys	<p>One position is needed to help the Natural Heritage Program (NHP) fill the critical need to maintain a current inventory of North Carolina’s natural resources, and assist in using this information to establish nature preserves that will ensure North Carolina’s vital natural areas continue to provide habitat for native species and enhance the quality of life for current and future generations of North Carolinians. As conservation lands are acquired with funding from CWMTF and other sources, they are set aside as state dedicated nature preserves under the Nature Preserves Act. In order to determine what resources are present and set the course for their long-term care, NHP staff conduct biological inventories of these lands.</p> <p>For example in 2018, the 5 NHP field biologists were tasked with surveying more than 44,000 acres to evaluate Clean Water Management Trust Fund applications and to establish Dedicated Nature Preserves on state lands. These field staff are also tasked with monitoring the existing 540 Dedicated Nature Preserves and Registered Heritage Areas totaling 1.2 million acres. And, state and local governments and land trusts requested surveys that NHP was unable to fulfill due to the existing workload. In the past, NHP had funding for 10 field biologists to do this work, but the number of field staff was cut in half when funding was reduced during two rounds of budget cuts when state funds were critically low. However, the need for this work has not diminished.</p>		<p>Conduct more biological surveys to provide assistance to constituents for creating and expanding nature preserves</p>
Strategy	Natural Heritage Program Biological Surveys					
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**Goal 4- Promote diversity and cultural inclusion in departmental programs, recruitment, administration, and community engagement.**

<b>Objective 4.1 - Diversify who we are (DNCR staff, boards &amp; commissions appointees, support groups)</b>		<b>Target / Milestone</b>
4.1.1	Strategy   Historic Sites African American History	Preserve and interpret African American history at Historic Sites
Preserve and interpret African American history at Historic Sites	DNCR seeks funding to recreate one position: A Curator of African American History to serve with the Division of State Historic Site’s central education staff.	
4.1.2	Initiative   HBCU Internship Program	Continue HBCU Internship Program
Continue HBCU Internship Program	The recruitment and internship program needs funds to continue and expand outreach and recruitment efforts as well as internship opportunities to strengthen the diverse workforce within DNCR. Internship opportunities offer North Carolina Historically Black Colleges and University (HBCU) students the opportunity to enrich their educational knowledge with practical experience and increase the awareness of the broad array of professions within DNCR.	
4.1.3	Initiative   Recruit and Retain Minority Employees.	Develop a strategy to increase the number of minority employees
Develop a strategy to increase the number of minority employees	DNCR will develop a strategy to increase the number of minority employees. This will be accomplished by focused advertising to minority serving agencies, institutions, social media, and newspapers. Marketing at career fairs, job fairs, and events at HBCUs and minority serving institutions. Emphasis will be placed on recruitment of minority employees to professional positions. Human Resources will be accountable for implementation. Extensive outreach with North Carolina colleges and universities, expanding job fair opportunities as well as modernizing recruitment materials will provide a strong applicant base to diversify resources.	

