

Privacy Notice

I hereby acknowledge that the information I provide in this application is subject to disclosure pursuant to the North Carolina Public Records Laws, and that I provide the information contained in this application freely and voluntarily, and that by submitting my application to Wake County I consent to such disclosure pursuant to the North Carolina Public Records Laws, and that I waive and release Wake County, its agents, employees and elected and appointed officials, from any liability related to disclosure of any information provided herein.

Profile

Which Boards would you like to apply for?

Open Space and Parks Advisory Committee: Submitted

Please select your first Board preference: *

Open Space and Parks Advisory Committee

Please select your second Board preference: *

Council on Fitness and Health

Please select your third Board preference: *

None Selected

Please select your fourth Board preference: *

None Selected

Please select your fifth Board preference: *

None Selected

Please select your sixth Board preference: *

None Selected

Brittany

First Name

Pinkham

Last Name

Middle Initial

8609 Wood Lawn Dr

Street Address

Suite or Apt

Raleigh

City

NC

State

27613

Postal Code

What district do you live in?

None Selected

Mobile: (603) 455-4151

Primary Phone

Mobile: (603) 455-4151

Alternate Phone

bkpinkham88@gmail.com

Email Address

Leitner, Bragg & Griffin, PLLC

Employer

Partner

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Raleigh

Interests & Experiences

Why are you interested in serving on a Board or Commission?

I have lived in Raleigh for over 12 years and utilize Wake County services every day. Now I want to do my part and give back to a community that has provided such amazing opportunities for me.

Work Experience

See attached resume

Volunteer Experience

See attached resume

Education

See attached resume

Comments

[ED Resume.pdf](#)

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Brittany Pinkham

Demographics

Date of Birth

Gender *

Female

Ethnicity *

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

County Website

If you selected "Other" above, how?

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

By submitting this electronic application, if appointed, I pledge by my signature below that I have read and will comply with the ethics guidelines for advisory boards and commissions as adopted by the Wake County Board of Commissioners, found [here](#).

Brittany K. Pinkham

8609 Wood Lawn Dr., Raleigh, NC 27613 – (603) 455-4151 – bkpinkham88@gmail.com

BAR ADMISSION

North Carolina Bar # 46329, Admitted September 2013

EXPERIENCE

Leitner, Bragg & Griffin, PLLC, Raleigh, North Carolina

Partner, January 2026 – Present

- Representing professionals before their respective licensing boards.

North Carolina Judicial Standards Commission, Raleigh, North Carolina

- *Executive Director*, February 2022 – January 2026
 - Provided judicial ethics advice to judges and justices in North Carolina, including answering real time inquiries and giving trainings across the state on the Code of Judicial Conduct.
 - Supervised and led an office of four individuals and a commission of fourteen members, including managing and improving day-to-day operations within the office, writing and editing disciplinary pleadings, drafting and collaborating with other state entities to recommend rule and statutory amendments, handling media and public records requests, and interpreting the Commission's rules.
 - Over my tenure, the Commission's outreach to the community and judges doubled due in large part to my push towards educating individuals about the Commission's function. This involved touring the state and providing trainings to groups outside of the judiciary, which had never been done before, and increasing communication with judges and other stakeholders about the Commission's confidentiality rules.
 - Worked with other state agencies and branches of government to combat issues impacting the public's confidence in the judiciary.
 - Named to the North Carolina Lawyers Weekly 2024 list of the 50 Most Influential Women.
- *Commission Counsel*, August 2021 – December 2022
 - Prosecuted judges for judicial ethics violations, including reviewing complaints, making recommendations to Commission members, conducting interviews and investigations, and arguing before the Commission in disciplinary proceedings.

North Carolina Department of Justice, Raleigh, North Carolina

Assistant Attorney General, December 2018 – August 2021

- Represented the State in complex criminal prosecutions and the North Carolina Department of Transportation in condemnation cases across the state. Served as general counsel for the State Crime Lab handling outside legal requests, advising staff, and managing personnel matters. Researched and wrote criminal appellate briefs on behalf of the State.

Durham County District Attorney's Office, Durham, North Carolina

Assistant District Attorney, February 2014 – December 2018

- Represented the State in criminal prosecutions at both the district and superior court levels and in several specialty courts. Additional assignments included supervising the intern program, analyzing Child Protective Services reports, and responding and serving on committees to address child, sexual, and animal abuse.

EDUCATION

University of North Carolina School of Law, Chapel Hill, North Carolina

Juris Doctor, May 2013

University of Connecticut, Storrs-Mansfield, Connecticut

B.A. in Psychology, Criminal Justice minor, December 2009

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Open Space and Parks Advisory Committee

Please select your second Board preference: *

None Selected

Please select your third Board preference: *

None Selected

Please select your fourth Board preference: *

None Selected

Please select your fifth Board preference: *

None Selected

Please select your sixth Board preference: *

None Selected

Sarah

First Name

B

Middle Initial

Martin

Last Name

301 Tibbetts Rock Drive

Street Address

Suite or Apt

Cary

City

NC

State

27513

Postal Code

What district do you live in?

None Selected

Mobile: (919) 434-6535

Primary Phone

Home: (919) 677-9920

Alternate Phone

sbmmom@gmail.com

Email Address

N/A

Employer

Community Volunteer

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Cary

Interests & Experiences

Why are you interested in serving on a Board or Commission?

I'm interested in returning to the Board that I've served on for the past 4 years. From my original board application: As a 35-year resident of Wake County, I absolutely love living in Wake County. I've been highly involved in community service in Wake County for much of my time here, and I would like to continue giving back to my community and helping it to continue to be one of the absolute best places to live in America. I have previously served on (11 years) and chaired (4 years) the Town of Cary Parks, Recreation, and Cultural Resources Advisory Board, during which time I walked all 80+ miles of greenways in the Town of Cary and visited every Town park and facility. I've also walked much of the other greenway network in Wake County and visited all of the Wake County-owned parks. To this end, I consider myself a "power-user" of the greenway system in Wake County. I understand the role of a governmental Advisory Board member and have proven myself as a leader that added value to the Cary Advisory Board. Additionally, through my various years of employment and volunteer work, I have built a strong network with folks across the County, and I would like to utilize this network of community leaders and experts to assist me in doing the best job I can in this committee position.

Work Experience

=====

COMMUNITY VOLUNTEER (1998 to present)

=====

As detailed below in the "Volunteer Experience" section of this application, I have served as a Community Volunteer since the birth of my daughter in late December 1997.

=====

ARTHUR ANDERSEN LLP (1991 to 1997)

=====

Prior to having children, I worked with Arthur Andersen LLP as a Certified Public Accountant and Audit manager. I was employed in the Raleigh office from 1991 through 1997. In this position, I planned, coordinated, and managed audit/assurance work for multiple clients concurrently. I also developed and executed plan of work for annual audit engagements for clients ranging in size from small start-ups to billion-dollar operations, and I managed ongoing client relations and provided technical assistance and recommendations to client personnel throughout their fiscal year. I communicated technical information in written format and in live presentations to all levels of client personnel from staff through executives and audit committees, and I developed new business contacts and actively participated in new business proposal process. I also recruited, interviewed, and trained audit staff members.

Volunteer Experience

=====

TOWN OF CARY PARKS, RECREATION, AND CULTURAL RESOURCES ADVISORY BOARD

=====

Appointed by Cary Town Council for 2 consecutive 3-year terms plus a partial 2-year term. Reappointed for 3-year terms in 2022 and 2025. Chaired for 3 years during original term and currently chairing Advisory Board in 2025-2026; Led Advisory Board in 2016 when Cary was named the Gold Medal award winner for excellence in Park and Recreation Management.

=====

TOWN OF CARY FESTIVALS COMMITTEE

=====

Continuous service as a member of this group planning and volunteering at Spring Daze Festivals and Lazy Daze Festivals since 2011. Chaired this committee in 2023 and 2024; Worked in selection and execution of annual Lazy Daze grants to local non-profit organizations

=====

TOWN OF CARY PRCR PLAY IT FORWARD SCHOLARSHIP COMMITTEE

=====

Worked to raise funds for the "Play It Forward Scholarship Fund" through a variety of activities and events (auctions, community fundraisers, dodgeball tournaments, etc.) throughout my time with the PRCR Advisory Board; Made presentations to community groups about the Fund and how it serves our community

=====

CARY150 TASK FORCE and its EVENTS COMMITTEE

=====

Chaired both the Task Force and the Events Committee; Attended all Task Force subcommittee meetings; Worked closely with Council Liaison Ed Yerha and with Town Clerk Virginia Johnson in representing the Task Force at a variety of community events and community organization meetings; Took strong role in promotion of Cary150 activities through various channels including presentations to community groups, interview with ABC11, various social media channels, etc.

=====

COMMUNITIES IN SCHOOLS and WAKE EDUCATION PARTNERSHIP

=====

While still working as a CPA in the 1990s, I served as Treasurer of the nonprofit organization Communities in Schools of Wake County, beginning my interest in supporting education in our community. It opened my eyes to the need for community in-reach to our schools and the role of local businesses in supporting our school system. This led to my later involvement as a board member of the Wake Education Partnership, which serves as a conduit for local businesses to support WCPSS through a variety of programs and hands-on experiences with

our schools. These two positions cemented by desire to grow stronger in my support of our school system and in helping our school system itself form stronger bonds with business partners.

=====
ADVOCATES FOR HEALTH IN ACTION
=====

As Chair of this community organization, I worked to coordinate activities of this health collaborative of 60+ partner/member organizations serving Wake County. Worked with Wake County and its municipalities to make the healthy choice the easy choice for citizens of Wake County. Prior to becoming Board Chair, served as Community Connections WorkGroup Chair for approximately 5 years. Championed work of AHA with the schools in Wake County and developed the "Brains and Bodies" School Awards Program. Worked closely with municipal and community partners in forwarding the use of trauma informed care when working with the employers and community members. Developed the Camp Snack Game Plan and Sport Snack Game Plan that have been in place within many recreation departments for a number of years now.

=====
NC EAT SMART MOVE MORE LEADERSHIP TEAM
=====

For over 10 years, I was involved in this statewide initiative focused on healthy eating and the importance of movement to citizens' overall health and wellness. Through this group, I was able to support develop of various programs for NC citizens and groups to support the health of our state. Additionally, I developed a strong network of advisors and experts throughout the state on wellness matters, including leaders in Parks and Recreation, workforce wellness, school health, doctor and hospital networks, etc.

=====
PARENT TEACHER ASSOCIATION (PTA)
=====

My work with PTAs across Wake County, throughout the state of NC, and on the national level, has spanned over 15 years. Locally, I served as PTA president at Morrisville Elementary School and as PTSA President at Panther Creek High School. Additionally, I served in various other leadership positions at Morrisville and Panther Creek, as well as at East Cary Middle School and Martin Middle School, during the years that my children attended these schools. My involvement with Wake County PTA Council spanned over a decade of service with schools throughout Wake County, and I was privileged to lead the formation of PTA units at over 25 schools that opened in WCPSS during my tenure. I served as President for two years and in the role of Vice President of Leadership, as well as chaired the Audit Committee, the Wellness Committee, the Nominating Committee, and other internal committees of the Council. I represented parents before WCPSS staff and the school board at various events served as a lead parent representative on school system committees and groups. I trained PTA leaders and provided technical assistance to PTA leaders and to school principals and central office staff across the County. At the state level, I served on the Board of the North Carolina PTA, including working as the Treasurer, the Advocacy Chair, the Federal Legislative Chair, the Nominating Committee Chair, the Wellness Committee Chair, and several other committee roles. In these positions, I had a variety of volunteer and leadership experiences, including: --Connecting parents with schools across the state in an effort to ensure that families, schools and communities work together to support student success. --Supporting local PTA units and districtwide PTA Councils in an effort to build family-school partnerships. - -Providing technical assistance to PTA units statewide. --Advocating at local, state and national levels for public education and the welfare of children and families. I was involved in direct advocacy with school boards, school system superintendents, County commissioners, the state legislature, the state board of education, and members of the US Senate and the US House of Representatives --Building parent leaders by teaching them skills that help them lead their local units and advocate for children and families. --Planning and executing training conferences, workshops, and webinars on leadership and advocacy topics. At the national level, I was involved in multiple years of our National PTA Convention and National Youth Leadership Conferences, National Legislative Conferences, and "Hill Day" Advocacy with members of the US House and Senate. I have participated in Health and Wellness committees of the National PTA and have helped select grantees for National PTA's various health and wellness grant programs, as well as parent involvement grant programs.

=====
WAKE COUNTY PUBLIC SCHOOL SYSTEM AND NC DEPARTMENT OF PUBLIC INSTRUCTION
=====

--WCPSS Audit Committee (2010 through 2021) - Chaired this committee which reported

directly to the School Board and worked closely in selection of external auditors for the school system, planning of the annual external audit, review of the audit work performed by external auditors, and presentation to the School Board. Worked closely with WCPSS Finance Department throughout tenure. --WCPSS Teacher of Year Selection Committee (various years 2009- 2019) --WCPSS Principal of the Year Selection Committee (various years 2009-2019) --WCPSS School Health Advisory Council (2013-2016) - Chaired this council, which by state law must annually report to the School Board about the state of school wellness in the district --WCPSS Board Advisory Council (various years 2002-2019) - chaired district council, which supports WCPSS Board of Education, working directly with School Board Members on development of policy matters and public engagement in policy changes --NCDPI Superintendent Parent Advisory Council - served under NCDPI Superintendent June Atkinson through her term with DPI --NCDPI Driver Education Advisory Council - served on this government council looking at the state's driver education program and how to provide the best education possible to our young drivers in the state to prepare them to be on the roads throughout North Carolina

=====
NATIONAL CHARITY LEAGUE, CAROLINA LILY CHAPTER
=====

During my 12-year involvement with NCL, I worked to foster mother-daughter relationships through this philanthropic organization committed to community service, leadership development & cultural experiences. Together with my daughter, I volunteered with a variety of local nonprofit organizations including the USO, Brown Bag Ministries, Horse and Buddy, NC Senior Games, Susan G. Komen, Ronald McDonald House, etc. In recognition of our contributions to the local community, my daughter and I together received the Chapter's highest honor, the Mother-Daughter Award, for 2013-2014, 2014-2015, and 2015-2016. More recently, I have been a member of the NCL Sustainers Group, supporting our chapter's ongoing work in the community.

Education

College of William and Mary, Bachelor of Business Administration with concentration in Accounting, Class of 1991

=====
Town of Cary School of Government, Class of 2018

Comments

TOWN OF CARY HOMETOWN SPIRIT AWARD, 2021
=====

This award is bestowed annually on a Cary resident who enhances the quality of life in Cary by preserving, promoting and carrying out positive and quantifiable traditional small-town community values and traits. Award Date November 2021, as well as Finalist for award in 2016.

=====
TOWN OF CARY CHRISTMAS PARADE GRAND MARSHAL, 2021
=====

Named Grand Marshal of the annual Christmas Parade by the Cary Jaycees

=====
TOWN OF CARY HERB YOUNG AWARD, 2018
=====

The Herb Young Award is given to a volunteer with overall outstanding service, leadership and support for and of the staff and programs of The Town of Cary's Parks, Recreation and Cultural Resources (PRCR) Department.

=====
NATIONAL CHARITY LEAGUE MOTHER-DAUGHTER AWARD, 2013-2014, 2014-2015, 2015-2016
=====

In recognition of outstanding community service, my daughter and I were jointly awarded this award for 2013-2014, 2014-2015, and 2015-2016.

=====
NORTH CAROLINA PTA DISTINGUISHED SERVICE AWARD
=====

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Demographics

Date of Birth

Gender *

Female

Ethnicity *

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

Other

If you selected "Other" above, how?

Cary Town Council At-Large Member Lori Bush

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

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Sarah B Martin

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Profile

Which Boards would you like to apply for?

Open Space and Parks Advisory Committee: Submitted

Please select your first Board preference: *

Open Space and Parks Advisory Committee

Please select your second Board preference: *

Cary Zoning Board of Adjustment

Please select your third Board preference: *

Library Commission

Please select your fourth Board preference: *

Wake Technical Community College Board of Trustees

Please select your fifth Board preference: *

United Arts Grants Panels

Please select your sixth Board preference: *

Cary Planning and Zoning Board

Justin
First Name

Middle
Initial

Marcarelli
Last Name

600 Canon Gate Dr
Street Address

Suite or Apt

Cary
City

NC
State

27518
Postal Code

What district do you live in?

None Selected

Mobile: (443) 944-5775

Primary Phone

Business: (919) 861-7219

Alternate Phone

jmarcarelli10@gmail.com

Email Address

Hurricanes Holdings, LLC

Employer

Controller

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Cary

Interests & Experiences

Why are you interested in serving on a Board or Commission?

I want to do my part to maintain and hopefully improve the community that I live and work in. Public service is something that has always been of interest to me, but it wasn't until recently that I learned I could make an impact without being involved in a political role. I like getting to see behind the scenes of how decisions are made and to be part of the solutions that will impact the lives of thousands of residents.

Work Experience

As a CPA, I currently work for the Carolina Hurricanes/Lenovo Center in charge of the accounting and finance department covering five business entities. I've been with the company since 2018 and I love being involved with an organization that has such strong ties to the community both through sports and performances. Previously I worked as an accountant for DC United of Major League soccer and, prior to that, public accounting roles serving small business, governments, and nonprofit organizations. One of my major areas of focus is process improvement and automation to increase accuracy and efficiency in our operations. As one of the few roles that touches all areas of the organization, I excel in cross-departmental collaboration and facilitating solutions that cater to multiple interested parties.

Volunteer Experience

-Miracle League of the Triangle Coach - since 2022 -YMCA Youth Soccer Coach - 2019-2024 - Guest Lecturer - three courses at NCSU (ACC220/280 and PRT 466) since 2022 -NCSU Poole College ELEVATE Mentorship Program - since 2025

Education

-M.S Accounting from University of Connecticut - 2016 -B.S. Accounting from North Carolina State University - 2015 -CPA License - 2019

Comments

[Justin_Marcarelli_Resume.pdf](#)

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Demographics

Date of Birth

Gender *

Male

Ethnicity *

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

Other

If you selected "Other" above, how?