<p>4.1.4</p> <p>Develop, manage, and promote AAHC initiatives</p>	<table border="1"> <tr> <td data-bbox="349 140 495 205">Strategy</td> <td data-bbox="495 140 1258 205">AAHC Positions</td> </tr> <tr> <td colspan="2" data-bbox="349 205 1258 726"> <p>Provide funding for two additional staff persons to execute the mission and vision of the African American Heritage Commission. Currently, a limited number of staff persons manage all AAHC projects, programs and initiatives, including a series of federal grants, diverse public programs and national initiatives. Additional staff positions would enable division staff to increase efficiency and execute division mission more fully. The division is experiencing expanded production of community-based programs across the State of North Carolina, increased public engagement experiences, and the development of more resources and initiatives than ever before. Additional staff is requested to assist in developing, managing, and promote this work. Funding is needed for one staffer dedicated to outreach and education, and another to marketing and content strategy.</p> </td> </tr> </table>	Strategy	AAHC Positions	<p>Provide funding for two additional staff persons to execute the mission and vision of the African American Heritage Commission. Currently, a limited number of staff persons manage all AAHC projects, programs and initiatives, including a series of federal grants, diverse public programs and national initiatives. Additional staff positions would enable division staff to increase efficiency and execute division mission more fully. The division is experiencing expanded production of community-based programs across the State of North Carolina, increased public engagement experiences, and the development of more resources and initiatives than ever before. Additional staff is requested to assist in developing, managing, and promote this work. Funding is needed for one staffer dedicated to outreach and education, and another to marketing and content strategy.</p>		<p>Develop, manage, and promote AAHC initiatives</p>
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Objective 4.2 - Diversify who we serve.			Target / Milestone			
<p>4.2.1</p> <p>Develop a strategy for outreach and collaboration with Latinx communities</p>	<table border="1"> <tr> <td data-bbox="349 856 495 898">Initiative</td> <td data-bbox="495 856 1258 898">Diversity and Inclusion - Outreach to Latinx communities</td> </tr> <tr> <td colspan="2" data-bbox="349 898 1258 1304"> <p>Develop a strategy for outreach and collaboration efforts with North Carolina’s Latinx communities.</p> <p>The Department will create focus groups to obtain input on how to better serve communities, and how to attract more ethnically and culturally diverse visitors. The information collected will be used to expand offerings to diverse populations, and to better understand community needs for departmental programming and attractions. The Diversity and Inclusion Office will be accountable for planning and hosting the focus groups, and Divisions are accountable for implementation.</p> </td> </tr> </table>	Initiative	Diversity and Inclusion - Outreach to Latinx communities	<p>Develop a strategy for outreach and collaboration efforts with North Carolina’s Latinx communities.</p> <p>The Department will create focus groups to obtain input on how to better serve communities, and how to attract more ethnically and culturally diverse visitors. The information collected will be used to expand offerings to diverse populations, and to better understand community needs for departmental programming and attractions. The Diversity and Inclusion Office will be accountable for planning and hosting the focus groups, and Divisions are accountable for implementation.</p>		<p>Develop a strategy for outreach and collaboration with Latinx communities</p>
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<p>4.2.2</p> <p>Acquire the "Race: Are we so Different?" exhibition</p>	<table border="1"> <tr> <td data-bbox="349 1304 495 1346">Initiative</td> <td data-bbox="495 1304 1258 1346">MNS Race Exhibition</td> </tr> <tr> <td colspan="2" data-bbox="349 1346 1258 1879"> <p>Acquire the "Race: Are We So Different?" exhibition to enhance diversity and inclusion programs. The award-winning “Race: Are We So Different?” exhibition was here from April to October 2017 as a free, generously sponsored, learning experience using the lens of science that all humans share 99+% DNA.</p> </td> </tr> </table>	Initiative	MNS Race Exhibition	<p>Acquire the "Race: Are We So Different?" exhibition to enhance diversity and inclusion programs. The award-winning “Race: Are We So Different?” exhibition was here from April to October 2017 as a free, generously sponsored, learning experience using the lens of science that all humans share 99+% DNA.</p>		<p>Acquire the "Race: Are we so Different?" exhibition</p>
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<p>4.2.3</p> <p>Plan, design, and develop an African American Monument on the State Capitol Grounds</p>	<table border="1"> <tr> <td data-bbox="354 149 496 191">Initiative</td> <td data-bbox="496 149 1252 191">AAHC African American Monument</td> </tr> <tr> <td colspan="2" data-bbox="354 191 1252 518"> <p>Plan, design and develop an African American Monument on the State Capitol Grounds. Provides one-time funding for the African American Heritage Commission to complete the planning, construction, and related costs of the African American Monument on the southeast corner of the State Capitol grounds.</p> </td> </tr> </table>	Initiative	AAHC African American Monument	<p>Plan, design and develop an African American Monument on the State Capitol Grounds. Provides one-time funding for the African American Heritage Commission to complete the planning, construction, and related costs of the African American Monument on the southeast corner of the State Capitol grounds.</p>		<p>Plan, design, and develop an African American Monument on the State Capitol Grounds</p>