Spouse

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

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JUSTIN MARCARELLI, CPA

443-944-5775 | jmarcarelli10@gmail.com | www.linkedin.com/in/justinmarcarelli

Licensed CPA in the State of North Carolina (#43376)

Obtained 2019

PROFESSIONAL EXPERIENCE

Carolina Hurricanes (Hurricanes Holdings LLC)

Raleigh, NC

Controller

06/2021 – Present

- Responsible for the monthly/annual financial reporting and analysis of six business entities (team, arena, F&B, holding, foundation, restaurant) with \$300M+ yearly revenue and leading finance meetings with executive team
- Post intercompany eliminating entries and prepare consolidated financial reporting for all business entities
- Manage month-end journal entries, bank/balance sheet reconciliations (including fixed assets, prepaids, accruals, deferred revenue), and monthly budget to actual variance analyses presented to management for all entities
- Oversee all revenue recognition entries including advertising, tickets, suites, parking, merchandise, food service based on performance obligations fulfilled or percentage of completion in accordance with ASC 606
- Maintain revenue schedules for all advertising and suite contracts and identify/allocate performance obligations
- Review media buy advertising invoicing to ensure proper revenues and agency commissions are recorded
- Oversee all accounts payable functions, monthly state/county sales tax filings, and year-end 1096/1099 reporting
- Post payroll and league revenue journal entries in Intacct
- Prepare league specific reporting of Hockey Related Revenues five times annually per the terms of the NHL CBA
- Oversee treasury functions for \$45M+ and maintain cash flow projections on a rolling three-month basis
- Lead and develop a team of four accounting staff and report to the CFO
- Conduct weekly accounting meetings to ensure accountability and clearly stated objectives/expectations
- Implemented standardized departmental budget templates inclusive of prior year budget and actuals to expedite the collection and consolidation of annual budget information into a master file formatted to import in Intacct
- Helped implement almost complete digitization of A/P, A/R, and JE accounting records directly within Intacct
- Automated significant portions of bank reconciliations utilizing bank feeds and 'smart rules'
- Primary contact for external audit (NHL, NHLPA, and F/S) requests and federal/state tax reporting requirements
- Continuously evaluating areas of improvement both within accounting operations and across the organization

Staff Accountant

10/2018 - 06/2021

- Routinely performed month-end journal entries, bank/balance sheet reconciliations, and monthly budget to actual variance analyses within Intacct for arena, F&B, and foundation entities to present to management
- Coordinated with department directors to populate annual budget templates inclusive of anticipated payroll
- Sole finance representative on behalf of Lenovo Center for concert/event settlements with promoters as well as event profitability reporting for management with budget to actual variance explanations
- Assisted with external audit requests and compiled information for the annual 990 filing for the Foundation
- Spearheaded the transition to Nexonia employee expense reporting (from Concur), along with API integration to Intacct, and successfully rolled out the software company-wide including a corporate card program
- Created a daily sales report template for ticket sales to create a JE import from a Ticketmaster Archtics export to increase accuracy and efficiency, saving the box office over 30 minutes per day

D.C. United (DC Soccer LLC)

Washington, DC

Staff Accountant

08/2017 - 10/2018

- Completed bank, revenue, and balance sheet reconciliations, multi-departmental budgets, and month-end journal entries for all three business entities timely and efficiently using Microsoft Dynamics SL
- Managed project accounting records and construction in progress (CIP) reconciliations using the percentage of completion method related to the construction of our new stadium, Audi Field, a \$400M+ project
- Assisted with the financing and debt compliance needs for the construction and management of Audi Field, including administering numerous escrow accounts and completing liquidity analyses
- Effectively managed and reduced outstanding A/R by expediting collections on advertising and suite invoices, while maintaining positive vendor relationships despite managing restricted operational cash due to construction
- Implemented Concur software for employee expense reimbursement reports

The Accounting Office, Inc.**West Chester, PA***Staff Accountant*

05/2016 - 08/2017

- Provided full spectrum accounting and consulting services to small business clients in numerous industries
- Designed a comprehensive payroll entry template that expedited payroll processing across all clients
- Gave strategic recommendations using cash flow projects and budget to actual analysis
- Implemented new timekeeping and task management systems for internal staff to log their activities and provide status updates to clients
- Managed one administrative staff member
- Completed and submitted monthly state sales tax filings and annual 1096/1099 statements

Barbacane, Thornton & Company LLP**Wilmington, DE***Staff Auditor*

10/2015 - 05/2016

- Performed audit procedures on all areas of the financial statements of local governments and non-profit organizations in MD, DE, PA, and NJ
- Reviewed tax and utility billing/collections for accuracy and compliance with agency agreements
- Conducted Yellow Book audits of federal grant recipients in accordance with GAGAS

EDUCATION**University of Connecticut***M.S. in Accounting – Online*

May 2016

North Carolina State University*B.S. in Accounting*

May 2015

- University Honors Program member every year

TECHNICAL SKILLS*Skills:* Sage Intacct, Microsoft Dynamics SL, Quickbooks, Concur, Nexonia, UKG, ADP, Paychex, Ticketmaster, Excel**LEADERSHIP & OUTSIDE ACTIVITIES****University of Connecticut****Online***Adjunct Instructor* 08/2021 – 12/2024

- Instructor for Financial Reporting I in the Online Graduate Certificate in Accounting Fundamentals program

Volunteer Coach*YMCA Youth Soccer Coach* – 11 seasons (Coed U8)*Miracle League of the Triangle Baseball Coach* – 8 seasons (Adult Special Needs)

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Open Space and Parks Advisory Committee

Please select your second Board preference: *

None Selected

Please select your third Board preference: *

None Selected

Please select your fourth Board preference: *

None Selected

Please select your fifth Board preference: *

None Selected

Please select your sixth Board preference: *

None Selected

Robin

First Name

M

Middle Initial

Hammond

Last Name

416 Latimer Rd

Street Address

Suite or Apt

Raleigh

City

NC

State

27609

Postal Code

What district do you live in?

District 6

Mobile: (919) 334-8422

Primary Phone

Mobile: (919) 334-8422

Alternate Phone

robinmhammond@gmail.com

Email Address

Retired

Employer

Attorney

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Raleigh

Interests & Experiences

Why are you interested in serving on a Board or Commission?

I want use my legal expertise to help the county achieve it's open space goals. I also provide perspective from the Wake Soil and Water Conservation District at the District's request.

Work Experience

Private practice as a land use, real estate and local government attorney; NC Division of Soil and Water Conservation as Senior Agency Legal Specialist for the Conservation Reserve Enhancement Program; NC Clean Water Management Trust Fund (now known as the NC Land and Water Fund) as Real Property Counsel. Also served as Asst. General Counsel to State Treasurer Janet Cowell representing the NC Local Government Commission.

Volunteer Experience

Wake County Planning Board; City of Raleigh Environmental Quality Advisory Board; Capital Area Preservation; Friends of Wake Soil and Water Conservation District; Raleigh City Cemeteries Preservation, Inc.; City of Raleigh Historic Cemeteries Advisory Board; Triangle Community Foundation Real Estate Foundation Board; North State Bank Downtown Advisory Board; League of Women Voters of Wake County (Board of Directors, Environment and Affordable Housing Committees).

Education

BA Magna Cum Laude~ ECU (Political Scient Major, French Minor) JD UNC-Chapel Hill School of Law Certificate in Municipal Administration - UNC School of Government Basic Training Course for Soil and Water Conservation Supervisors at UNC School of Government, Certificate in Non-profit Management from Duke University Continuing Education, Certificate in Local Government Finance from UNC School of Government.

Comments

I'd be honored to be reappointed. I am having trouble uploading my resume. Please advise where to email it. Thank you.

Robin M Hammond

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Demographics

Date of Birth

Gender *

Female

Ethnicity *

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

Other

If you selected "Other" above, how?

Wake Soil and Water Conservation District asked me to represent it on OSAPAC.

Please upload a file

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Robin M Hammond

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Open Space and Parks Advisory Committee: Submitted

Please select your first Board preference: *

Open Space and Parks Advisory Committee

Please select your second Board preference: *

Keep America Beautiful Advisory Board

Please select your third Board preference: *

None Selected

Please select your fourth Board preference: *

None Selected

Please select your fifth Board preference: *

None Selected

Please select your sixth Board preference: *

None Selected

Leslie

First Name

Karkanawi

Last Name

Middle Initial

1121 River Chase Drive

Street Address

Suite or Apt

Raleigh

City

NC

State

27610

Postal Code

What district do you live in?

None Selected

Home: (919) 710-2507

Primary Phone

Mobile: (919) 710-2507

Alternate Phone

la.karkanawi@gmail.com

Email Address

NC State Education
Assistance Authority

Employer

Chief Education Program
Officer and General Counsel

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Raleigh

Interests & Experiences

Why are you interested in serving on a Board or Commission?

Interested in making an impact in my community and leading with civic involvement, especially in the area of environmental stewardship and land use

Work Experience

An attorney and senior executive for a state government agency in the area of financial assistance for students

Volunteer Experience

Volunteer for Wake County Animal Center and SPCA of Wake County as a foster and in animal care

Education

J.D.

Comments

Recently finished Leadership North Carolina, a program which has inspired me to explore board service. I also have an interest in environmental issues and land preservation.

[LK_Resume_4-26.pdf](#)

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Leslie Karkanawi

Demographics

Date of Birth

Gender *

Female

Ethnicity *

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

County Website

If you selected "Other" above, how?

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

By submitting this electronic application, if appointed, I pledge by my signature below that I have read and will comply with the ethics guidelines for advisory boards and commissions as adopted by the Wake County Board of Commissioners, found [here](#).

Leslie Karkanawi

1121 River Chase Drive
Raleigh, NC 27610
(919) 710-2507
la.karkanawi@gmail.com

EXPERIENCE

State Education Assistance Authority (SEAA), Raleigh, NC — *Chief Education Program Officer and General Counsel*

August 2021 - Present

- *(CEPO, July 2025-Present)* Oversees the Higher Education Division and the K12 Scholarship Division for SEAA, a state agency authorized to plan, finance, and administer student financial assistance programs. Provides strategic planning, development, and implementation of education programs administered by SEAA. Leads division directors in team efforts, ensuring alignment with organizational goals and budgets. Works with external stakeholders and government officials in providing information on implementation of education programs and recommendations to advance organizational goals.
- *(General Counsel, August 2021-Present)* Head of the Legal Affairs Division for SEAA and coordinates the provision of all legal services for SEAA.
- Provides counsel on legal, strategic, and risk management issues to the Board of Directors, Executive Director, and senior staff on a wide variety of matters related to higher education, education law, administrative law, public finance, contracts, employment law, intellectual property, and interpretation of State and federal laws as applied to programs administered by SEAA.
 - Spearheaded several internal projects to increase compliance in the administration of State programs, including a documentation management system and a comprehensive review of agency policies.
 - In collaboration with bond counsel, has conducted several complex financial transactions for SEAA's NC Assist alternative student loan program and coordinated the sale of NCSEAA's federal student loan portfolio and the transfer of its federal guaranty agency function in 2022 and 2023.
- Supervises outside counsel for litigation matters, including borrower debt collection and agency-related litigation.

General Assembly, Raleigh, NC — *Principal Staff Attorney*

March 2012 - August 2021

- Worked as a nonpartisan, principal staff attorney in the Legislative Drafting Division providing legal counsel to all 170 legislative members of the North Carolina General Assembly. Drafted proposed legislation, conducted research and analysis of federal and State laws related to complex legal issues and litigation risks, and staffed legislative committees. Acted as the Education Appropriations

Team Leader for the State budget.

- Assisted legislative members with decision-making in pursuing policy initiatives, including working collaboratively with interested stakeholders and administrative agencies.

North Carolina School Boards Association, Raleigh, NC — Staff Attorney

February 2010 - March 2012

- Provided legal educational services to local boards of education across North Carolina on a wide variety of education-related legal matters. Presented to local boards and school administrators and answered legal questions on evolving education issues.

General Assembly/UNC School of Government, Raleigh, NC — Legislative Analyst

2008-2009 Legislative Sessions

- Provided analysis of introduced legislation, bill amendments, committee substitutes, and conference reports during the legislative session of the NC General Assembly for the legislative publication, the *Daily Bulletin*. Acted as editor in the absence of the Director of the *Daily Bulletin*.

Massachusetts Institute of Technology, Cambridge, MA — Laboratory Manager/Research Assistant

February 2002-August 2006

- Supervised employees and performed histology/immunology analysis in a Good Laboratory Practice (GLP) compliant laboratory focusing on the study of arterial tissue and stent technology.
 - Responsible for project management, experimental planning, training staff and graduate students, and running daily operations. Established a specimen labeling system and archive. Performed digital photography with tissue specimens. Created and revised Standard Operating Procedures for GLP pre-clinical studies.

EDUCATION

University of Massachusetts, Amherst, MA — B.S. cum laude

February 2001

Northeastern University School of Law, Boston, MA — J.D.

May 2007

PROFESSIONAL AFFILIATIONS

North Carolina State Bar, license currently active and in good standing

August 2007

Leadership North Carolina, Class 32

October 2024-present

National Association of College and University Attorneys

August 2021--present

Privacy Notice

I hereby acknowledge that the information I provide in this application is subject to disclosure pursuant to the North Carolina Public Records Laws, and that I provide the information contained in this application freely and voluntarily, and that by submitting my application to Wake County I consent to such disclosure pursuant to the North Carolina Public Records Laws, and that I waive and release Wake County, its agents, employees and elected and appointed officials, from any liability related to disclosure of any information provided herein.

Profile

Which Boards would you like to apply for?

Open Space and Parks Advisory Committee: Submitted

Please select your first Board preference: *

City of Raleigh Planning Commission

Please select your second Board preference: *

Library Commission

Please select your third Board preference: *

Wake County Water Partnership

Please select your fourth Board preference: *

Water Partnership

Please select your fifth Board preference: *

City of Raleigh Board of Adjustment

Please select your sixth Board preference: *

Historic Preservation Commission

Ryan
First Name

Middle
Initial

McCune
Last Name

2704 Verde Dr
Street Address

Apt D
Suite or Apt

Raleigh
City

NC
State

27603
Postal Code

What district do you live in?

None Selected

Mobile: (717) 676-7023

Primary Phone

Home: (717) 676-7023

Alternate Phone

mccune.rt@gmail.com

Email Address

NC State University

Employer

Graduate Research Assistant

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Raleigh

Interests & Experiences

Why are you interested in serving on a Board or Commission?

I am a young professional attending graduate school at NC State University and have enjoyed living in Wake County for the last four years. I took active roles volunteering in my prior residential area and would love to get more involved in volunteering in Wake County as I intend to make this my permanent home. I have an extensive background in civil and environmental engineering which I believe sets a strong foundation for understanding the role of and serving on many of the citizen advisory boards.

Work Experience

I have had several experiences in private engineering consulting and design with private civil engineering and landscape architecture firms. I am currently a full-time engineering researcher at NC State University pursuing a PhD in civil engineering.

Volunteer Experience

Recently in the area I have volunteered with AventWest Children's Mentorship Program and Wake County Big Sweeps.

Education

BS Civil Engineering - University of Delaware
BS Environmental Engineering - University of Delaware
Masters of Civil Engineering - NC State University
Currently enrolled PhD Civil Engineering - NC State University

Comments

I know that I am a young volunteer for several of these boards, but I have a genuine interest and passion in local government involvement. I am originally from Pennsylvania and my mother worked for our local government for 40 years, so attending meetings and taking active interest and roles in our local area was ever present. I would love the opportunity to be more active in Wake County and provide my time in service to the community.

[RyanMcCune.pdf](#)

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Demographics

Date of Birth

Gender *

Male

Ethnicity *

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

County Website

If you selected "Other" above, how?

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

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RYAN THOMAS McCUNE, E.I.T.

+1 (717) 676-7023 · ryan@rmccune.io

rmccune.io

Department of Civil, Construction, and Environmental Engineering
North Carolina State University · 915 Partners Way, Raleigh, NC, 27695-7908

EDUCATION

Ph.D. Civil Engineering	Expected 2027
North Carolina State University	Raleigh, NC
<i>Concentration in Coastal Engineering</i>	
Master of Civil Engineering	2025
North Carolina State University	Raleigh, NC
<i>Concentration in Coastal Engineering</i>	
Honors Bachelor of Environmental Engineering with Distinction	2022
University of Delaware	Newark, DE
<i>Thesis: Potential Impacts of Soil Aging on TDR Calibrations of Biochar Amended Urban and Coastal Soils</i>	
Honors Bachelor of Civil Engineering	2022
University of Delaware	Newark, DE
<i>Concentration in Facilities Design and Construction</i>	

PROFESSIONAL EXPERIENCE

Graduate Research & Teaching Assistant 2022-present
Dept. of Civil, Construction, and Environmental Engineering, NC State University Raleigh, NC

- Investigate chronic "sunny day" flood hazards by developing high-resolution coupled simulations using SFINCS and ADCIRC numerical models.
- Architect custom Python workflows on High-Performance Computing (HPC) systems to process geospatial data and automate model forcing.
- Collaborate within the interdisciplinary "Sunny Day Flooding Project," integrating physical hydrodynamic modeling with social impact data to characterize regional flood risk.
- Mentor undergraduate researchers, providing technical training in Python programming and semantic image segmentation to support independent inquiry.
- Delivered annual guest lectures for the Introduction to Coastal Engineering course and facilitated semester-long student success through technical office hours and assessment.

Research Intern 2022
United States Geological Survey St. Petersburg, FL

- Leveraged MATLAB to analyze high-frequency imagery from the USGS coastal camera network, utilizing statistical techniques to extract and quantify wave runup parameters.
- Transformed raw optical data into actionable hydrodynamic metrics to support coastal change research.

Engineering Intern 2020-2022
Coastal Resilience Design Studio, University of Delaware Newark, DE

- Achieved First Place in the Coastal & Estuarine Research Federation (CERF) national design competition for an innovative, resilience-focused coastal infrastructure proposal.
- Developed community-informed conceptual designs for public infrastructure within a multi-disciplinary team of landscape architects, policy analysts, and engineers to integrate technical constraints with aesthetic and regulatory requirements.

Undergraduate Research Assistant 2018-2022
Dept. of Civil & Environmental Engineering, University of Delaware Newark, DE

- Investigated the hydraulic performance of biochar-amended soils for stormwater filtration, performing sensor calibrations using Time Domain Reflectometry (TDR) probes.
- Conducted independent laboratory analysis to quantify the Electron Reduction Capacity (ERC) of biochar substrates for environmental remediation applications.
- Supported transportation planning studies by deploying JAMAR counters to capture and analyze field traffic volume data.