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<p>4.2.4</p> <p>Assess existing exhibits and content to promote diversity</p>	<table border="1"> <tr> <td data-bbox="354 527 496 569">Initiative</td> <td data-bbox="496 527 1252 569">Promote Diversity with Events and Exhibits</td> </tr> <tr> <td colspan="2" data-bbox="354 569 1252 1344"> <p>The Department will begin the process of assessing existing exhibits and content to promote diversity to ascertain what is currently being presented to the public. Research will be necessary to determine all information related to the contributions made to North Carolina and update our content to ensure representation by all groups. It will be necessary to create exhibits for populations not covered in our interpreted time periods. Emphasis should be focused on groups not traditionally highlighted in our current offerings. People visit places where they can see themselves, and that is an area in which improvement is needed. All Divisions throughout the Department will be accountable for implementation.</p> <p>The Department will create focus groups to obtain input on how to better serve communities, and how to attract more ethnically and culturally diverse visitors. The information collected will be used to expand offerings to diverse populations, and to better understand community needs for departmental programming and attractions. The Diversity and Inclusion Office will be accountable for planning and hosting the focus groups, and Divisions are accountable for implementation.</p> </td> </tr> </table>	Initiative	Promote Diversity with Events and Exhibits	<p>The Department will begin the process of assessing existing exhibits and content to promote diversity to ascertain what is currently being presented to the public. Research will be necessary to determine all information related to the contributions made to North Carolina and update our content to ensure representation by all groups. It will be necessary to create exhibits for populations not covered in our interpreted time periods. Emphasis should be focused on groups not traditionally highlighted in our current offerings. People visit places where they can see themselves, and that is an area in which improvement is needed. All Divisions throughout the Department will be accountable for implementation.</p> <p>The Department will create focus groups to obtain input on how to better serve communities, and how to attract more ethnically and culturally diverse visitors. The information collected will be used to expand offerings to diverse populations, and to better understand community needs for departmental programming and attractions. The Diversity and Inclusion Office will be accountable for planning and hosting the focus groups, and Divisions are accountable for implementation.</p>		<p>Assess existing exhibits and content to promote diversity</p>
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<p>4.2.5</p> <p>Meet or exceed HUB goal</p>	<table border="1"> <tr> <td data-bbox="354 1352 496 1394">Strategy</td> <td data-bbox="496 1352 1252 1394">Spending with Historically Underutilized Businesses (HUB)</td> </tr> <tr> <td colspan="2" data-bbox="354 1394 1252 1894"> <p>Per Executive Order and General Statute, spending goals with HUB are 10% for both building construction and purchase of goods and services. DNCR will continue to meet or exceed this goal by creating a Minority Vendor Fair to introduce new vendors to the Department, and by hosting two HUB Outreach Sessions per year to educate the public on Capital Projects and Informal Projects within the Department. Assist vendors and contractors with HUB Certifications. Schedule information sessions for Directors and Supervisors to educate them on the use of HUB. Purchasing and Capital Projects will be accountable for implementation.</p> </td> </tr> </table>	Strategy	Spending with Historically Underutilized Businesses (HUB)	<p>Per Executive Order and General Statute, spending goals with HUB are 10% for both building construction and purchase of goods and services. DNCR will continue to meet or exceed this goal by creating a Minority Vendor Fair to introduce new vendors to the Department, and by hosting two HUB Outreach Sessions per year to educate the public on Capital Projects and Informal Projects within the Department. Assist vendors and contractors with HUB Certifications. Schedule information sessions for Directors and Supervisors to educate them on the use of HUB. Purchasing and Capital Projects will be accountable for implementation.</p>		<p>Meet or exceed HUB goal</p>
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4.2.6  Reach new audiences and diversify marketing programs	<table border="1"> <tr> <th data-bbox="347 140 496 191">Initiative</th> <td data-bbox="496 140 1258 191">NC Music Initiative</td> </tr> <tr> <td colspan="2" data-bbox="347 191 1258 527"> <p>NC Music: An all-inclusive initiative to capture and promote authentic and compelling stories in NC (both past and present) as a cultural asset to residents and visitors. Develop, launch and support DNCR-wide campaigns that can be integrated and cross promoted to drive efficiencies and effectiveness across all DNCR departments and divisions. Reach new audiences and diversify marketing programs and efforts for greater inclusion and representation of NC's population across all 100 counties.</p> </td> </tr> </table>	Initiative	NC Music Initiative	<p>NC Music: An all-inclusive initiative to capture and promote authentic and compelling stories in NC (both past and present) as a cultural asset to residents and visitors. Develop, launch and support DNCR-wide campaigns that can be integrated and cross promoted to drive efficiencies and effectiveness across all DNCR departments and divisions. Reach new audiences and diversify marketing programs and efforts for greater inclusion and representation of NC's population across all 100 counties.</p>		Reach new audiences and diversify marketing programs
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## 4. Highlights and Opportunities

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### Agency Highlights and Best Practices

#### ***Department-wide - Hometown Strong Initiative***

The Department of Natural and Cultural Resources helped create and has supported Governor Cooper's Hometown Strong initiative. In addition to Secretary Hamilton's service as chair of the interagency steering committee, DNCR has increased its presence and programming in every designated Hometown Strong county. Department staff members have participated in visits to each of the six pilot counties and will continue to participate as additional counties are incorporated into the program. Initial visits have yielded increased collaboration between the department and local communities. Successes include technical assistance and grant funding to support trail system development in Burke County, two new schools taking the initial steps to join the A+ Schools program in Pasquotank County, and close coordination with the Lumbee tribe to save precious cultural artifacts in the wake of Hurricane Florence in Robeson County.

#### ***Aquariums***

##### *Electronic Benefit Transfer (EBT) Card Reduced Admission*

To increase low-income families' access to the state's three aquariums, the Aquarium Division launched a reduced admission program based upon the presentation of an EBT card. With an EBT card, 2 adults and 2 children are given admission at \$3 and \$2 respectively, rather than full price admission. The NC Department of Health and Human Services has provided information about the program to families with EBT cards.

##### *Aquarium Scholars Program*

The Aquarium Division launched the Aquarium Scholars program. Under this program, the Aquarium Society raises private funds, for which Title I schools can apply to 1) cover costs associated with classes visiting the Aquariums or Jennette's Pier, 2) receive an outreach educational program from the Aquariums or the Pier, or 3) receive a distance learning program.

#### ***Arts Council***

Facilitated the appointment of Jaki Shelton Green as North Carolina's ninth Poet Laureate, and the state's first African American Poet Laureate.

The Americans for the Arts' *Arts and Economic Prosperity Study* was released, showing that the state's nonprofit arts and cultural sector generates \$2.12 billion in total economic activity, supports 71,977 full time equivalent jobs, and delivers \$201.5 million in local and state government revenue.

The Durham SmART Initiative completed its first project, an artist-designed wrap for the Corcoran Street parking garage. The artwork is a colorful interpretation of architectural and iconic elements of the city. Durham was ranked #7 in the National Center for Arts Research's top 10 most arts vibrant communities index and the SmART Initiative was cited as a factor.

2018 was the busiest year yet for A+ Schools of North Carolina. Seven new schools from Cumberland, Alamance, Rowan, Cabarrus and Wake Counties joined the A+ network; in total, A+ Schools of North Carolina currently includes 61 preK-12 schools in all regions of the state, involving over 30,000 students and 2,000 teachers and administrators. Since A+ Schools moved to the North Carolina Arts Council in 2010, 33 new schools have joined the network.

With recurring funds from the legislature, the Arts Council designed and implemented a Military and Veterans Arts Program that serves North Carolina's military service men and women, veterans, and their families. Military and Veterans Healing Arts grants support model arts programs, training, and peer networking. In FY2017-18, a total of 4 grants were awarded totaling \$75,000; in FY2018-19, a total of 10 grants were awarded totaling \$100,000.

### ***Division of Parks and Recreation (DPR)***

State parks experienced record visitation in 2017, with 19.4 million visitors, a strong indication of how much North Carolinians and visitors value our outstanding parks system. The Parks and Recreation Trust Fund distributed 28 grants to local governments for park, trail, and greenway projects in FY2018-19, totaling \$6.8 million, and also allocated \$13.5 million to state parks for 20 land acquisition and capital improvement projects, plus numerous repairs and renovations.

### ***Historical Resources***

Launched in 2011, the State Historic Preservation Office's (HPO) GIS mapping service, called HPOWEB, displays the location of more than 105,000 historic resources and is acknowledged as one of the best preservation-data-based mapping services in the nation in terms of sophistication, comprehensiveness, and ease of use; it is viewable online as HPOWEB (<http://gis.ncdcr.gov/hpweb>). Virtually all properties and districts with some sort of official historic designation (National Register, Study List, Determined Eligible, or Local Landmark/District designation) have been mapped. In addition, most of the state's rural surveys have been mapped. Mapping of urban surveys, including individual properties within National Register districts, is in progress. An internal layer for archaeological information is available to staff, and plans are underway to make it password-protected available to consultants for environmental review purposes. The HPO engineered this service in-house and has saved the state at least \$500,000 in consulting costs. The site is widely used by environmental review consultants, NCDOT, investors in historic properties, researchers, genealogists, and scholars.

### ***Land and Water Stewardship***

The Clean Water Management Trust Fund (CWMTF) continues a 21-year legacy of protecting and enhancing the state's natural and cultural resources of North Carolina. During that time, over \$1 billion has been awarded to state agencies, local governments, and nonprofit land conservation organizations, leveraging over \$1.7 billion and protecting over a half-million acres and 2,500 miles of stream. In FY2018-19 the CWMTF board funded 52 projects totaling \$20.2 million. Administratively, CWMTF focuses on accountability and transparency, boasting one of the most open grant funding processes of any agency.

The Natural Heritage Program is nationally recognized, providing comprehensive biodiversity information and making it available in a variety of formats, tailored to the both economic development interests as well as land conservation groups. During the past year, the program has responded to requests for project support from the Department of Defense, Duke Energy, NC Department of Transportation, Sustainable Forestry Initiative, US Forest Service, and more than 2,400 online requests for natural heritage reports.