Engineering Intern 2020-2021
C.S. Davidson, Inc. York, PA

- Analyzed historical state contract datasets to develop updated unit price schedules, directly improving the accuracy of cost estimation and bidding for future municipal projects.
- Conducted technical reviews of land development plans to ensure compliance with municipal ordinances, zoning codes, and stormwater regulations.
- Performed field operations including precision field surveys and stormwater BMP inspections to verify construction quality and document existing infrastructure conditions.

Engineering Intern 2019
Manchester Township York, PA

- Established a digital inventory of over 300 stormwater Best Management Practices (BMPs) by migrating legacy engineering archives into the CSDatum platform.
- Optimized future maintenance operations by centralizing infrastructure data, enabling efficient tracking of BMP performance and necessary repairs.

Keller Family Senior Writing Fellow 2021-2022
Honors College, University of Delaware Newark, DE

- Selected as the inaugural Keller Family Senior Fellow, responsible for leading the fellowship team and managing operational logistics including scheduling and performance reviews.
- Oversaw the professional development of the fellowship team, providing mentorship and actionable reviews to improve coaching strategies.

Writing Fellow 2020-2021
Honors College, University of Delaware Newark, DE

- Selected for a competitive fellowship requiring a semester-long training course in writing pedagogy and communication strategy.
- Partnered with faculty to provide editorial guidance on dozens of essays per semester, mentoring a cohort of 20 students to improve their argumentation and clarity.

Undergraduate Teaching Assistant 2020-2022
Dept. of Civil & Environmental Engineering, University of Delaware Newark, DE

- Provided supplementary instruction during office hours, translating theoretical engineering concepts into practical problem-solving strategies for students.
- Evaluated technical assignments and exams against established rubrics, providing detailed feedback to identify gaps in understanding.

Munson Fellow 2019-2020
Honors College, University of Delaware Newark, DE

- Selected as a residential peer mentor to facilitate the academic and social transition of incoming Honors students, directly supporting university retention goals.
- Advised a cohort of first-year students on course selection and degree planning, serving as a critical resource for navigating university administration and academic requirements.
- Designed and executed social programming and community-building events, effectively managing logistics to enhance the student living-learning environment, foster a cohesive residential community and promote student engagement.

HONORS & AWARDS

National Defense Science & Engineering Graduate Fellowship	2024-2027
ICCE Student Travel Scholarship	2026
KIETS Climate Leaders Program Scholar	2024
AGU Outstanding Student Presenter Award	2023
NSF Graduate Research Fellowship Program, Honorable Mention	2023
EWC Student Poster Competition, 2nd Place	2023
Provost Doctoral Fellowship, North Carolina State University	2022
American Society of Landscape Architects Award of Excellence in Student Collaboration	2022
PA-DE Chapter of the American Society of Landscape Architects Student Honor Award	2022
RJN Foundation Department of Civil & Environmental Engineering Award	2022
1st Place 2021 Coastal & Estuarine Research Federation Design Competition	2021
Delaware Section of the American Society of Civil Engineers Junior Award	2021
Honors Enrichment Award, University of Delaware Honors College	2021
Chair's Fellowship, University of Delaware Dept. of Civil & Environmental Engineering	2021

CONFERENCE PRESENTATIONS

Oral Presentations

- Collins, J., Hino, M., **McCune, R.**, Anarde, K., Frankenberg, E., (2025). *Tolerating the tide: accommodation and tolerance of chronic coastal flooding in rural North Carolina*. Population Association of America Annual Conference. Washington, D.C., 2025.
- McCune, R.**, Anarde, K., (2025). *Evaluation of Chronic Coastal Flooding Inundation of Low-Lying Roadways and Impacts to Community Livability*. Presented at the 3rd Regional (East Coast) Peer Exchange for Sustainable Eco-Resilient Bridges and Structures. Raleigh, August 2025.
- McCune, R.**, Anarde, K., Sebastian, A., Collins, J. P., Grimley, L., Hamidi, E., Hino, M., Dietrich, J. C., (2025). *The End of the Road: Present and Future Chronic Flood Risk Along Coastal Roadways and Impacts to Community Livability*. Presented at the AGU Fall Meeting. New Orleans, December 2025.
- Hino, M., Anarde, K., **McCune, R.**, Thelen, T., Farquhar, E., Fridell, T., Whipple, T., Woodard, P., (2024). *Incidence and Impacts of Chronic Coastal Flooding in North Carolina*. Invited presentation at the AGU Fall Meeting. Washington, D.C., 2024.
- McCune, R.**, Anarde, K., Goldstein, E. B., Srebnik, E. R., Thelen, T., Hino, M., (2024). *Quantification of chronic coastal flooding using machine learning*. Presented at the International Conference of Coastal Engineering. Rome, September 2024.
- McCune, R.**, Anarde, K., Goldstein, E. B., (2023). *Semantic Image Segmentation of Coastal Roadway Inundation*. Presented at the AGU Fall Meeting. San Francisco, December 2023.
- Muldrow, L., **McCune, R.**, Bruck, J., (2022). *Resilient Self-Generative Infrastructure: A Blue Carbon Solution for Coastal Protection in Hampton, VA*. PA-DE ASLA Conference on Landscape Architecture. Wilmington, April 9, 2022.

Poster Presentations

- McCune, R.**, Anarde, K., Goldstein, E., Baker, C., (2025). *Quantification of Chronic Coastal Flooding: A machine learning-driven approach to water level extraction*. Presented at the NC State Environmental, Water, and Coastal Engineering Symposium. March 21, 2025.
- McCune, R.**, Anarde, K., Goldstein, E., (2024). *Witness to the Rising Tide: Semantic Image Segmentation of Chronic Coastal Flooding*. Presented at the NC State Environmental, Water, and Coastal Engineering Symposium. March 8, 2024.
- McCune, R.**, Anarde, K., Hino, M., Frankenburg, E., Amspacher, K., (2024). *Rising tides, drowning ditches: Analysis and communication of chronic coastal flooding in rural communities*. Presented at the National Adaptation Forum. Baltimore, May 2024.
- McCune, R.**, Collins, J., Anarde, K., Hino, M., (2024). *A Summer Down East: Internship and Research Experiences in Carteret County*. Presented at the KIETS Climate Leaders Symposium 2024. September, 2024.
- McCune, R.**, Anarde, K., Goldstein, E., (2023). *On-device Machine Learning for Identifying the Spatial Extent of Chronic Coastal Flooding*. Presented at the NC State Environmental, Water, and Coastal Engineering Symposium. March 10, 2023.
- Anarde, K., Goldstein, E., Bolewitz, J., **McCune, R.**, Gold, A., Hino, M., (2022). *On-device machine learning for identifying the spatial extent of chronic coastal floods*. Presented at the International Conference of Coastal Engineering. Sydney, December 5, 2022.

McCune, R., Fettke Von Koeckritz, H., Bruck, J., Puleo, J. A., (2021). *Fenwick Island Dune Encroachment Monitoring Project*. Presented at the Young Coastal Scientists and Engineers Conference – Americas. Myrtle Beach, October 30, 2021.

PUBLICATIONS

Peer-Reviewed Journal Articles (Published or Accepted)

Hino, M., Anarde, K., Fridell, T., **McCune, R.**, Thelen, T., Farquhar, E., Woodard, P., Whipple, A., (in press). “Land-based sensors reveal high frequency of coastal flooding”. In: *Nature Communications Earth and Environment*. In press.

Naquin, K., Adams, D. R., Bailey, M. M., Brown, L., Diez, M., Kanipe, J., **McCune, R.**, Thelen, T., Hunter, D. L., Cooper, C. B., (Apr. 2025). “Not Empty Rain Gauges: Experienced Hobbyists Fulfilled in a Contributory Project”. In: *Citizen Science: Theory and Practice*. DOI: 10.5334/cstp.774.

Peer-Reviewed Journal Articles (Under Review & In Preparation)

McCune, R., Anarde, K., Goldstein, E., Baker, C., (in preparation). “Quantification of chronic coastal flooding: a machine-learning driven approach to water level extraction”. In preparation for Water Resources Research.

Datasets

Ku, V., Gabbula, S. R. A. K., **McCune, R.**, Budavi, P., Sigdel, R., Buscombe, D., Favela, J., Shah, M., Goldstein, E. B., Fitzpatrick, S., (2022). “Segmentation Labels for Emergency Response Imagery from Hurricane Barry, Delta, Dorian, Florence, Isaias, Laura, Michael, Sally, Zeta, and Tropical Storm Gordon”. In.

PROFESSIONAL DEVELOPMENT

COPRI Leadership Summit, Reston, VA	2026
Community Surface Dynamics Modeling System Annual Meeting, Boulder, CO	2025
Earth Surface Processes Institute, Boulder, CO	2025
From Ice Sheets to the Coast: Sea-Level Rise Impacts Workshop, Houston, TX	2024
KIETS Climate Leaders Symposium, Raleigh, NC	2023
5th NOAA AI Workshop, virtual	2023
Coastal Imaging Research Network Workshop, Duck, NC	2023
Blue Economy Workshop, Morehead City, NC	2023

PROFESSIONAL SERVICE

Chair, EWC Seminar Visiting Student Logistics Committee	2026
Student Ambassador, NC State Climate and Sustainability Academy	2025

Session Chair and Organizer, AGU Annual Meeting "The MacGyver Session" Ocean Sciences Poster Session	2025
Member, EWC Seminar Visiting Student Logistics Committee	2025
Organizer and Moderator, Panel: Community Responses to Chronic Flooding and Sea-Level Rise Impacts, North Carolina Coastal Conference	2024
Chair, EWC Seminar Food Committee	2024
Member, EWC Seminar Food Committee	2023
Student Member, Provost Search Committee, University of Delaware	2022
Engineering Ambassador, College of Engineering, University of Delaware	2022
Engineering Ambassador, Dept. of Civil & Engineering, University of Delaware	2021-2022
Honors College Ambassador, University of Delaware	2019-2022

LEADERSHIP

President, Coasts, Oceans, Ports & Rivers Institute Student Chapter	2025-present
Vice President, Coasts, Oceans, Ports & Rivers Institute Student Chapter	2023-2024
Vice President, Environmental Engineering Student Association	2020-2022
Parliamentarian, Phi Sigma Pi National Honor Fraternity Alpha Eta Chapter	2021

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Profile

Which Boards would you like to apply for?

Open Space and Parks Advisory Committee: Submitted

Please select your first Board preference: *

Agricultural Advisory Board

Please select your second Board preference: *

Planning Board

Please select your third Board preference: *

Board of Adjustment

Please select your fourth Board preference: *

Open Space and Parks Advisory Committee

Please select your fifth Board preference: *

Historic Preservation Commission

Please select your sixth Board preference: *

Water Partnership

Eric
First Name

C
Middle Initial

Regensburger
Last Name

2122 Timberlake Drive
Street Address

Suite or Apt

Raleigh
City

NC
State

27604
Postal Code

What district do you live in?

None Selected

Mobile: (919) 633-8431

Primary Phone

Business: (919) 996-3258

Alternate Phone

ericregensburger@gmail.com

Email Address

City of Raleigh

Employer

Senior Planner- PRCR- Dix
Park

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Unincorporated Wake County

Interests & Experiences

Why are you interested in serving on a Board or Commission?

As a current member of the Agricultural Advisory Board and a Senior Planner for the City of Raleigh, I am deeply committed to managing our region's growth while preserving our rural character. My interest in the Planning Board and Board of Adjustment stems from a desire to apply my technical knowledge of land-use law and my perspective as a licensed general contractor to ensure development in unincorporated Wake County is sustainable and economically viable. Having helped vote nearly 1,000 acres of farmland into protected districts, I want to continue bridging the gap between regulatory planning and the practical needs of our community.

Work Experience

I have over a decade of experience in real estate, development, and municipal planning. Currently, I serve as a Senior Planner for Dix Park (City of Raleigh), overseeing long-range projects such as the Cultural Interpretive Plan. I also hold a leadership role on the Finance Committee for the North Carolina Recreation and Park Association (NCRPA), providing fiscal oversight for the state's professional parks body. I am a licensed North Carolina General Contractor and Realtor, with prior experience spearheading land acquisition and construction for regional commercial facilities.

Volunteer Experience

My service history combines professional leadership with hands-on environmental stewardship: Current Board Service: Member of the Wake County Agricultural Advisory Board and Founding Member of the VAD Council. Professional Leadership: Member of the NCRPA Finance Committee. Regional Planning: Served on the PLAN Wake Committee, contributing to the county's 20-year vision for housing and conservation. Conservation: Volunteer for controlled burns with the Triangle Land Conservancy to re-establish native prairies and a formerly part of the leadership for the Dix Park Community Committee.

Education

Attended Boston University: International Relations. Professional Licensure: North Carolina Licensed General Contractor (2017–Present); North Carolina Licensed Real Estate Agent (2014–Present). Professional Development: Regular participant at the Greater and Greener International Parks Conference Skills: Proficient in Mandarin.

Comments

In my role as a Senior Planner for Dix Park, I have successfully managed complex, large-scale projects that balance public use with environmental and cultural integrity, most notably the Cultural Interpretive Plan. My work at Dix Park has required navigating the interests of diverse stakeholders to protect the site's history while planning for its future as a premier public space—a skillset I bring directly to my service on county boards. As a resident of Unincorporated Wake County who pays county and fire district taxes exclusively, I am a direct stakeholder in our non-municipal lands. Between my planning successes, my technical background as a contractor, and my financial oversight experience with the NCRPA, I offer a well-rounded perspective that is uniquely suited to helping the Board of Commissioners make informed, balanced decisions for the future of our county

[Eric_Regensburger_OnePage_TwoColumn_Forest.docx](#)

Upload a Resume

[Exploring_Life_Business_with_Eric_Regensburger_of_The_Meadows_at_Firefly_Farm_Preserv](#)

If you have another document you would like to attach to your application, you may upload it below:

[Dix_Park_Cultural_Interpretation_Plan_final_spreads_0.pdf](#)

Please upload a file

Demographics

Date of Birth

Gender *

Male

Ethnicity *

Asian

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

Other

If you selected "Other" above, how?

Currently Serving on Wake County Agricultural Advisory Committee

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

By submitting this electronic application, if appointed, I pledge by my signature below that I have read and will comply with the ethics guidelines for advisory boards and commissions as adopted by the Wake County Board of Commissioners, found [here](#).

ERIC REGENSBURGER

919-633-8431 | ericregensburger@gmail.com | linkedin.com/in/eric-regensburger/

Professional Summary

Senior Planner combining public planning, capital project management, and private-sector development experience. Strong cross-agency collaborator and licensed General Contractor.

Core Skills

- Capital Project Management
- Community Engagement & Governance
- Community-Focused Planning
- Real Estate Development
- Construction Oversight (Licensed GC)
- Cross-Agency Collaboration
- Strategic Operations
- Grant & Budget Management
- Proficient in Mandarin

Education

Boston University — 90 credits toward BA in Political Science (2009–2011)

Licensure & Certifications

- NC Licensed General Contractor (2017–Present)
- NC Licensed Real Estate Agent (2014–Present)

Professional Involvement

- Wake County Agricultural Advisory Board
- Serve on NCRPA Finance Committee
- NC Association of Realtors
- Friends of Wake Soil & Water
- NC Self-Storage Association

Professional Experience

Senior Planner — City of Raleigh PRCR (Oct 2022–Present)

- Led Chapel Healing Garden and Utility Infrastructure Master Planning.
- Directed ADA Improvement Project funded by \$1M Federal ARP grant.
- Developed Cultural Interpretive Plan for equitable storytelling.
- Liaison for Dix Park Community Committee.
- Coordinated DHHS transition and infrastructure with multiple city agencies.

Director of Operations — The Meadows at Firefly Farm (2017–2022)

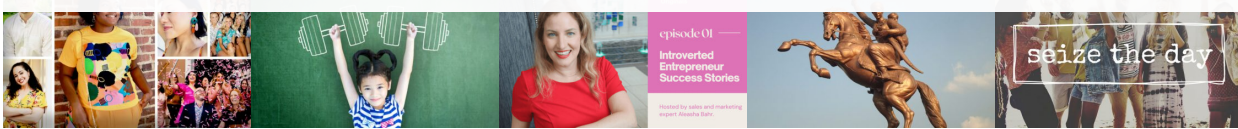
- Managed venue operations; achieved 60+ bookings in year two.
- Oversaw construction including apiary and vineyard.
- Performed conservation work including controlled burns.

Project Manager — Security Self-Storage (2016–2017)

- Led development of 3 new properties and expansions at 3 sites.
- Delivered marketing strategy increasing sales 30% YoY.
- Established conservation easements with Triangle Land Conservancy.

Trending

RALEIGH'S MOST INSPIRING STORIES



RALEIGH'S MOST INSPIRING STORIES

15 AMAZING FEMALE FOUNDERS

INTROVERTED ENTREPRENEUR SUCCESS

11 WOMEN WHO CHANGED THE WORLD

AN INTERNATIONALLY INSPIRED

LOCAL STORIES

AUGUST 13, 2021

Exploring Life & Business with Eric Regensburger of The Meadows at Firefly Farm Preserve



LOCAL STORIES



Today we'd like to introduce you to Eric Regensburger.

Hi Eric, can you start by

POPULAR



RALEIGH'S MOST INSPIRING STORIES



HIDDEN GEMS: LOCAL BUSINESSES & CREATIVES YOU SHOULD KNOW



DIAMONE RICKETTS IS BUILDING FREEDOM, FAITH, AND RESILIENCE THROUGH CREATIVITY



PORTRAITS OF RALEIGH



SHARE



TWEET



PIN

CONNECT



introducing
Trending
yourself!

RALEIGH'S MOST
INSPIRING STORIES HIGHLIGHTER SERIES

**We'd love
to learn
more
about how
you got to
where you
are today?**



**HAVE ANY RECENT MOMENTS
MADE YOU LAUGH OR FEEL
PROUD?**

I am the
Director of
Operations
for The
Meadows
at Firefly
Farm
Preserve. I
was born
in Taipei,
Taiwan,
because
my parents
were the
first ones
to bring a
dominoes
pizza
franchise
there. We
moved
back to the
states
when I was
still a baby

CONNECT



so they
could open
a self-

Trending

RALEIGH'S MOST
INSPIRING STORIES

storage
business in
NC. Small
business is
woven into
our DNA. I
remember
going with
my dad to
run storage
auctions as
a kid, and I
am pretty
sure the
first thing I
drove was
the
maintenance
golf cart.
As I got
older, I
began
working
there in
the
summers,
starting
with
sweeping
units to
eventually

CONNECT



managing
Trending
my own

RALEIGH'S MOST
INSPIRING STORIES

store. I
went to
Boston
University
(I was one
of two
people
from
Raleigh in
my class)
for
International
Relations.

After a few
years up in
the frozen
north, I
decided to
come back
home to
NC with a
newfound
appreciation
for warm
summers
and
our family's business.

I realized
my true
strength
was my
ability to

CONNECT



add value
to our
Trending

RALEIGH'S MOST
INSPIRING STORIES

company
by
pursuing
licenses,
permits,
and
knowledge
that we
lacked. I
became a
realtor and
worked
with my
father to
kickstart a
new period
of growth
in the
company. I
spearheaded
the
purchase
and build-
out of
three new
storage
facilities as
well as
expansions
at our
existing
facilities.

CONNECT



This made
me realize
Trending

RALEIGH'S MOST
INSPIRING STORIES

that I also
needed to
become a
General
Contractor
in order to
manage
the
construction
so I went
out and got
my NC
General
Contracting
License. Self
Storage is a
great
business, but
outside of
solving the
puzzle of
new
acquisitions,
I never
truly felt a
passion for
it. We
needed a
mission
that we
could
pour our

CONNECT



skills
knowledge
Trending

RALEIGH'S MOST
INSPIRING STORIES

and unique
problem-
solving
skills into.
That
mission
turned out
to be
the Firefly
Farm.

When I
was 13, we
lost our cat
in our
suburban
neighborhood.
During our
search, my
dad
stumbled
out of the
woods near
our house
and onto a
working
farm. It
turned out
to be one
of the last
farms in
our part of
Wake

CONNECT



County, a
rapidly
Trending

RALEIGH'S MOST
INSPIRING STORIES

urbanizing
area only
12 minutes
from the
heart of
downtown
Raleigh.
The owner
of the farm
helped my
dad look
for our cat
and told
him that
she was
thinking
about
selling the
farm and
moving to
the beach.
We ended
up finding
the cat as
well as our
new home,
Firefly
Farm. We
had to
learn a lot
of new
skills

CONNECT



quickly.
The farm
Trending

RALEIGH'S MOST
INSPIRING STORIES

boarded
horses,
raised
chickens,
managed
forestry,
and grew
an
assortment
of fruits
and
vegetables
such as figs
and
blueberries.
My three
sisters
learned to
ride horses
and I got to
explore
every creek
and
meadow.
Deer,
coyotes,
beavers,
hawks,
owls,
herons,
opossums
made the

CONNECT



farm their
home and
Trending

RALEIGH'S MOST
INSPIRING STORIES

over time,
we realized
how
important
open space
was to
their
survival in
a rapidly
changing
landscape.
This led us
to
purchase
our
neighbor's
farm in
2016 in
order to
continue
our
mission of
land
conservation.
This
brought
the farm
up to 150
acres
which
meant we
had to

CONNECT



expand our
agriobusiness
Trending

RALEIGH'S MOST
INSPIRING STORIES

in order to
pay the
mortgage.
After going
through a
ton of
ideas
(Christmas
tree farm,
retirement
community,
equestrian
community),
we settled
on a
wedding
and event
space
called The
Meadows
at Firefly
Farm
Preserve.
We would
utilize the
existing
buildings
(with
extensive
renovations)
in order to
maintain a

CONNECT



small
environmental
Trending

RALEIGH'S MOST
INSPIRING STORIES

footprint
and create
an
agirtourism
business.

We have
been
hosting
weddings
since 2017
and have
had over
180
amazing
events so
far. Now
we are
expanding
our
buildings
and
outdoor
space in
order to
meet the
challenge
of a post-
Covid
landscape.
We have
also set up
a

CONNECT



partnership
with BEE
Trending

RALEIGH'S MOST
INSPIRING STORIES

Downtown
in order to
bring bees
to the
property as
well as
create The
Meadows
branded
honey
products.
The next
project I
am
working on
is The
Vineyard
at Firefly
Farm
Preserve.
We are
currently
building a
tasting
room in
the heart
of our new
vineyard
which will
be serving
wines we
have

CONNECT



created
without
Trending

RALEIGH'S MOST
INSPIRING STORIES

local
winery
partners. I
am super
excited
about this
new
business as
it will
allow a
greater
swath of
the general
public to
experience
the natural
beauty of
the
property
while
enjoying
local wine,
charcuterie,
and other
local
products!

**Would you
say it's
been a
smooth
road, and
if not**

CONNECT



what are
some of
Trending

RALEIGH'S MOST
INSPIRING STORIES

the
**biggest
challenges
you've
faced
along the
way?**

When we
set out to
start
an agritoursim business,
none of us
had any
experience
in the
event/wedding
industry.
We had to
learn
everything
from the
ground up,
from
catering
and bar
policies to
designing
new
outdoor
ceremony
sites. A lot
of

CONNECT



what we learned
was *Trending*

RALEIGH'S MOST
INSPIRING STORIES

through
trial and
error. For
example,
we used to
allow
people to
bring their
own
alcohol
instead of
utilizing
bar
vendors.

We learned
quickly
that this
leads to
unprepared
bars (warm
drinks and
no
garnishes),
shoddy
service,
and a lack
of clear
ownership
at the end
of the
night when
the bar

CONNECT



should be
ending.
Trending

RALEIGH'S MOST
INSPIRING STORIES

This led me
to obtain
our own
liquor
license and
we got into
the
bartending
business
ourselves!
We now
provide bar
services for
every event
at The
Meadows.

Another
major
challenge
is that our
local
government
(Wake
County)
was not
used to
dealing
with
agritourism.
It took us a
full year in
order to

CONNECT



get the
permitting

Trending

RALEIGH'S MOST
INSPIRING STORIES

needed to
start our
business
and it was
a real
challenge
to
convince
them that
weddings/events
would fall
under
agriculture.
While the
law is very
clear on
the state
level, we
lived in an
urban
location
where
agriculture
had long
ago been
pushed to
the
periphery.
We dealt
with a lot
of
ignorance

CONNECT



regarding
what you
Trending

RALEIGH'S MOST
INSPIRING STORIES

are allowed
to do on a
farm as
well as an
ingrained
interest to
develop
open space
for housing
and
commercial
interests.
Ultimately
we did get
our
permits
and we
became a
learning
experience
for the
county.
Now we
work with
them
regularly
and have a
great
relationship
in order to
pursue new
and

CONNECT



exciting
agritourism
Trending

RALEIGH'S MOST
INSPIRING STORIES

ventures.

**Thanks –
so what
else
should
our
readers
know
about The
Meadows
at Firefly
Farm
Preserve?
The
Meadows is
a wedding,
elopement,
and event
venue on a
family-
owned
heritage
farm near
the heart
of Raleigh.
Our space
blends
Southern
elegance,
rolling
meadows,
and mature**

CONNECT



forests. We
are proud
to share
our 150-
acre
preserve
and our
passion for
land
conservation
with our
clients.
Day rentals
include
Private use
of Heron
Hall, Aerie
House, The
Roost, and
The
Preserve.
Our
packages
include a
variety of
amenities
& services,
including a
venue
representative,
gorgeous
reclaimed
furniture
pieces,

RALEIGH'S MOST
INSPIRING STORIES

CONNECT



tables +
Trending
chairs, and

RALEIGH'S MOST
INSPIRING STORIES

more.

The Meadows offers a curated + extensive list of the Triangle's most talented wedding professionals.

They are hand-selected by The Meadows for their performance within the industry, with our clients, and at The Meadows.

Our mission is to support vendors who reflect the diversity of

CONNECT



OUR
community
Trending

RALEIGH'S MOST
INSPIRING STORIES

– this
allows each
couple to
design a
celebration
unique to
their style
+ needs
while
ensuring a
smooth
and happy
event day.

What
makes us
truly
unique is
how much
we offer
and our
location.
Every bride
& groom
have access
to the
entire
grounds,
including
two homes
(Aerie
House and
the Roost),

CONNECT



that they
can get
Trending

RALEIGH'S MOST
INSPIRING STORIES

ready in
and relax
during
their big
day. Each
house is
curated to
create a
truly
memorable
experience,
with fully
equipped
game
rooms,
dressing
rooms and
four fully
plumbed
outside
antique
claw-
footed
bathtubs
being a few
examples.
We also
offer five
unique
outdoor
ceremony
sites to

CONNECT



choose
front. This
Trending

RALEIGH'S MOST
INSPIRING STORIES

includes
everything
from the
middle of a
65-acre
native
prairie to
under huge
willow oak
trees by
Aerie
house or
even
nestled
among a
mature
hardwood
forest
under
twinkling
market
lights.
Even
though you
feel like
you are in
the middle
of a
natural
oasis, you
are also
only 12

CONNECT



minutes
from the
Trending

RALEIGH'S MOST
INSPIRING STORIES

heart of
downtown
Raleigh.
Our clients
love this as
they can
truly have
the best of
both
worlds.

We are also
super
proud of
our brand
because
our
mission
comes first.
We do
what we do
to preserve
open space
and the
natural
world for
future
generations.
This
mission is
reflected in
everything
we do,

CONNECT



including
Trending
composting,

RALEIGH'S MOST
INSPIRING STORIES

banning
single-use
plastics,
utilizing
gently used
and
upcycled
furniture,
and
building
with salvaged building
material.

Many
decorative
and
foundational
elements
of Heron
Hall use brick,
glass, and
wood from
other
buildings
that were
torn down
in the area.

We also
moved two 1920
era farm
houses
that were
scheduled

CONNECT



to be
burned

Trending

RALEIGH'S MOST
INSPIRING STORIES

down from
down the
street via
tractor
trailers in
order to
utilize
them for
our new
vineyard
tasting
room. The
land itself
is also
important
as we have
a large
amount of
crucial
wetland
habitat
that helps
keep our
communities'
water clean
for both
people and
animals. It
also
provides
habitat and
safe refuge

CONNECT



for a ton of
Trending
species,

RALEIGH'S MOST
INSPIRING STORIES

including
deer,
coyotes,
beaver,
otters,
herons, hawks,
owls,
songbirds,
woodpeckers,
and so
many
more.

**How do
you think
about
happiness?**

Hosting
events that
make
people
happy
brings me
a lot of
joy. I love
throwing
parties and
events in
my private
life and it's
great that I
get to
extend that

CONNECT



to my
career!

Trending

RALEIGH'S MOST
INSPIRING STORIES

when
someone
entrusts
you with
one of the
most
important
days of
their life,
it's a huge
responsibility.

Nothing is
better than
talking to a
client or
reading a
review that
says we
blew them
away and
that their
family and
friends had
an
amazing
time at
their event.

I go home
every day
to my
wonderful fiancé of
four years

CONNECT



(Sarah
who is
Trending

RALEIGH'S MOST
INSPIRING STORIES

currently
at NC state
getting her
master's in
social
work), as
well as our
dog (Indy)
and Cat
(Mosley).
We always
joke that at
least we
already
have our
venue
picked out
when we
get
married!

It is not
easy
working in
a family
business
and it can
cause a ton
of stress
when the
boundaries
of work
and family

CONNECT



are
blurred. It

Trending

RALEIGH'S MOST
INSPIRING STORIES

is also
incredibly
rewarding,
however.
Everything
I do
directly
helps the
people I
love, which
makes the
crazy
schedule
and jack of
all trades
lifestyle
worth it. I
work with
my mom
and now
my sister
(she just
signed on
as an
account
manager),
so I get to
see them
almost
everyday!
It's a
blessing to

CONNECT



share that
Trending
time with

RALEIGH'S MOST
INSPIRING STORIES

them.

Pricing:

- Elopements
Start
at
\$750
- Weekday
Weddings
\$5,800
- Fri/Sun
\$10,800
- Sat
\$11,800

Contact

Info:

- **Email:** events@themeadowsraleigh.com
- **Website:** www.themeadowsraleigh.com
- **Instagram:** <https://www.instagram.com/thei>
- **Facebook:** <https://www.facebook.com/TheM>

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Trending

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INSPIRING STORIES

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Trending

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Trending

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INSPIRING STORIES

CONNECT



Trending

RALEIGH'S MOST
INSPIRING STORIES

CONNECT



Trending

RALEIGH'S MOST
INSPIRING STORIES

Image

Credits

Adam

Chapin

Photography

Michelle

Elyse

Photography

Suggest a

Story: VoyageRaleigh

is built on
recommendations
from the
community;
it's how we
uncover
hidden
gems, so if
you or
someone
you know
deserves
recognition
please let
us
know **here.**

RELATED ITEMS

LEAVE
A
REPLY

CONNECT



Your email address will not be published. Required fields are marked *

RALEIGH'S MOST INSPIRING STORIES

Comment *

Text area for comment input

Name *

Text input for name

Email *

Text input for email

Website

Text input for website

Save my info checkbox

Save my name, email, and website in this browser for the next time I comment.

Post Comment

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Dix Park Cultural Interpretation Plan

2024

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Contributors

Prepared in Spring 2024 by
Cloud Gehshan Design and
Brocade Studio

Many, many people have contributed insights that have helped strengthen the interpretation of the Dix site over the years. Thank you to everyone who contributed to this process in public conversations, at workshops and events, and online.

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1. Introduction

A New City Park



Dix Park has become a regional destination for recreation, education and reflection. The *Dorothea Dix Park Master Plan*, adopted by City Council in 2019, provided recommendations for the transformation of the former hospital site into a public park. The Master Plan suggested future physical and programmatic uses of the site and identified a need for further interpretation of the site's complex history, including its role as a psychiatric institution, plantation, and Native homeland.

The City of Raleigh and Dix Park Conservancy have gathered historical records and community perspectives related to the site toward creating a plan for cultural interpretation at Dix Park. Community members assembled archival records, oral histories and scholarship that would become the basis for cultural interpretation. In 2022, Cloud Gehshan with Brocade Studio joined the team to lead the community engagement and planning process.

This document — the Cultural Interpretation Plan (CIP) — is the result of 18 months of researching, listening, and strategizing about how history, community, recreation, and reflection could come together at Dix Park. It's a synthesis of community priorities that also offers structured recommendations for sharing the site's history with visitors and connecting the past to what Raleighites find meaningful today.

The Cultural Interpretation Plan is the beginning of an ongoing process of community planning.

Goals for Cultural Interpretation

What is cultural interpretation? At its core, cultural interpretation seeks to create opportunities for people to connect with a site and its history.

Interpretation communicates the values of the institution—here, the City of Raleigh with the Dix Park Conservancy— through the ways it shares knowledge and stories about the site with park visitors and the wider world. At the practical level, cultural interpretation includes the design of physical and conceptual spaces, written text, live presentations and programs.

Through conversations with community members, park staff and stakeholders, five overarching goals for cultural interpretation emerged at Dix Park:

Bring relevance and meaning to the site by making connections to issues Raleighites face today

Increase appreciation and understanding of the natural resources of the park and how to protect them

Tell the unfolding history of the site, with special care for stories that have been buried or forgotten here

Cultivate curiosity, dialogue and empathy

Challenge visitors to think in new ways about history

2. Foundations

Planning, Research and Community Work



Community members provided input at a number of interpretive workshops, including this one in late 2022.

The CIP team's work builds on a wealth of existing planning, research and community member expertise. The *Master Plan*, a foundational resource, provides extensive research about site history and natural resources as part of its vision for an expansive and dynamic urban park.

Another foundation of this CIP is the dedicated work of the Legacy Committee and Community Committee. These committees have pushed for a concerted reckoning with the site's history, highlighting the need to incorporate fuller accounts of what happened and center the perspectives of those with connections to this history. This includes, for instance, the perspectives and commitments of people who were treated at Dix Hospital and people whose ancestors were enslaved at Spring Hill plantation.

Insights from the wider Raleigh community, gathered in workshops and online, also guided planning. Community storytellers, historians and elders advised the team throughout the process. (See the *Engagement Summary for details*)

Museum and digital archivists, oral historians, and university-based scholars provided a substantial body of research that grounds this report and will serve as a resource for future projects in the park. (See the *Research section for details*)

Alignment with the Master Plan

The plan expands upon some of the core principles and key actions outlined in the *Master Plan*. These include:

Open up and connect

- Work with neighboring communities and institutions to maximize local and regional connections to the park
- Improve existing entries and create new ones, welcoming visitors from all directions in as many ways as possible
- Host events and gatherings for community members, families, neighborhood groups and local institutions in park spaces

Build from what is there

- Bring meaning and relevance to the site's complex layers of history through new park elements as well as restoration, reuse, and reinterpretation of existing elements
- Honor the legacy of Dorothea Dix by creating park spaces and programs that support the wellness of visitors
- Weave into the park experience innovative resiliency projects that reveal the natural landscape systems

Offer something for everyone

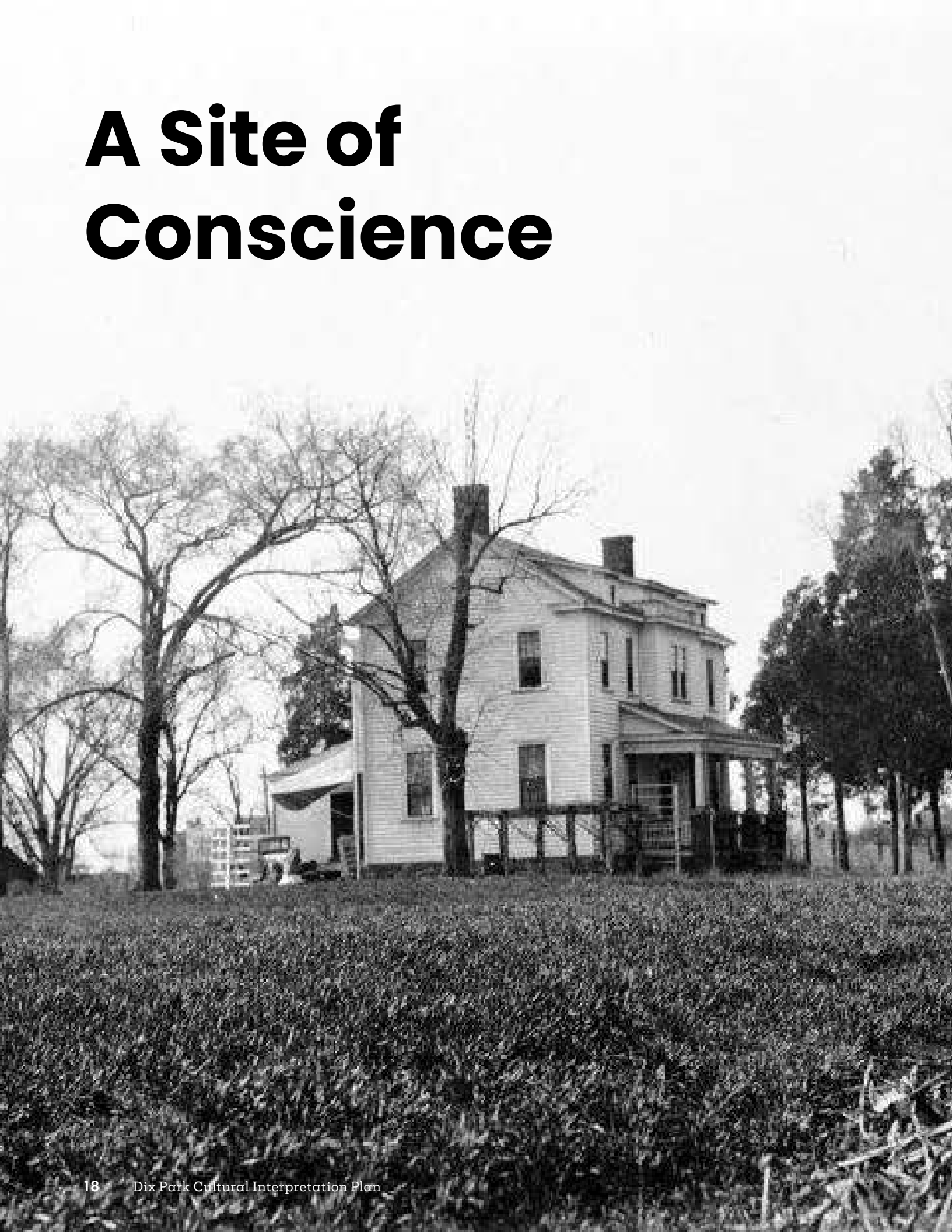
- Restore and celebrate the site's cultural landscapes to connect the past to today
- Design park spaces to be flexible and dynamic, to support a range of meaningful and engaging activities and events and adapt over time
- Include spaces for creative expression

The Meadow

The Valley

Creek

A Site of Conscience



Dix Park is a Site of Conscience. A Site of Conscience “is a place of memory that confronts both the history of what happened there and its contemporary legacies.”