### ***Museum of History***

The Museum has moved toward multi-media exhibits that create an experience for the visitor. In the World War I exhibit, the museum built simulated trenches and audio video concepts to tell the stories of North Carolinians who served. The World War I exhibit contributed to record-breaking visitation at the Museum.

The Museum is creating events through festivals, like Pirate Fest and the upcoming One Giant Leap space festival, the African American Cultural Celebration, and the American Indian Heritage Celebration to draw more visitors for a family experience.

The Distinguished Lecture Series has brought in speakers like Bob Woodward and Carl Bernstein as well as historians like David McCullough and Doris Kearns Goodwin, creating a new audience for the Museum.

### ***Museum of Natural Sciences***

The Museum continued to be the state's top destination attraction and is a recognized model of a nature-focused museum. Highlights include: the Museum's scientific researchers have national and international reputations; the Museum distributed grants totaling \$2.4M in FY2018-19 to 55 local science museums and nature centers; the Museum is an international leader in the field of citizen science and is expanding its "Candid Critter" program in conjunction with libraries and the NC Wildlife Resources Commission, and the "Race: Are We So Different?" exhibit attracted diverse audiences to learn about scientific aspects of race, namely that regardless of race or ethnicity, all human beings share 99% of genetic makeup.

### **North Carolina Museum of Art (NCMA)**

Visitor donations have increased by 259% over the previous year by instituting a staff greeter, tracking donation habits, and initiating a first-time visitors protocol.

The Museum has incorporated bilingual (Spanish) communications where feasible and is working to expand and develop a process to translate events for web, promotional, and event collateral.

The Museum has a partnership with NC State to collect visitor data in the Museum Park; currently, the data reflect 12 visitors per minute on average during daylight hours. This partnership continues and thrives on student projects that are designed and completed with park data collection at their core.

This fiscal year, the Museum developed a formal process to collect visitor data and gather feedback from over 12,000 visitors for exhibitions and programs. The Museum is now working to refine the processes by which it will use this data to inform both short-term and long-term decisions that support current visitors and inform recruitment of non-visitors.

The Museum has secured support from the city on a new Visitors' Center by developing a relationship with the City of Raleigh; securing the city's financial support for Museum Park restrooms and snack bar as well as two 2019 bus stop installations and a bike-sharing project.

### **NC Symphony**

- The Symphony brought 22,000 first-time Symphony-goers to performances (a 3% increase) and experienced a 16% increase in first-time Annual Fund donors.
- More than 300 millennials and Gen X-ers have attended special Young Professionals events diversifying the support for the Symphony.
- NCS videos were viewed for a total of 121,300 minutes, and the NCS had 24,727 followers on NCS social media channels—and counting!
- Ninety-one counties are engaged by NCS performances with 70,000 students touched by NCS education programming.
- Free concerts and events are offered in more than 30 communities. With 17 excellent concert reviews in statewide publications, 96% of audience members surveyed would recommend NCS to a friend. The Symphony sold out 18 concerts.
- Residencies in *Cherokee and Sampson County – prototype for the future!* Beyond the education programs that NCS presents for students throughout the state, special residency projects allow NCS to create even deeper relationships within a community. In the 2017/18 season, NCS continued to build a frequent and immersive presence in Cherokee (supported by the Cherokee Preservation Foundation) and in Sampson County (supported by the Simple Gifts Foundation). The Symphony's residency in Cherokee, which began in the spring of 2017, has engaged every Cherokee student, pre-K through high school, with music education programs. In October 2018, the multi-year collaboration culminated in eight statewide performances of composer William Britton's *Si Otsedoha- (We're Still Here)*—a work through which Cherokee choral students reflected on their self-identity and spread awareness for their culture. The Symphony's three-year residency in Sampson County has served the



community with more music education opportunities than ever before. Programs have included free community concerts, a music and literacy initiative for pre-K students, professional development workshops for music educators, master classes through which young instrumentalists have one-on-one learning opportunities with NCS musicians, and more. In the spring, a woodwind quintet of NCS musicians presented a Spanish-language performance of *Peter and the Wolf (Pedro y el Lobo)* at the Episcopal Farmworkers Ministry.

### ***Diversity and Inclusion***

The Department takes seriously its commitment to engage and reflect the state's diverse demographic makeup. DNCR created and filled a new position, Assistant Secretary for Diversity and Cultural Inclusion, and reconstituted a department-wide Diversity and Inclusion Committee to coordinate efforts across divisions. DNCR also created a new internship program for students at Historically Black Colleges and Universities (in addition to other existing internship programs) and hired 20 interns during the 2018 summer. The African American Heritage Commission was also constituted as a division within the department.