This means, as the Dix Park Sites of Conscience Work Group lays out, that **“the complicated, unspoken, and often uncomfortable histories of slavery, abuse, segregation, and removal that have occurred in this space must be documented.**

The issues of race, disability, mental health, discrimination, and communal healing inherent in our space are inseparable from our desires for what this park could become.”

Dix Park is committed to preservation of the site’s history as a way of “moving memory to positive action.” The Cultural Interpretation Plan represents a significant step for the City and the Conservancy towards the goals of:

- Engaging community members in remembering and sharing stories that connect the past and present in the park
- Creating awareness of the site history and increasing the visibility of historically significant places in the park
- Inspiring positive action through site interpretation, restoration, and opportunities for community-led discussion and creative responses to current issues

Considerations for Planning

The Dix Park site holds significant interpretive challenges. The site is undergoing a radical change of use from a purposefully isolated hospital campus into a welcoming natural and recreational resource. As the site evolves, there is a need to preserve and communicate the layers of its history in the context of its new use as a public park.

Several key considerations should be kept in mind when planning interpretation:

Most people will come to Dix Park in search of recreation and entertainment.

They will not be looking for information about the complex history of the park site, but they may take a moment for a well-placed invitation to learn about a story that resonates with them.

Given the park's diversity of users, successful interpretation must include a mix of communication approaches.

This includes direct approaches like staff tours, signage, digital storytelling and exhibitions, as well as more open-ended experiences like a forest walk, a view of the old hospital buildings, or an afternoon at Gipson Play Plaza. Interpretive elements should be carefully woven through the park landscape to offer a range of ways for visitors to engage with the site and its stories.

Community members want spaces that can hold powerful memories, promote healing, and provoke real dialogue.

They voiced a need for engaging memorials, community-driven works of art, gathering spaces, and walks in nature. These paths and landmarks can take various forms but should be placed deliberately and of a scale to be experienced by visitors from a distance and up close.

The park's development is still in its early stages.

Doing what is feasible in the present, with an eye toward high-impact locations and initiatives, will be vital to creating positive visitor experiences as site development unfolds. This Plan recommends dynamic projects that can be implemented in different phases of development, along with temporary exhibits and installations that can be phased out as more permanent projects are completed.

Our understanding of the site's history and relevance

will evolve with shifts in public conversation and new discoveries. Meaningful interpretation at Dix Park that is impactful for visitors depends, in great part, on continued community engagements and research — foundational elements of this Plan.

Who Are We Interpreting For?

To be effective, cultural interpretation in the park will need to engage an array of kinds of visitors, including:



People who come seeking recreation and relaxation

These visitors may come for a solitary walk or a shared game of disc golf. They may be seeking a moment of quiet reflection on one day, and a place to celebrate with family and friends on another. For people in search of entertainment and cultural events, the park today hosts a variety of options ranging from art installations to movies, cultural festivals to staged entertainment. The number of these visitors will grow exponentially as the park brings its plans to fruition, adding options for recreation and social gathering.

Children

Gipson Play Plaza is an early investment in expanding the park's appeal as a destination for families with young children. This and outreach to school groups create a greater demand for interactive interpretive activities and programs designed for children.

With all these visitors in mind, an interpretive palette that “offers something for everyone” will need to be approachable and responsive to a variety of ages, interests and goals.

It should offer opportunities to stretch beyond the familiar — to pique curiosity about the site's history and reward exploration. Interpretation must also be sensitive to the weight of these stories, providing options for visitors to choose their level of engagement with the site's complex and sometimes painful past.



People who currently experience barriers to access

Welcoming people with particular physical, developmental, sensory, or mental health needs will require designing engaging interpretive elements that are accessible for them.



Community members with historical or family connections to the site

Currently, these include Native American North Carolinians who host an annual Pow Wow at Dix Park, descendants of people who were enslaved at Spring Hill plantation, and members of the mental health community, including former patients and their families, mental health practitioners, and hospital staff whose families lived and worked at the site for generations. These visitors will seek interpretation that acknowledges their personal histories, and shares these histories in ways that allow others to find connection and meaning.

3. The Site & Its Stories

Community Histories


Dix Park site has a complex past.

The site is and has long been Native land. It was also the grounds of plantation slavery and its aftermath. And it was the location of a longstanding state psychiatric hospital.

It is a place connected to broader histories of colonization and racism, changing dimensions of mental illness and its treatment, and struggles for justice and community-building.

It is also, today, a public park where different communities intermingle and interact.

Initially, interpretation in the park will focus on four community histories: the ecological history of the site over time; Native American community history on and near the site; African American community history on and near the site; and the history of those who were treated, worked, and/or lived at Dix Hospital.

			
<p>Ecological History Early Ecology Layers of Land Use Common Land to Private Property Development of the Site as... ...Plantation ...Hospital ...Landfill Who has worked this land? Dix Park as a Place for Restoration</p>	<p>Native American Community History Native America Living through Colonization, Protecting Community Native Americans at Dix Hospital Dix Park as a Place of Presence Present / Past / Future</p>	<p>African American Community History Establishing Spring Hill plantation Life at Spring Hill plantation Hospital Foundations The Civil War Segregation & Integration at Dix Hospital Emancipation and Reconstruction Plantation Life after Reconstruction Raleigh's Freedmen Communities Growth of Cultural Institutions Jim Crow Era Raleigh's Parks Civil Rights Movement From Segregation to Gentrification Dix Park as a Place for Acknowledgement John Hunter and the Hunter Descendants</p>	<p>Dix Hospital Community History Mental Health Treatment in NC before Dix Hospital Dorothea Dix Design & Construction of Dix Hospital Civil War comes to Dix Hospital Rise of Nursing Segregation & Integration at Dix Hospital Expansion of the Hospital Patient Work at Dix Hospital The Great (Healing) Outdoors Working at Dix Hospital Home for Staff Home for Patients Dix Hospital as Community Diagnosis and Treatment at Dix Hospital Patient and Family Stories All Faiths Chapel Dix Hospital Cemetery Closure of the Hospital After Dix Hospital: The Deinstitutionalization of Mental Health services Dix Park as a Place for Healing</p>

Here and throughout the CIP we use the term **community history** to emphasize that history is told and shared in communities. Community history points us not just to what happened, but how past events connect to what is meaningful for communities today. Over time, interest and awareness about additional aspects of the site's history that are significant to communities in Raleigh will emerge, and should be incorporated into the site's interpretation.

The following pages contain summaries of the four community histories. For further related resources, see the items in the Appendix.

Ecological Community History



Dairy cows at the Dix Hospital Farm, 1941.
Image courtesy of the State Archives of North Carolina

The Dix Park site is located in the Piedmont region, historically an area of remarkable ecological diversity. Over time, the site has been shaped by different kinds of human cultivation, exploitation and stewardship, each of which has left its mark.

Beginning as early as 1,000 BCE, it is likely that nomadic Native Americans used this site as a hunting ground. During this period, elk, buffalo, black bears, deer, and smaller game were plentiful. Subsequently, experts believe that Native American tribes may have occupied land near Rocky Branch Creek and Walnut Creek, cultivating crops like squash, beans, maize and tobacco and medicinal herbs. Early Native communities cared for the land through an approach based in maintaining ecological balance.

European colonists eventually took the land, and redefined it as private property. They developed processes of engineering and extraction that generated wealth and resources for some, but also led to high levels of pollution and a loss of ecosystem diversity. Over time, the site was used as a plantation, hospital campus and landfill.

On plantations like the one which existed at the site for nearly a hundred years, enslaved African people worked the land, drawing on agricultural skills and knowledge from their home cultures. Cotton and possibly tobacco were grown as cash crops at Spring Hill plantation, along with corn, wheat, potatoes, beans, oats, and flax. Plantation development introduced new cultivated crops and domesticated animals but further reduced wild species diversity.

From 1850 until 2012, the site was further developed and used as the grounds for the state psychiatric hospital. Patients worked at the hospital's large farm, spent time in the

campus greenhouse, and took walks in the patient park on the hill.

By the 1960s, "the 1,853-acre hospital farm consisted of 832 acres of cropland, 287 of improved pasture land, 695 wooded acres, 26 acres of roads and lots, and 13 acres of ponds. The expansive farm included 1,280 swine, including 180 brood sows; 225 cows; and 8,000 layer hens. Two hundred patients worked the farm, along with twenty-one hospital employees" (Marjorie O'Rorke, *Haven on the Hill*). The grounds were also used for a hospital cemetery that was established soon after the founding of the hospital and was in use through the early 1970s.

To accommodate the institution's growth, the site was continually manipulated. Stream channelization, forest clearance, changes to the natural topography, railroads, bridges and roads destabilized existing natural systems and led to further losses in plant and wildlife species diversity. Construction and disposal practices also erased traces of the site's history. From 1957 to 1972, the City of Raleigh used parts of the site as a municipal landfill for dumping solid waste. The landfill footprint encompasses 52 acres of the park, including much of Flowers Field, the former soccer fields, sunflower field, and the surrounding grasslands and pine grove.

Today the City of Raleigh and Dix Park Conservancy are working to improve and transform the site. Park initiatives are focused on supporting the tree population, improving the soil, restoring the waterways, and creating programming that encourages environmental stewardship. The Park is also working to identify and preserve the histories held by the land, including the continued restoration of the hospital cemetery.

Native American Community History



The towne of Pomeiock and true forme of their howses, covered and enclosed some wth mats, and some wth barkes of trees. All compassed about wth smale poles stuck thick together in blood of a wall.

The village of Pomeiock, NC, 1585.
Image Courtesy of the British Museum.

This site has been Native American land for centuries, and still is. While European colonization physically displaced Native people from the land, it did not change the significance of the site as Native homeland.

By 1,000 BCE, Native Americans had come to the Piedmont's rolling hills to hunt and gather food. Over time, different tribal communities became caretakers of the area's grounds and waterways. These first communities developed systems of agriculture, medicine, architecture, governance, and craft, and spirituality. They cultivated crops and cared for the complex ecosystem they lived with.

Due to extensive land disturbances like landfill bulldozing, not many physical traces of these communities have been preserved at the park site, but evidence of early Native American settlement has been found nearby.

Beginning in the 1500s, Native Americans in North Carolina were displaced from their homelands by colonization. European settlers used violence to remove Native communities from land they wanted to claim, and tribes responded with a number of strategies to preserve their communities, including voluntary and coerced migration, moving onto reservations, outward assimilation, and going into hiding.

During the segregation period (1880s-1950s), Native Americans in North Carolina experienced exclusion, discrimination, and official and everyday refusals to recognize their sovereignty and identity. Faced with these challenges, they fought for community self-determination and built institutions like schools and lending associations.

Native American patients were treated at Dix Hospital throughout its operation. Early in the hospital's history they were sent to segregated wards. Some Native American people were buried in the hospital cemetery, but their ancestry was often not noted in the records and many gravesites were not marked. There is still work to be done to continue to piece together this history.

Most of the Native Americans who were patients at Dix Hospital were members of the Lumbee tribe, the largest tribal community east of the Mississippi River and the ninth largest in the nation. Like other tribes in the area, this community has its own distinct history, woven into the collective Native American story.

Today, Native people are everywhere and in every kind of community in North Carolina. Community and ancestral traditions that were buried during the segregation period are being revived. The City of Raleigh and Dix Park Conservancy are working to make the park a place where Native American stories and traditions can be shared.



Performer at the Dix Park Inter-tribal Pow Wow, 2023

African American Community History



Hunter family descendants at a reunion at Dix Park in 2019. Image courtesy of Ernest Dollar.

African Americans have lived and worked on this site since the early 1700s. For nearly 100 years, what is now Dix Park was part of Spring Hill plantation (the remainder of the original plantation site is now part of the North Carolina State campus). Spring Hill plantation was owned by the Hunter family, who enslaved many people. The Hunter wills show how families were torn apart as they were sold and traded by the people who enslaved them.

At Spring Hill, as elsewhere, enslaved people did the foundational work of building and sustaining the plantation. African people brought their practices and knowledge to North Carolina, shaping the architectural, agricultural, culinary and cultural traditions that are part of shared regional identity today.

Some people who were enslaved at Spring Hill lived and worked in the plantation owner's house; most lived in separate housing. Enslaved people tended their own small gardens, hearths and burial sites. Few traces of their communal life remain on the site today.

John Hunter is one important link to this part of the site's past. Born in 1764, John lived for 12 years as a free man after surviving 101 years of enslavement, including at Spring Hill. He was a skilled iron worker and minister. Research is underway to learn more about his lineage, as well as those of Ned and Isaac Hunter, also enslaved at Spring Hill. This research has been a collaboration between the descendants of the plantation owners and the descendants of those who were enslaved to discover ancestral roots and forge present-day connections.

Dix Hospital was built on the foundations of plantation life. In 1850, 53 acres of the plantation property were sold by Hunter heir Maria Hall to the state, and combined with 129 acres purchased from Sylvester Smith to create North Carolina's first mental health care facility. Records show that enslaved people built the original infrastructure for the hospital.

Not long after the hospital was built, the country erupted in war. African Americans built the earthwork, a large, soil embankment that formed a fortification around the city, to protect Raleigh from Union forces. The earthwork cut through the state hospital property.

In the first decades of Dix Hospital's operations, Black people were excluded from treatment. The Civil War led to the admittance of the first Black patients. Black men fought in the war as part of the United States Colored Troops, and were treated at Dix Hospital for war-related symptoms. (The hospital cemetery holds the graves of Civil War veterans like Eli Hill (d. 1877), a Union soldier with the USCT.) But fewer than fifty African Americans were admitted to Dix Hospital between 1856 and 1965, when Dix Hospital was desegregated to comply with the Civil Rights Act. North Carolina opened Cherry Hospital (then known as the "Asylum for the Colored Insane") as a separate facility in Goldsboro for African American patients. It is generally agreed that the state provided fewer resources and less funding to this facility.

The Civil War ended in April 1865, opening a brief period of legislative reform known as Reconstruction (1865–1877). Slavery was abolished and formerly enslaved men had the right to vote and hold public office in Southern states. For Black people and

abolitionists, this was a time of hope, rapid change, and fundamental upheaval. Reconstruction ended in 1877, when pro-slavery factions regained political power in North Carolina and across the South. From then until the 1950s, federal and state governments withdrew civil rights from Black people and other racially marginalized groups, and introduced laws to enforce discrimination against people of color. Among these measures were legal and economic sanctions that kept land and wealth in the hands of White people.

During this time, public spaces were defined by segregation, resulting in separate and unequal (less funded, less maintained, smaller) spaces for people of color. 'White parks' and 'Black parks' emerged in Raleigh, a pattern that continued even after legal desegregation. Places like nearby Chavis Park became spaces where Black Raleighites could experience relative safety and acceptance under conditions of ongoing exclusion and racism.

Moving forward, the City of Raleigh and Dix Park Conservancy want to make Dix Park a place where people of color feel welcome and safe. Residents say this will begin with the ongoing acknowledgement of the history of racism, and specific initiatives to incorporate the perspectives, voices and placekeeping practices of Raleigh's Black residents into the park's infrastructure and programming. The City and Conservancy also want the park to be a place where genealogical research about descendant lineages is supported and shared.

Dix Hospital Community History



Patients at the sewing room at Dix Hospital in the late 1800s.
Courtesy of the State Archives of North Carolina

North Carolinians living with mental illness had few places to seek help before reformer Dorothea Dix arrived in Raleigh in 1848. Dorothea Dix advocated for a new type of institution – the asylum – as a refuge for those living with mental illness, and a new approach to treatment that emphasized time spent in nature, recreation, and meaningful work. Dorothea Dix was a fearless advocate for improvements in mental health care, but she also held discriminatory beliefs about how race should determine access to treatment.

Dorothea Dix successfully persuaded the state to fund a psychiatric hospital in North Carolina, and construction of the hospital commenced in 1850 on what are now the park grounds. The campus plans drew on pastoral trends in architecture and landscape design, and focused on creating access to outdoor vistas, fresh air and sunlight.

The first hospital buildings were built by people who were enslaved. Inmates from the State Penitentiary and hospital patients also worked without pay on the construction of some of the campus's buildings over time.

In February 1856, the hospital, then known as the North Carolina Hospital for the Insane, opened its doors, accepting only White and Native American people for treatment. Men and women occupied different wings of the hospital. Anna Cameron Kirkland was the first female patient admitted to Dix Hospital and received treatment at the hospital for 33 years.