### ***State Library***

- The State Library is partnering with NC Department of Information Technology Broadband Infrastructure Office (BIO) on a project to promote broadband adoption to address the “homework gap,” which occurs when students are assigned homework that requires internet access, but they do not have any access at home. A recent pilot study conducted by the BIO found that 10 percent of surveyed K-12 households do not have internet access in their homes, but as of this year all textbooks in NC schools are now digital. The project focuses on Tier 1 counties to provide wifi hotspots for students and digital literacy training for students and their caregivers. The initial pilot phase is a collaboration with the Robeson County Public Library and Fairgrove Middle School; the project will expand to include up to four additional counties in year two. The NC Library for the Blind and Physically Handicapped is developing a partnership with State Parks whereby library staff serve as a resource to help promote accessibility to parks for special populations

### ***Zoo***

Attendance has increased from 741,000 in 2011 to over 825,000 the past two years. As a result, generated revenue has grown from \$6,638,092 in 2011 to \$9,250,000 in 2018, or an increase of 39%. The Zoo now generates over 46% of its annual operating budget as compared to less than 37% in 2011.

The growth in attendance and revenue can be attributed to a new awareness of the Zoo across the state, the Zoo's award-winning animal welfare and conservation programs, and many added opportunities for visitors to interact with nature through exciting recreational attractions. These attractions include the Zoofari open bus ride through the heart of the Zoo's 40-acre African Plains exhibit (home to over 100

African antelope and nine rhinos), paddleboats on which visitors can explore one of the Zoo's lakes, the Airhike ropes course that gives guests a high adventure in the treetops, the opportunity to feed giraffes at eye-level, and a live bird show that allows visitors to witness a wide variety of exotic birds in free-flights.

The birth of two baby rhinos after many years of effort as well as chimpanzee, gorilla, and multiple antelope births has certainly provided "aaaaah" moments and compelling experiences that have been widely shared by Zoo visitors on social media and that have appeared in numerous stories in the press. Not so well known is the tremendous amount of work with animals in the wild, using science to help secure the future of African vultures, black rhinos, African elephants, Cross River gorillas and lions, as well as local wildlife such as the hellbender (giant salamander), the gopher and Pine Barrens tree frogs, and the American red wolf.

The Zoo's comprehensive sustainability program continues to grow. The Zoo has added two charging stations for electric vehicles, it continues to be a Department of Environmental Quality "Environmental Steward" and maintains its Environmental Management System (EMS) certification – ISO14001, and it has worked with its food services partner to reduce the use of single-use plastics. Through the Piedmont Land Conservancy and the Zoo's partners at the NC Zoological Society, the Zoo has added land holdings (currently over 2,200 acres) to its portfolio, increasing trail opportunities to and through the Uwharrie National Forrest as well as the network of hiking trails in and around the Zoo.

The Zoo continues its partnership with the local public school hosting a Zoo School on site and offering free admission to all schools in North Carolina for field trips, hosting an average of 100,000 school children per year.

The Zoo is currently working on over 100 significant repair and renovation projects to keep its good standing with the Association of Zoos and Aquariums. In addition, the Zoo has almost completed the schematic design and planning for the construction of the new Asia expansion of the Zoo through the Connect NC bond.

### ***Marketing***

In 2018, DNCR developed and launched an impressive digital production team with the expertise to create compelling and timely online content, including video, audio, and written content for web and social media platforms. With this team, the Division of Marketing is developing educational content for distribution into schools across the state, especially in rural communities where complementary curriculum content is not as readily available as in larger markets. DNCR is developing integrated campaigns that can be effectively implemented and promoted across the division and has seen strong gains in website and social media reach. The number of visitors on the DNCR website has increased 161% to date over this past year with social media growth tripling in size for the same time period.

## Potential Initiatives

### ***Marketing***

The Marketing Division will develop, launch, and support DNCR-wide campaigns that can be integrated and cross-promoted to drive efficiencies and effectiveness across all DNCR divisions. The division will reach new audiences and diversify marketing programs and efforts for greater inclusion and representation of NC's population across all 100 counties, to increase attendance and engagement with DNCR sites, programs, and online resources (website, social media and email lists). The Year of NC Music will take place in 2019, an all-inclusive initiative to capture and promote authentic and compelling stories in NC (both past and present) as a cultural asset to residents and visitors.

The division will develop, implement, and measure social media policy across DNCR and lead efforts across state government. The social media policy will support each location within DNCR with training, editorial planning and publishing best practices. Within NC state government, DNCR has the most social media sites and managers, and DNCR aspires to be the policy leader for responsible and effective social media usage.

### ***Museum of Natural Sciences***

The Museum of Natural Sciences will realize international benefits of the Dueling Dinosaurs lab and exhibit, "America's Most Spectacular Fossils" (Smithsonian magazine). The Museum also plans to purchase, update, and put on permanent display the successful 2017 "Race: Are We So Different?" exhibit, increase societal relevance through added focus on conservation and digital collections, and expand the regional network of grant recipients and satellite branches of the Museum.

### ***North Carolina Symphony***

The North Carolina Symphony conducted a beta-test of a music education program that will allow the Symphony to reach distant-county 4th and 5th graders who might not otherwise attend its concerts (due to lack of local venue or distance challenges). The test was overseen in a Proof of Concept model that was led by leadership from Met Life (Cary) and guided by future funding partners. All participants of the beta test, including the classroom teacher and her students, were encouraged by the possibility and the Proof of Concept was deemed a success. The Symphony is now seeking technology partners to assist in rolling this program out to additional counties.

The Symphony's three-year residency in Sampson County has served the community with more music education opportunities than ever before. Programs have included free community concerts, a music and literacy initiative for pre-K students, professional development workshops for music educators, master classes through which young instrumentalists have one-on-one learning opportunities with NCS musicians, and more. In the spring, a woodwind quintet of NCS musicians presented a Spanish-language

performance of Peter and the Wolf (Pedro y el Lobo) at the Episcopal Farmworkers Ministry. The Symphony is expanding this residency to Jones County in 2019-20.

The Symphony's residency in Cherokee, which began in the spring of 2017, has engaged every Cherokee student, pre-k through high school, with music education programs. In October 2018, the multi-year collaboration culminated in eight statewide performances of composer William Britton's *Si Otsedoha* (We're Still Here)—a work through which Cherokee choral students reflected on their self-identity and spread awareness for their culture.

In February 2019, the North Carolina Symphony is presenting a Sensory Friendly concert in an effort to increase the accessibility of its concerts. The concert is an inclusive experience open to patrons of all ages and abilities, with flexible seating options available with general admission seating. "Sensory Seekers" are welcome to get close to the stage and/or musicians, and clapping, singing, vocalizing, moving, and dancing are welcome at any time. A designated quiet space is available to take breaks from the concert, as needed, and lights remain at a low level. The plan is to continue the Sensory Friendly concerts in future seasons.

### ***Parks and Recreation***

The division is researching and planning a multi-faceted initiative, "A Park for Every Child," which would attempt to connect every child to a state or local park, trail, or greenway. Parks are especially important for children – numerous studies have found that experiences in nature improve kids' physical health, mental well-being, and ability to learn.

However, most children do not regularly experience the outdoors. They are increasingly connected to electronics and there are not as many open spaces nearby to play; childhood obesity, stress, depression, and attention deficit disorder are rapidly rising, along with related health care costs.

A key element is a parks educational program for students to provide every 4<sup>th</sup> grader and every 8<sup>th</sup> grader a meaningful experience in a park, to support North Carolina curriculum objectives and to foster lifelong appreciation for nature and history. The intention is to initiate a pilot program and expand each year to reach every North Carolina 4<sup>th</sup> and 8<sup>th</sup> grade student. DPR plans to collaborate with local school districts and local parks departments to develop a teacher training and student field trip program that can be replicated statewide.

WiFi in the Parks: DPR is working with Viasat to develop a pilot "Proof of Concept" proposal to provide WiFi to park campers at a reasonable cost.

### ***State Historic Sites***

Historic Sites has begun work on an interpretive and programmatic concept called "True Inclusion." True Inclusion supports telling an expansive narrative at all historic sites, reaching out to diverse audiences, growing accessibility with a particular focus on visitors who are living with disabilities, and broadening stakeholder communities for more feedback and advisement. The priority interpretive theme for the

launch of "True Inclusion" is American Indian history. Sites such as Historic Halifax, Fort Fisher, and Fort Dobbs have begun to grow relationships, capacity, professional development, and/or research around best practices and archival resources related to the Haliwa-Saponi, Lumbee and Cherokee Tribes, respectively.

### ***State Library***

The State Library's NC Cardinal project is a growing consortium of public libraries throughout the state that aims to make the combined resources of North Carolina's public libraries available to all people of the state through a shared catalog. The effort is currently supported largely with federal Library Services and Technology Act federal (LSTA) funding: local libraries presently contribute approximately 18% of the budget. The State Library is working to transition to a new funding model with the goal of sustainability and less reliance on federal funds. A more sustainable financial model would enable more libraries to support the program and equalize access to resources across the state.