In April of 1865, Union soldiers set up an encampment on the property, ransacking the Dix campus. The war took a toll on civilians and soldiers. A number of North Carolina



Dix Hospital nurses with a portrait of Dorothea Dix
Courtesy of the State Archives of North Carolina

soldiers became patients at the hospital, where they were treated for stress symptoms related to warfare. In 1865, shortly after the Confederate surrender, U.S. commanders required doctors to treat newly freed African Americans. The first Black patient was a Wake County man named Isaac who had served with the United States Colored Troops. Fewer than fifty African Americans were admitted to Dix Hospital between 1856 and 1965, when the hospital was desegregated. Some people of color worked in Dix Hospital before its official integration, but the staff was predominantly white.

During the Civil War, nursing greatly expanded to care for injured soldiers, and became one of the few professions opened to women. In 1902, a School of Nursing was established at Dix Hospital. It operated until 1949.

As the hospital grew, it developed as 'a community unto itself.' 'Dix Hill' had its own water supply, bakery, smokehouse, icehouse, boiler system, and a farm that supplied much of the food that the hospital community consumed. By the mid-1970s,

more than 2,700 patients lived at Dix Hospital and nearly 1,300 employees worked there. The hospital and its related facilities occupied 282 buildings on 2,354 acres of land.

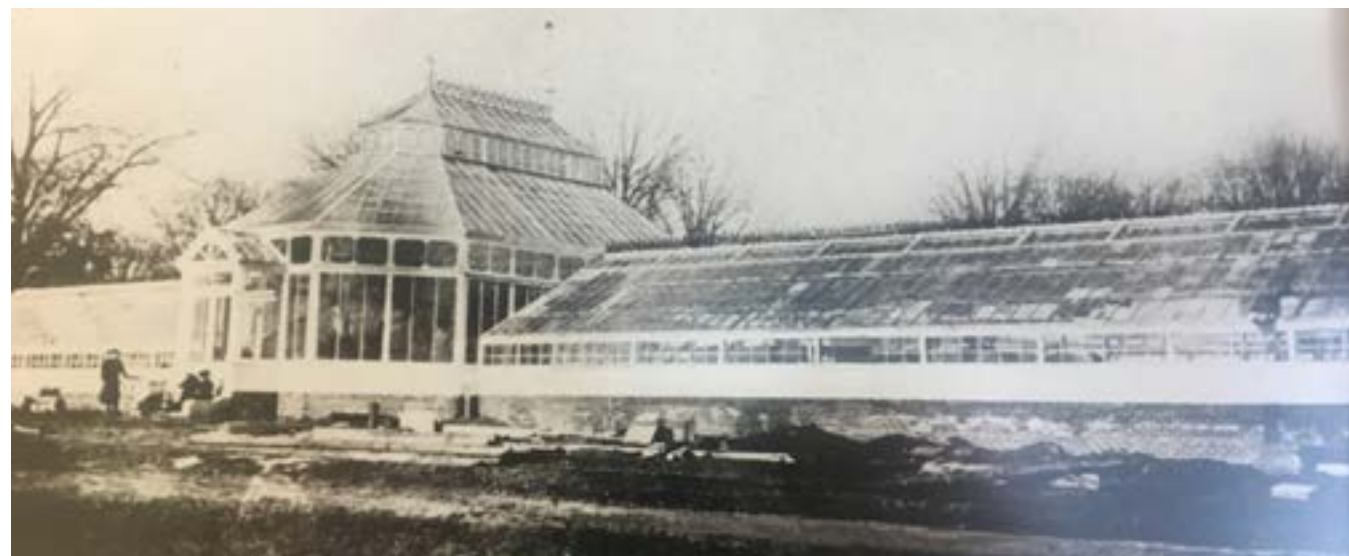
People who were patients at the hospital worked, usually without pay, on the farm and grounds and in the kitchens and laundry. This work helped sustain hospital operations and provided financial benefit to the hospital operators. It was also framed as therapeutic. In the 1970s, reformers challenged unpaid work arrangements at institutions like Dix Hospital, and new federal laws required that working patients “be paid with the minimum wage and other provisions of the Fair Labor Standards Act.” By the mid-70s, most work programs at Dix Hospital had ceased.

For many people who lived in and near Raleigh, Dix Hospital was their workplace. People held jobs as physicians, pharmacists, nurses, janitors, groundskeepers, facilities technicians, housekeeping staff, security and administrators. Generations of family members worked at Dix Hospital and lived on campus. Former staff often describe their

coworkers as lifelong friends. Beginning in the 1960s, Dix Hospital had a residency program that brought families from all over the world to Raleigh.

Many of the people admitted to Dix Hospital came there because their families could not provide adequate care for them at home. For some, Dix Hospital became a second home where they could find treatment and some protection from larger societal judgments about mental illness. Those admitted with less restrictive designations participated in a range of daily activities, including group therapy, occupational therapy, work and outdoor recreation. Others were confined to ‘the ward,’ and most of their time was spent in bedrooms and common rooms.

Some people were admitted to Dix Hospital once for a brief time, some spent the majority of their lives there, and some went in and out of the hospital as they navigated changes in their mental health. People moving out of Dix Hospital back into their communities faced big challenges, including dealing with social stigma and finding adequate housing and psychiatric support.



Dix Hospital Greenhouse
Courtesy of the State Archives of North Carolina

Former patients and staff describe Dix Hospital as a more ‘humanized’ mental hospital than some others, a place where they were ‘treated like people’. They remember shared meals, field trips and celebrations like the summertime picnic and the Christmas party.

Dix Hospital had a nondenominational chapel for use by patients, staff, and visitors, a place of peace and comfort for many people who worked and lived on the Hill. Commissioned in 1954, All Faiths Chapel held worship services, weddings, funerals and other gatherings. It is now named in honor of Gregory Poole Jr., who tirelessly advocated that the state hospital site be preserved as a public park.

The hospital also had its own cemetery, where people were buried from 1859 to 1970. The cemetery contains over 900 graves. Over the years, the hospital cemetery fell into disrepair due to neglect and impact from an adjacent landfill. After the landfill closed in 1972, hospital administrators secured grant funds to clean it up. In 1991, local volunteers worked with committed hospital staff to identify 750 patients buried in the cemetery, install name markers and create a memorial wall. Recent research has identified an additional 46 patients buried in unmarked graves.

For many, Dix Hospital was a workplace, a home, and a place of recovery. For some it was also a site of harm. Like other hospitals of the period, Dix Hospital used some treatment methods that would not be considered humane by today’s standards. Patients were subjected to surgical sterilization, ice baths, electric shock therapy, and medications with significant side effects, sometimes without their



A view of the Dix Cemetery today

consent. There are also reports of negligence and abuse at the hospital.

In April 2000, amid a national push to privatize mental health services, the North Carolina General Assembly recommended that Dix Hospital close. Some mental health advocates urged that the hospital be renovated instead. In 2003, the Assembly passed legislation to close Dix Hospital and in 2012 the hospital officially shut down and patients were transferred to other facilities and outpatient programs, or released to live on their own.

For many community members, the hospital closure was a major loss. Former staff and patients and their families describe how recent reforms to the mental health system have led to lack of adequate care and consistent resources for people dealing with mental illness.

Members of the Dix Hospital community point to the cultural stigma around mental illness as a major challenge that must be overcome to improve the lives of those impacted by it. By restoring and adapting elements of the hospital campus in its design, the City of Raleigh and Dix Park Conservancy are working to make Dix Park a place where shared awareness about mental illness and mental health can grow.

Interpretive Themes

Insights gathered through community meetings, surveys and interviews coalesced around **five themes** that cut across these different community histories.

These big themes express how to approach the site, connect its past to its future, and find shared meaning there. They are:

“An interpretive theme helps interpreters affect the audience by providing focus for the audiences’ personal connections.

It articulates a reason or reasons for caring about and for the resource.”

-National Park Service Interpretation Guide

1

Community Histories / Common History

The Dix site is a space where different community histories intertwine. Visitors are likely to be most impacted by these histories when they connect with specific stories and storytellers and find something personal in what they encounter.

This will require creating and protecting spaces in the park for particular communities where they will feel comfortable and can share their stories. It will also mean creating places where different community stories intersect and resonate, providing opportunities to enter into dialogue and expand shared understanding.

2

From Erasure to Presence

Many people have ancestral and familial connections to the Dix site that have not been preserved in the historical record or on the site grounds. There has been destruction of archeological materials connecting Native American communities to places in the area, as well as destruction of the keepsakes and genealogical records of African Americans during and after slavery. Insufficient preservation of the patient cemetery at Dix Hospital is another example of this erasure.

Today, there is a pressing need for places in the park where personal remembrance and shared reflection can happen.

These should be engaging spaces and landmarks with presence, where once-buried histories can be connected to what is meaningful for communities in Raleigh today.

3

Care

People living and working at the Dix site have experienced different kinds of systemic harm. This has included the enslavement of African Americans at Spring Hill plantation, the violent displacement of Native American communities from their homelands in the area, and medical practices considered inhumane today.

These harms have existed alongside traditions of care at the site. For instance, the hospital was a place where many people were treated in ways that fundamentally helped them. The land itself has also been subject to both care and harm over time — cultivation and stewardship as well as extraction and pollution.

Addressing this history at the park will take a number of forms that prioritize care, ranging from concerted environmental restoration initiatives to making spaces in the park where visitors have opportunities to acknowledge past harm and contribute to a better future.

4

Real Inclusion

By listening to and centering the perspectives of people who have been marginalized and excluded, the park can be a site of real inclusion where all are welcome and feel cared for.

Part of this work involves raising community awareness about mental health history, including how prejudicial understandings of race, gender and sexuality have shaped treatment at hospitals like Dix Hospital, and how the right to self-representation has been taken from people diagnosed with mental illness over time. It also means engaging with a history of exclusion that has made public spaces like parks in Raleigh less accessible and safe for some groups of people.

Through collaborative planning and community-informed design, the City and Conservancy will continue their work of building a park for all. This begins with incorporating the ways visitors already use this space, and working to connect with people who don't yet visit the park.

5

Restorative Nature

A reciprocal relationship of care between people and the natural world can be cultivated and celebrated at Dix Park.

Throughout its history, despite many projects of environmental extraction and degradation, this theme of caring for the land and finding healing and support in the natural world endures.

The park can draw on these traditions of environmental stewardship to restore the biodiversity of the site and expand natural areas where visitors may experience the restorative power of nature.

Places & Traces

An array of interpretive resources exist to tell the site's community stories.

These include tangible resources like artifacts and historical documents, and less tangible resources like oral histories shared by people connected to the site.

For many park visitors, the most compelling resource will be the site itself – places in the park where traces of events and narratives remain, or can be brought to light.

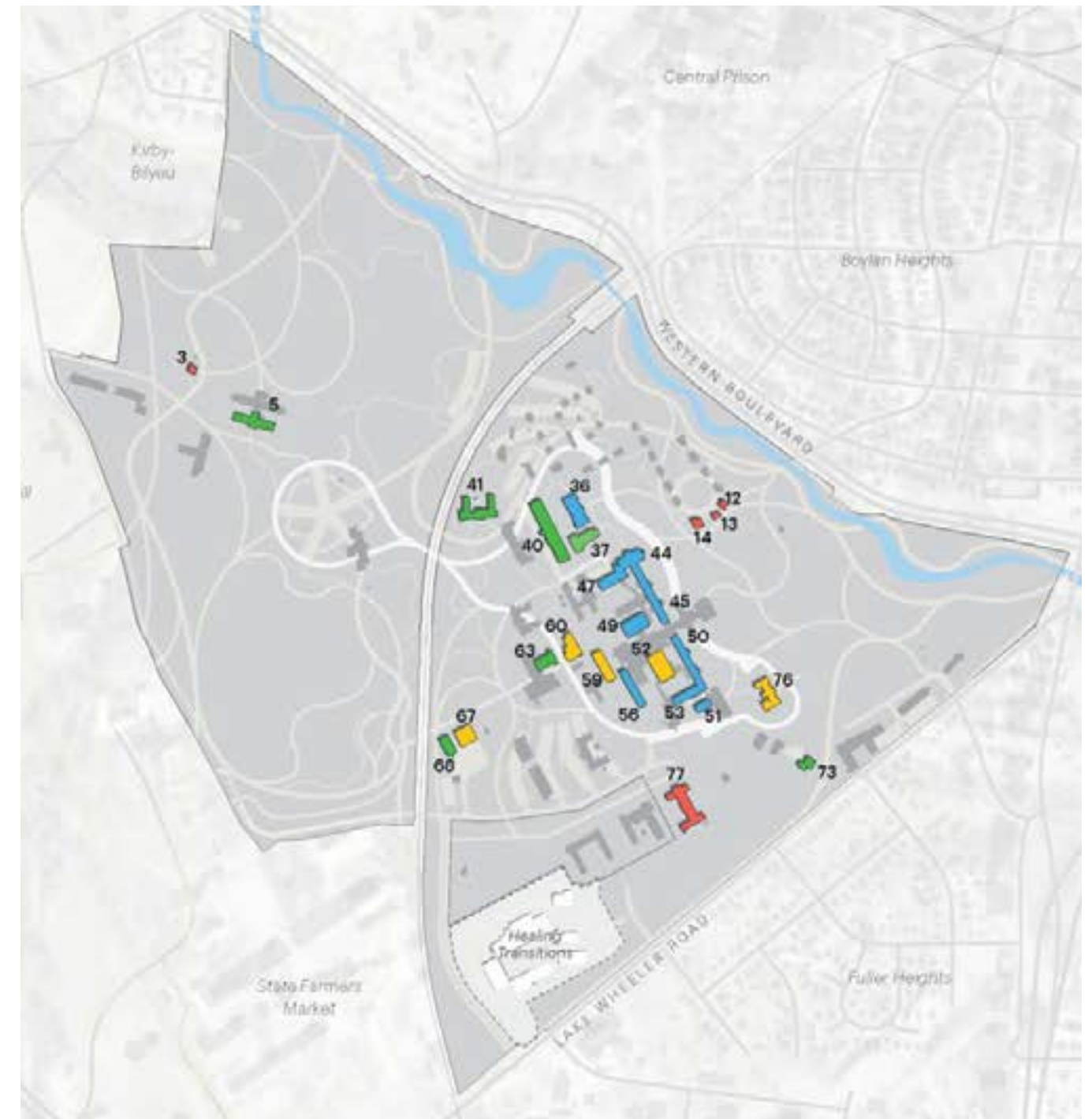
Buildings and Redevelopment

Site interpretation at Dix Park presents challenges. Buildings, burial sites, agricultural sites, and archeological findings have been plowed under and built over, effacing dimensions of the site's past. Buildings from the hospital era loom large today, but many of these will be removed as the park is built out. (*For example, in the next twelve months the staff family housing will be no more visible than the barns where staff and patients once worked.*) Those that remain will be adapted for new uses with only selected and scattered remnants preserved as evidence of what once was.

The Legacy Committee's 2018 report outlines several ways to honor the site's legacy during redevelopment and securing tenant partnerships:

- Retain or renovate some of the existing space for nonprofits that serve or advocate for people struggling with mental illness, as well as space for support groups that meet to deal with mental health and addiction issues.
- Consider the ideas from the *Lives on the Hill* forum about ways to create employment and training opportunities for people with mental health challenges. Complement this with restaurants and shops that actively support the mission.
- As part of the design for any accommodations on site, include plans for a conference center with a soul. Seek out opportunities to host meetings related to the park's overall mission. Use the facilities for conversations and convenings on topics that fit the mission and theme of the park.

We found in conversations with community members, especially those with ties to the mental health community, that redevelopment plans need to keep in clear view the park's mission as "A Park for Everyone" — spaces that are designed for commercial use need to be welcoming and accessible for all park users.



Building demolition and adaptive reuse plan developed by MVVA, June 2023

KEY

- Building to be Demolished
- Developer Partner
- Conservancy
- Cultural Institution
- City of Raleigh

Illuminating Sites through Interpretation

Even as the park begins the transformations outlined in the Master Plan, many physical elements with ties to site history will remain on the site. These present opportunities for both direct interpretation, (signage, tours, exhibits, art topics, etc) and indirect interpretation (restoration, cultivation, space enhancement).

ECOLOGICAL

- 1 Meadow
- 2 Landfill
- 3 Agricultural areas – hospital, plantation
- 4 The creek

NATIVE AMERICAN

- 5 The creek and overlook, which were likely important sites for Native tribes as they hunted and cultivated crops in the area

PLANTATION

- 6 The view to the plantation house and possible locations of where enslaved people lived
- 7 The property boundaries of Spring Hill plantation and Grimesland

HOSPITAL/ SLAVERY

- 8 Hospital foundations built by enslaved people

HOSPITAL/ MENTAL HEALTH

- 9 The former hospital patient park, where time in nature was integrated into mental health treatment
- 10 The site of the former hospital greenhouse and gazebo

HOSPITAL/ COMMUNITY

- 11 The Dix Farm site
- 12 The railroad tracks, which connect the site to trade and municipal planning
- 13 The hospital campus buildings, especially Spruill, Kirby, Royster, Harvey, the old boiler room and stone houses
- 14 Patient cemetery

CIVIL WAR ERA

- 15 Boulder with markings believed to have been made by Union soldiers
- 16 The portion of the military earthwork that runs through the site, built by enslaved people



Restoring & Creating Spaces

Historically-sensitive restoration of the landscape, as outlined in the Master Plan, will be essential in surfacing the site's buried histories. This will include restoring the creek and fertile soil that drew Native people, and later colonists and mental health reformers to this site. It will also include continued restoration of the hospital cemetery, where many people treated at Dix Hospital were laid to rest.

To support the goals of the CIP, **the park will also need new places and markers in the landscape** that invite visitors to reflect on the site's complex history. This will include new gathering places that center community histories of the site, including a Native American performance and storytelling circle and a Descendant pavilion. It will also include elements that draw on the tradition of restorative nature, including gardens and orchards. These and other place-making initiatives are explored in detail in the Ways to Tell Stories and Implementing Key Projects sections.

By weaving together recorded stories, existing artifacts and site records, interpretation can create opportunities for park visitors to reconnect with the site and stories that have been lost over time.



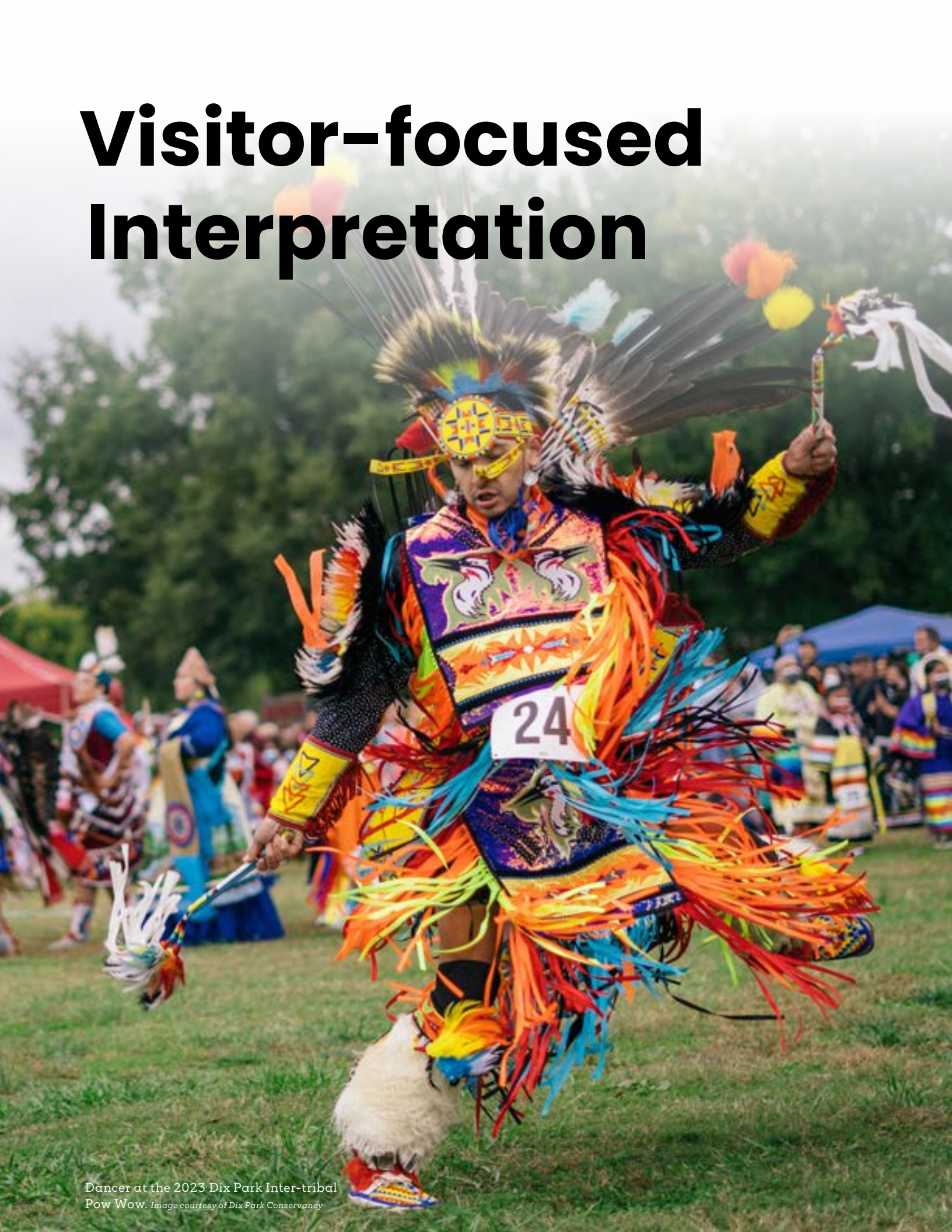
4.

Strategies for Interpretation

The Park site holds big and small stories—far-reaching histories of community struggle and care that extend out into the city and the region, and personal anecdotes and accounts that bring these histories to life.

This section explores how to tell these complex stories and offers more general strategies for inclusive interpretation as well as recommendations for specific storytelling media.

Visitor-focused Interpretation



Most park visitors won't come looking for a history lesson. But they may accept an invitation to learn about a story that resonates with them, especially **if they feel welcome** and at ease in the environment.

It's important to recognize that **community relationships and trust are built over time**. Interpretive goals for first-time visitors may simply be to spark curiosity about the site and its stories, encouraging them to come back to learn more.

In all of its interactions with visitors, **the park should communicate its values of care and inclusivity**. This will include acknowledging that park visitors hold a wide spectrum of feelings and perspectives on shared history, and designing interpretation to welcome and reflect that spectrum.

Guidelines for Telling Complex History at Dix Park

The following pages feature some general principles to guide the park as it shares site history with visitors, along with concrete examples.

Make room for a range of perspectives on the same place, event or time period, while also grounding these perspectives in historical evidence.

Examples:

While from the perspective of the Euro-American property system there have been various owners of the land that is now Dix Park, it is also true that the site has been Native American land for centuries, and continues to be Native land today.

“Even though Native Americans don’t view land ownership in the same way as European capitalism does, we should still acknowledge tribal groups as stewards of the land.”

—Community Member

At Dix Hospital, many of the staff understood their purpose as delivering care and protection to those with mental illness and took pride in their work. Many patients experienced this treatment as helpful. But people also describe experiences at the hospital that ranged from counterproductive to damaging. All of this is part of the Dix Hospital story.

“There has to be space to recognize that treatment practices have changed over time and things done in the past were not what we would do today. Many people were doing their best, but many also did not challenge practices that they could have.” —Dix Hospital Alum

The history of this site is complex, and it's okay for interpretation to present this complexity.

Examples:

On the farm, the grounds, and in the kitchens and laundry, patients worked on the Dix Hospital campus, usually without pay. This work helped sustain hospital operations and provided financial benefit to hospital operators. In the early days, staff framed this work as therapeutic. Beginning in the 1960s, however, healthcare and labor reformers argued that the work of patients at institutions like Dix Hospital was exploitative, and it was outlawed in the 1970s.

From the existing records, it seems that patients also had a range of perspectives on their work at Dix Hospital. Some people liked working, seeing it as a chance to do something more active than sitting on the ward. Others found the jobs boring or arduous, and wished they could work less, receive more in return, or participate in more educational and recreational activities instead.



Lima beans being grown on Dix Hill in 1940.
Image courtesy of State Archives of North Carolina

Wherever possible, encourage people to speak for themselves, from their own perspective, rather than having others speak on their behalf.

When telling more general history, identify who community members recognize as their storytellers, and consult these people first. But don't assume that anyone is speaking for their whole community. Every community includes a range of perspectives.

Oral histories, archival records, and interviews with community members and elders are resources for telling more individual stories, but privacy must be respected and permission granted when drawing from these sources.

Connection is a powerful way to learn. Create opportunities for connection to the experiences of others across time and space through the sharing of personal stories and perspectives.

Example:

“I would love for there to be a space to acknowledge the women who were institutionalized for mood disorders (like postpartum, depression, psychosis, etc..). As a survivor of PPD, there is a sense of solidarity, quiet, and more in inhabiting the same spaces [with] women who were like me.” —Community Member

When incorporating community voices into history-telling at the park, use care to protect the authors and subjects of these stories.

Always get consent from these parties, or their representatives if they are not living. Consider whether sharing a story is likely to cause harm to living individuals and do not share in a way that identifies particular people if it will. (For more information, see the Oral History Guidelines section.)

Acknowledgement of past harm is an important part of community history-telling. If the City is speaking, take a matter-of-fact approach to presenting histories of harm.

Warn visitors when exhibits contain sensitive topics or depictions of harm at installation and exhibition entrances.

Show what happened, using a range of mediums (signage, historical images, etc) rather than telling people what they should think or feel about what happened.

Example:

The families of enslaved people were torn apart as they were trafficked and sold by people who enslaved them. The Hunter family wills describe in plain language how people were bought and sold, husbands and wives were separated, and children were taken from their parents.



Theophilus Hunter's will describing the division of his property and the individuals he enslaved upon his death in 1798. Courtesy of the State Archives of North Carolina.

Community history-telling is more than the acknowledgement of harm and suffering. Tell the longer stories of community life.

“It is important to show how marginalized communities harnessed social movements and policies to promote their own self-determination.” —Cultural Historian

“[Our community] has sustained itself not because we had any Rockefellers sustaining us. We did that ourselves. How have we survived? The history of the University of North Carolina at Pembroke tells that story. No one gave us that money to start that little literacy school. Now it is one of the top schools where we have cared for each other and raised each other’s children.”

—Community Member

“With regard to Dix Hospital, interpretation should be people-driven, not institution-driven. Show that people had full lives outside of Dix; their lives were not defined by being at Dix. There’s so much more to these people than the fact that they had a mental illness.”

—Dix Hospital Alum



Dix Hospital staff at a gathering in the 1960s

Center those histories and communities that have historically received the least investment, inquiry and protection in public contexts.

Just because a particular community’s story is less legible in the historical record does not mean that this community was actually less present at the site, or has less to share about the experiences of their members and ancestors today. Look out for the emergence of community histories at the site that haven’t yet been identified, and fold them into the park’s history as they emerge.

Examples:

Native American patients were treated at the hospital, and Lumbee and Coharie people are buried in the hospital cemetery, but Native ancestry was often not noted in the hospital records and many gravesites were not marked. The stories of Native American patients are part of the history of Dix hospital, and there is still work to do to uncover this history.

“African Americans had a major role in the development of Raleigh and I think it’s important that this is recognized. [...] African Americans contributed during slavery and after slavery all the way up to the present. That needs to be part of the program or museum or whatever gets decided [in the park].” —Community member and Hunter descendant

“I’d like the park to include the history of staff at the hospital who were not doctors—nurses, janitors, people who lived in the community and actually had a connection. When we talk about history, we talk about the ‘important people,’ but not the people who did the everyday jobs.” —Raleigh Historian

Foreground the humanity of all people as complex beings, not just as heroes or villains.

Example:

Dorothea Dix has a complicated legacy. She was a fearless advocate for improvements in mental health care, fighting for the development of more humane approaches to mental illness at institutions like Dix Hospital. She was a teacher, writer, and became Superintendent of Nurses, a role in which she fought for professional opportunities for women. Dorothea Dix also held discriminatory beliefs about how race should determine the treatment of those with mental illness, and she did not support an end to slavery.



Portrait of Dorothea Dix.
Courtesy of the State Archives of North Carolina

“Dorothea Dix had a complicated relationship with race. [...] She claimed to be opposed to slavery, but she detested the abolitionist movement of the antebellum period. Dix consistently viewed Black people as an inferior race incapable of moral responsibility, and therefore incapable of being afflicted by mental illness, so she did not make provisions for them in her work in creating mental health hospitals.”

—Madison Phillips, ‘Dorothea Dix and Race’

Connect site history to what is meaningful and important for community members today, and create a safe-enough context for ongoing conversation and exploration.

Examples:

“The better job we do of presenting and explaining the plantation history of the site, the more we will encourage people to do their research. People will want to know if they are part of the land. It would be great to collaborate with [one of the colleges or the state archives] so that people could research their family history.” —Community Researcher and Hunter Descendant

Dorothea Dix Hospital was a state hospital that served Wake County and the southeast region of the state in part, but it was also home to units and programs that served the entire state such as the forensic unit, surgical unit, certain youth programs etc. These units were funded separately from the other units that existed at all the state hospitals. In many ways Dorothea Dix Hospital was considered the flagship of North Carolina’s state hospitals. It was the first and had the most treatment, research and training programs. Administration and staff interacted with North Carolina’s Department of Health and Human Services and legislature more closely and frequently than the other state hospitals because of proximity to state government in the capital city. The effect of the hospital’s closure wasn’t limited to Wake County or the region. It exemplified the shortcomings of North Carolina’s mental health system, and the mental health community across the state felt its impact.

The closure of Dix Hospital continues to affect the community. Many have expressed disappointment that the hospital shut down when there was a great need for mental healthcare in Raleigh, and a sense of betrayal that community-provided mental health services have fallen short of initial promises. Community members describe a current lack of adequate resources for Raleighites struggling with mental illness. While Dix Park cannot provide this needed service, it can be a place where the community comes together to talk about what people can do to support one another moving forward.

A Note on Language

Words matter, and it's important to name places, people and groups in ways that are sensitive to context and history and align with how people would name themselves. Over time, names of sites and communities evolve with changes in the vernacular and shifts in public conversation. One example is the name of the hospital:

At its founding in 1850, the hospital was officially called the North Carolina Hospital for the Insane and unofficially called Dix Hill. On early maps, it is also referred to as the Lunatic Asylum. The hospital's name then changed in 1899 to the State Hospital at Raleigh, and to Dorothea Dix Hospital in 1959. Today, most people call it Dix Hospital.

In general, the best approach when developing park language is to check in with members of the community about what terms they use to describe themselves and places and events connected to their histories (sometimes, as with Dix Hospital, a place may have more than one name at a time).

In addition, when talking about people, a good rule of thumb is to describe them as people in xx situation/position or with xx condition. For example: 'people who were treated at Dix Hospital' or 'a person with schizophrenia.'

Demetrius Hunter, who worked on the Dix Hospital campus and is a descendant of people enslaved at the site, notes the following:

"I like to use the term enslaved because it identifies who we were."

We weren't slaves. We were enslaved through enslavers that put us into slavery.

Saying 'people who were enslaved,' for me, helps me to understand my history."

Strategies for Real Inclusion

Finding compelling and sensitive ways to tell the site's stories should be paired with several more general strategies for establishing and sustaining inclusivity in the park's interpretation.

Include members of affected communities in planning and review of messaging and design elements

- For each project or initiative, park staff should assemble a stakeholder group to provide feedback and advice throughout the process.
- Leverage the Legacy and Community Committees as starting points for these groups—they are already engaged, committed and aware of the site's history.
- Ensure that groups have members that bring a number of different perspectives. One Native American person, for instance, should not be asked to speak for the Native American community in general.
- Make these meetings inviting and accessible.
- Acknowledge that this engagement process may be time consuming, and give people ample advance notice to participate.
- Offer meeting time options that align with a range of work schedules, and snacks and childcare during meetings if they are held in person.
- Maintain relationships with advisory members after the completion of design projects.
- Maintaining these connections through check-ins, updates, or alumni events will grow the community of people who care about the park and strengthen the community input on future projects.

Update the Dix Park Land Acknowledgement

- This acknowledgment should be on welcome signage and the park website.
- It is important to frame this document as Dix Park/City of Raleigh's land acknowledgement, not the voice of Raleigh's Native American community. More work will be needed to develop and incorporate a Native land acknowledgement if Native American community members in Raleigh want this.

Be sensitive and responsive to visitor concerns about risk and safety

- Create opportunities for public conversation about what will make the park feel safe for those who have experienced patterns of discrimination, exclusion or threat. One community member advises:

"Make sure the homeless are not harmed as the park develops. Can there be programs that serve that population and include resources for them to get connected with people who can treat them with the dignity and respect that the [Dix Hospital] staff had?"

Reduce physical, language and financial barriers to accessing the park, engaging with interpretive elements, and participating in interpretive programs

- Provide interpretive materials in English and Spanish initially and offer alternative ways of accessing information like braille and audio.
- Video is one of the most versatile tools the park can use to make information more accessible—audio on videos help people with low vision, subtitles help people with hearing loss, and video visuals with the audio helps people at a range of reading levels.
- Ensure that accommodations and information for people with disabilities are easily accessed without people having to ask a staff member for them. For example, have ASL interpreters at events and information displayed about which park paths can be navigated in a wheelchair.

"Green space is so therapeutic, [but] it has to be about accessibility too. If you can't get to the park, then it doesn't help. Once there, it's important to have a sense of security in terms of lighting, transportation, things like that." —Mental Health Practitioner

- Consult with mental health experts to design spaces that can be enjoyed by people navigating a range of mental health challenges and sensory sensitivities.

"Have design and play areas for children that have disabilities and autism. Some of our mental health advocates like to do things with water, and with sand [...] Just be mindful—mental health is not a one stop shop, you can't put everyone in one basket."

—Mental Health Advocate

- Seek out partnerships and funding opportunities that expand the Park's roster of free and affordable programming.
- One idea from the community workshop: free community meals accompanied by presentations or exhibits about the site's history

Engaging visitors: Ways to Tell Stories

“Storytelling is a powerful tool for building awareness and understanding. It creates a bridge between the teller and the listener that fosters empathy and promotes healing.”

— Legacy Committee Report, 2018

There are many ways to tell stories. Given the diversity of park visitors and the range of their interests, the park will continue to build out an interpretive program that incorporates a mix of media and communication approaches. These include:

- Traditional Interpretive Signs**
- Tours**
- Visitor Centers**
- Art that Addresses Site History**
- Memorials**
- Museum Exhibitions**
- Park Programs**
- Restoration Projects**
- Exhibits in the Landscape**

Traditional Interpretive Signs

- When used purposefully, well-placed and well-designed signs can be very effective. Visitors expect them and many will pause to read them. The advantage for the park is that once a unifying signage system has been approved, interpretive signs can be designed and installed one at a time or in batches as funding permits.
- Currently there are nine interpretive signs in the park to give visitors general information about the site's history. The graphic design is similar but the interpretive approach varies. Some speak to a specific place and recent activity there (Dix Hospital Cemetery) while others give a broad brush account of what once was (Land Rooted in Agriculture.) The signs are collected in a virtual exhibit online, and the chronological flow of the information and design consistency are most apparent there. Dispersed across the 308 acre park, mostly without clearly marked or accessible paths between them, visitors are unlikely to encounter more than one of them on any visit.
- Adding "Head-of-Trails" Welcome Kiosks in parking lots and at major pedestrian entries is a first step to introduce visitors, most of whom arrive by car, to the significance and history of the site.
- Signs for the loop trails should be prioritized after general signage to support an elemental self-guided tour. The project might start with one tour, one script, and design of one signage system, with options to add content via QR code from the website. Where possible loops should integrate existing interpretive signage.
- Signs are particularly useful for interpreting something that is right in front of you. The park should create ecology-based signage to explain the creek restoration, landfill remediation, invasive species removal, and replanting initiatives.



QR codes on signs can link to online exhibitions with additional photos, video, and audio, or interactive elements like augmented reality simulations.