### ***Zoo***

To improve the people-moving experience and reduce labor and equipment costs, the Zoo is exploring adding chair lifts and/or trains. Neither are inexpensive, but each requires minimal human resources and both offer an exciting way to get from point to point.

While the Zoo offers many educational opportunities for children who visit, it is looking to expand current offerings to include experiences on Zoo property that create "living outdoor laboratories" that take advantage of the vast outdoor space it manages. This can give children who do not have opportunities to experience the great outdoors, a first-hand up-close adventure into the natural world.

### ***Environmental and Energy Performance***

DNCR is committed to reducing its environmental "footprint," and established an Environmental and Energy Performance committee. The committee will review current practices concerning both systemic issues (i.e. procurement, repair and renovation, capital projects) and factors under individual control in the workplace (i.e. recycling, turning off lights, commuting). The goals are to protect our air, water, land, and climate, and save the department significant money in the process. Several DNCR divisions are already implementing best practices to protect the environment and save energy, and the committee will share and promote all of the conservation, sustainability, and environmentally friendly efforts across the divisions. The committee will also help educate the public and increase awareness of the many successful programs the department has in place, and how individuals can do their part.

## Collaborative Opportunities

### ***Arts Council***

- Many of the NC Arts Council's SmART projects require a close working relationship with NCDOT staff. An excellent opportunity for expanding collaborations is the potential incorporation of public art into future roadway and bridge construction projects across the state.
- An excellent opportunity exists to bring together local arts councils and local service providers for veterans. The NC Department of Military and Veteran Affairs trains and certifies individuals in each county who serve as field staff in support of veterans. This network should be introduced to staff at local arts councils so that collaborative programming for veterans can be planned and implemented.
- A+ Schools of North Carolina intends to partner with the NC Museum of Art's (NCMA) education team to create posters that combine images of artwork on display at the museum with lesson plans and teaching ideas. The objective is to integrate those works into the NC State Standards for a variety of grade levels. The poster sets will be made available for educators at all A+ Schools and utilized in education programs held at the NCMA.

### ***Land and Water Stewardship***

An opportunity exists to work with the Division of Environmental Quality (DEQ) to evaluate ecosystems in floodplain areas most susceptible to disasters such as hurricanes and sea level rise. Identifying which floodplains provide the most benefits such as flood protection, wildlife habitat, protection of water quality, and climate resilience can help conservation groups and local governments strategically purchase lands that will provide the most protection for human communities and economic assets into the future. Collaboration with private industry groups will be supported by new fees for access to Natural Heritage Program data and field surveys, including partnerships with Duke Energy and voluntary participants in the Sustainable Forestry Initiative. Increased efficiency could be gained from additional collaboration with extension staff and field biologists within state agencies, especially the Wildlife Resources Commission, NC Forest Service, and Natural Resources Conservation Service.

### ***North Carolina Museum of Art (NCMA)***

The Museum has proposed a museum and historic sites committee that works to identify and execute collaborative opportunities across sites and the state in an effort to reach as many North Carolinians as possible with a universal message and site-specific experiences. This committee would explore and capitalize on opportunities, such as the Year of the Woman, by creating shared thematic content that could be universally marketed to target all North Carolinians through site-specific exhibition and audience engagement experiences. This collaborative brainstorming and planning would also lend itself to the strengthening of best practice across organizations and to the reduction of overlap through the potential sharing of resources.

### ***North Carolina Symphony***

In April 2019, the North Carolina Symphony will collaborate with the North Carolina Museum of Natural Sciences. The Symphony's concert, featuring music inspired by the sea will be complemented by imagery of North Carolina seascapes and waterfalls, captured by the North Carolina Museum of Natural Sciences.

### ***Parks and Recreation***

The "Park for Every Child" initiative will focus on collaborations with the NC Department of Health and Human Services, NC Department of Transportation, the NC Youth Conservation Corps, AmeriCorps, Friends of State Parks and other support groups, the outdoor recreation industry, and land conservation organizations, among many others.

DPR will explore the potential for using the State Parks Warehouse operation to assist State Historic sites with storing and distributing supplies.

### ***Zoo***

The Zoo is working with State Parks to obtain advice and counsel in establishing "Base Camp" and "Junior Ranger" initiatives. These programs will provide an opportunity to further develop its partnerships with the Zoo's "Zoo School." The Asheboro High School (AHS) Zoo School can house up to 125 students who attend one to two classes at their main campus and then travel to a classroom and lab facility at the Zoo for the remainder of their classes in science, mathematics, social studies and agri-science. Students are actively involved in their learning through problem-solving methods, group-based projects, technology-based projects and the use of the 1,500-acre, world-class, North Carolina Zoo as their classroom.