A "Head-of-Trails" Welcome Kiosk at Cyloburn Arboretum

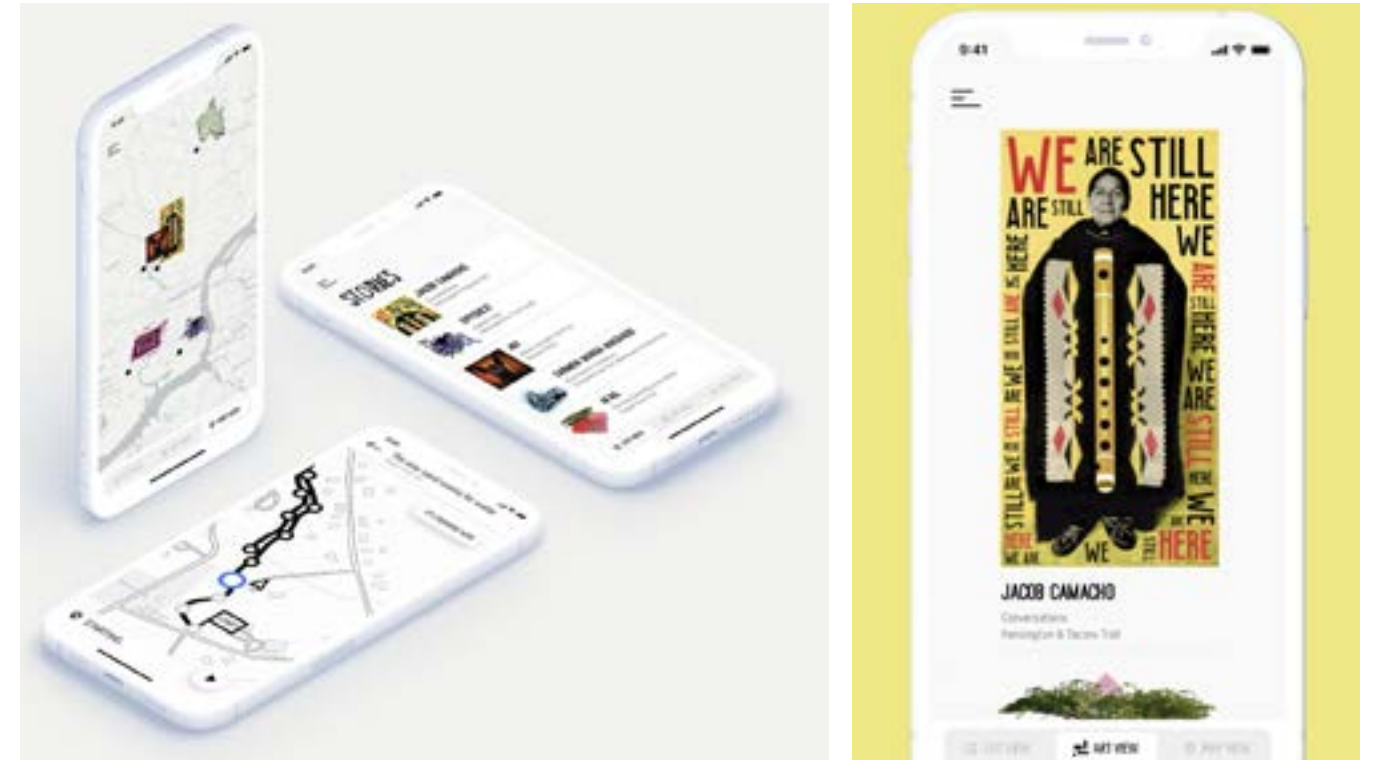


Signs are particularly useful when interpreting an element in view.

Tours

Guided tours

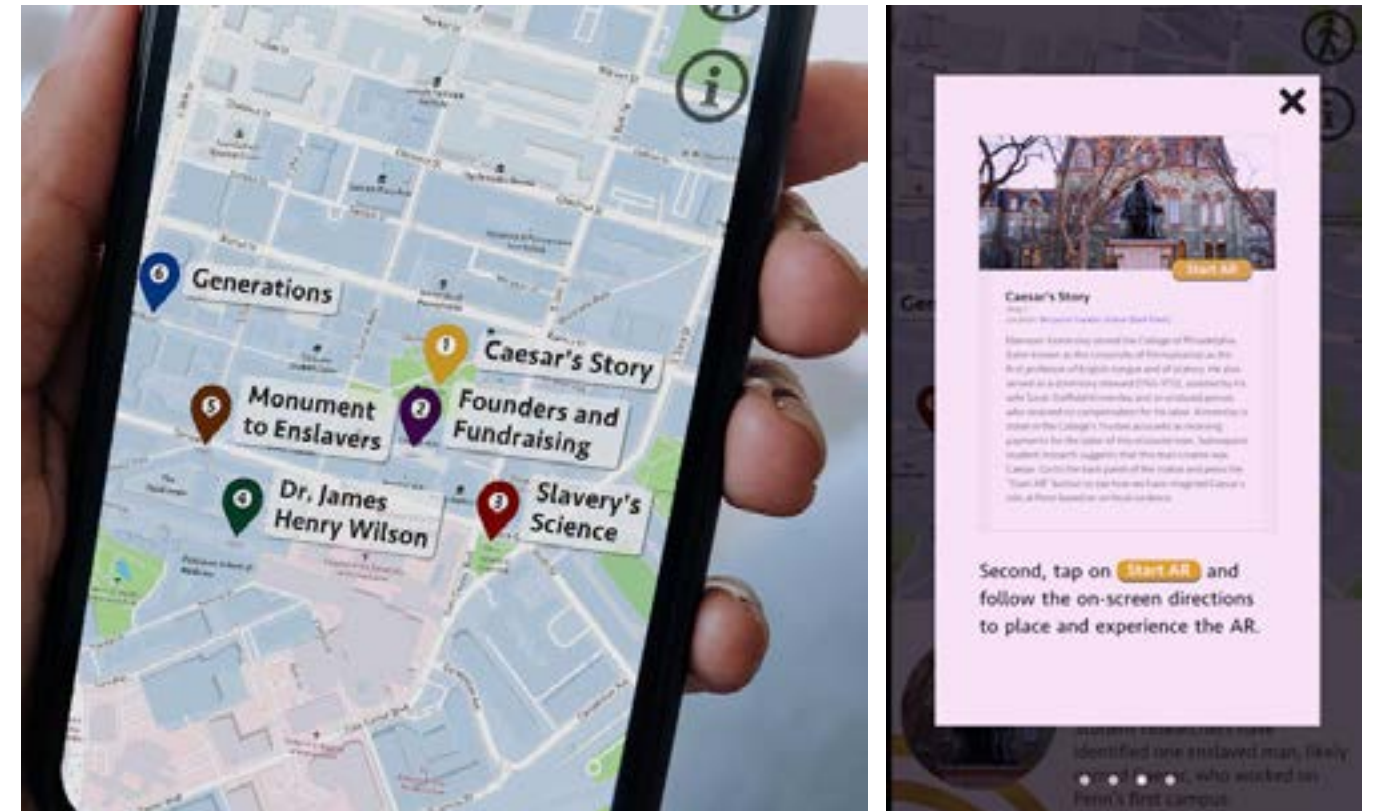
- Visitors of all ages appreciate interaction with engaging and knowledgeable park staff, but for sites without a large staff or volunteer cohort to lead them, tour options and times are often very limited.
- Creating scripts for the loop tours and testing them with visitors can be a first step in developing self-guided options in audio and digital formats. Dedicated staff or volunteer historians and educators will be needed to research, write, lead and refine tours.



TrailOff is an audio storytelling app. Each story is tied to a specific trail and location. Users can explore maps showing the story locations, and when they arrive on-site, augmented reality features enhance their experience as they listen.

Self-guided tours

- With such a diversity of park users—their interests, reasons for visiting, length and timing of visits—self-guided, on-demand options will be essential to providing choices and flexibility for learning about the site.
- Tours stored on the website can incorporate narration, images, oral histories and video segments. These might be accessed via QR codes at specific points at the park or launched as a continuous experience tied to each loop trail.
- Visitor feedback on guided tours will inform decisions about the content and format for the first self-guided tours. In addition to content developed by park staff, the “library” of choices may include community and artist-led works.



The Penn and Slavery Project is a self-guided tour that integrates photos and historical data tied to specific sites on campus. Augmented reality features give participants ways to create and contribute to conversations about race.

Visitor Centers

- For visitors wanting to plan their visit once they arrive on site, the new visitor center in the Gatekeeper's Cottage offers an overview of the site history, information about what to do in the park, an opportunity to talk with a well-informed staff member, and outdoor gathering and teaching space for groups. However, several physical factors about the building and its site will limit the number of visitors who avail themselves of the resources:
 - › The building is not adjacent to a vehicular entrance.
 - › There is vehicular access but the drop-off space will not accommodate a bus drop-off for larger groups.
 - › The historic building is small—too small to hold an entire school class inside
 - › Dix Park is a huge park with multiple entrances. The visitors center will be a destination for some park visitors but it will not be in the path of travel for most of them.
- For future planning it is important to note that a visitor center is not a museum. Visitor centers are great for those looking for information about the park and its offerings, but even large visitor centers are not appropriate locations for exhibitions that delve into complex history. These are better hosted in a museum environment where people come prepared for a serious exploration of sensitive topics.



Interactive map displays are a great way for visitors to explore the site, including historic points of interest



Digital exhibits are more costly to create and maintain than traditional exhibits, but can display more content in a small footprint



A small wall display in the Gatekeeper's cottage gives an introduction of the site history. A more expansive and detailed explanation of site history would be best suited for a separate exhibit space.

Art that Addresses Site History

Artists working with community members can reveal profound truths and create space for cathartic experiences. Projects might include:

- Community co-created public art (projections, digital text, murals, gardens) that gather perspectives and stories from residents
- Artist residencies to support the creation of work that speaks directly to the community histories of the site
- Permanent art (walkways, sculptures, murals, etc.) by artists with roots in the community or connections to the site history
- Programming focused on sharing performances, music, film and multimedia exhibitions related to the site and its history. Because much of this will be impermanent, the park will need to develop its capacity to record and preserve this kind of work.



The Path to Reconciliation by Geanna Dunbar and Brandy Jones is a 300-foot-long and eight-foot-wide footpath mural on pavement rendered in the style of traditional First Nations beadwork. There was strong support at CIP workshops for permanent artwork made by a Native American artist at Dix Park.



Mindful: Exploring Mental Health Through Art, explores the impact that mental illness is having on society, and the role the arts can play to both encourage positive self-expression and guide effective mental health promotion and treatment. Mindful examines creative responses to mental health conditions through the inclusion of artworks made by artists who have been diagnosed with or affected by mental illness.

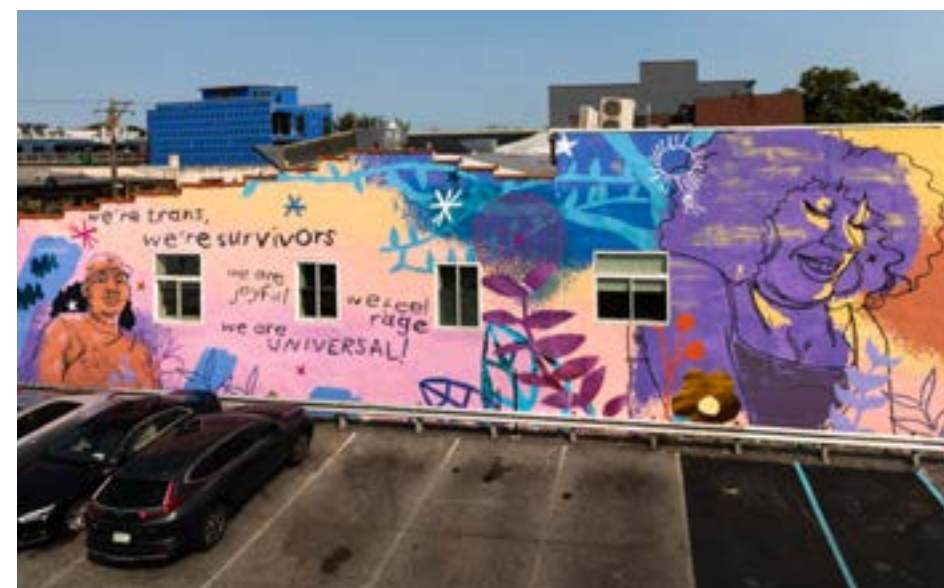
This was a traveling show curated by the Society for Contemporary Craft, 2016.



The Will of the Father was performed at Dix Park in 2019. The piece, produced by Michael S. Williams (The Black On Black Project) and Myra Weise, featured artists Johnny Lee Chapman, III and Anthony Otto Nelson Jr. and highlighted the generations of the enslaved who toiled and tilled the land, and who labored to build the hospital.

CIP workshop participants spoke highly of this performance and its impact. There was strong support for more performance-based art at Dix Park.

Live performance photo by Caroline Cockrell for the Black on Black Project



We Are Universal is a mural celebrating people from the trans, gender non-conforming, and non-binary communities. Artist Kah Yangni featured text created in a workshop with Morris Home residents.

Message- and mission-driven artworks developed in collaboration with the community portrayed could be deployed at Dix Park in the following approaches:

- Permanent:** on buildings after redevelopment
- Semi-permanent:** on buildings that will not be demolished or redeveloped for several years
- Temporary:** on construction fences or as pop-up exhibits

Memorials

- Memorials are opportunities to make a major statement about the values of the park. They require high levels of community support and funding.
- Traditional bronze statues are giving way to new strategies for placemaking, reflection, and participation.
- This plan recommends an approach to memorialization that integrates commemorative elements into gathering spaces where community members can learn and share stories about connections to the site, and the development of memorials within these spaces.
- In the early concept phase, the park should work closely with affected community groups to define aspirations for each space, identify appropriate sites, and integrate these projects into the master site plan.



Memorials with gathering spaces: The Memorial to Enslaved Laborers at UVA provides space for gathering, reflection, and memorialization.



Memorialization beyond statues: The 9/11 Museum & Memorial features quotes and audio recordings from those affected by the attacks.



Participatory: The Rosewood Memorial invites visitors to write a letter or poem to reflect on their experience or share with others.



Reflective: Community members also expressed a strong interest in memorials with quiet, reflective spaces.

Museum Exhibitions

- Previous exhibitions related to the history of the site have included museum exhibits (*From Plantation to Park: the Story of Dix Hill*, 2018 at the City of Raleigh Museum); online presentations of archival materials (*Asylum in the Archive*); and research-focused community events (*Lives on the Hill*, 2016 and *In Plain Site*, 2021).
- To build an exhibition program, the park will need dedicated gallery space in one of the existing buildings with appropriate climate control, lighting, storage, and access.
 - › Part of the space should be used for a permanent exhibition showcasing artifacts, oral histories and photographs related to the site's history and different community histories. The City of Raleigh Historic Resources and Museum staff should be directly involved to provide artifacts and research material.
 - › The gallery should also include space for changing exhibitions and space for related programs and community conversations. Changing exhibitions require ongoing funding and curation, but they are critical to inform and fuel ongoing dialogue about community histories and present-day community issues and initiatives.
- This exhibition space will take time to fund, staff and organize. In the interim, the City will focus on smaller capsule exhibits in the Chapel.
- Partnerships and funding will be as important as space. The City and Conservancy should pursue partnerships with museums, universities, and others with expertise to curate and produce exhibitions. Historic Resources and Museum staff will be key to establishing an exhibition program. As the planning progresses, development staff can help to find funders whose interests align with exhibition plans.
- The City should pursue a multimodal approach to exhibition, using the park website and other online platforms as well as in-person events and programs to connect community members interested in the site's history with historians, artists, community advocates and curators working to interpret the site's stories.



Willard Asylum Suitcases by Jon Crispin is a traveling exhibit featuring belongings left behind by patients at the Willard Asylum in New York.

CIP Workshop participants strongly favored exhibits like this one that emphasize humanity and cultivate empathy for marginalized communities.



File/Life is a traveling exhibit about former residents of The Pennhurst State School and Hospital, an institution for people with intellectual and developmental disabilities.

This exhibit was curated by seven archivists, all people with disabilities and/or family members, including two former Pennhurst residents. Archivists were supported by professional design staff and accessibility consultants to bring their ideas and selections to life.

This model of curation by the community closest to the subject matter could be considered for some exhibits at Dix Park.



Online and temporary exhibits, presentations and programs can allow Park Staff to incrementally build up the research and content needed for permanent exhibits. These smaller-scale efforts can also help build community interest and identify potential collaborators for permanent exhibits.

Park Programs

- Dix Park staff manage a very active, well-balanced program and event schedule that speaks to a range of interests and backgrounds. Many of the events are free or low-cost and many sell out quickly. The park currently works with community groups to schedule and host small gatherings and large events—everything from community yoga and family reunions to the Pow Wow and Juneteenth celebration.
- We recommend that the park use the goals of this CIP to shape new programs and initiatives that explore complex histories and current issues, making explicit connections with the five interpretive themes of the CIP (Community Histories/ Common History, Erasure to Presence, Care, Real Inclusion, and Restorative Nature) where appropriate.
- Mental health is a community priority for new park programs. Although the City of Raleigh was not involved in the closure of Dix Hospital, community members feel that the park has a responsibility to former patients, staff, and families of Dix Hospital who were displaced by the closing of the hospital. Members of this community asked for support ranging from raising awareness about the contemporary crisis in mental health services to direct support for people experiencing a mental health crisis. Partners in this effort might include NAMI, NC State Psychology Department, North Carolina Psychological Association, and recovery communities like Healing Transitions. With city support, the park might provide free meeting and small exhibition space for partners who could develop and deliver the programs.
- As the park becomes more established as a civic landmark and community destination, the demand for gathering spaces and programs will grow beyond the capacity of the current facilities and staff. The City and Conservancy will need to refine priorities, capacity, and budget for programming and the role they will play as producer, sponsor, host, or facilities manager. The park should continue devising partnership and tenant agreements to address levels of commitment and the responsibilities of different parties.



The park currently hosts a wide range of popular programs and events like Falling for Local, pictured above. Image courtesy of Dix Park Conservancy

Two promotional cards for the "Ask a Psychologist" program. The top card features a portrait of Dr. Jaimie Lunsford and the title "Ask a Psychologist with Dr. Jaimie Lunsford: 'Bipolar Disorder Demystified'". The text describes how bipolar disorder can be a shifting kaleidoscope of experiences and offers a helpful framework for understanding it. The bottom card features a portrait of Dr. Kristi Webb and the title "Ask a Psychologist with Dr. Kristi Webb, PsyD, Licensed Psychologist: 'What Makes Change So Hard? (And How to Change Anyway)'". The text discusses the challenges of making change and offers strategies to overcome obstacles. Both cards include a "Click here to watch the video" link.

Past lecture examples of the North Carolina Psychological Association's "Ask a Psychologist" program

Ecological Restoration Projects

These are programs, infrastructure and interventions focused on fostering sustainable, mutually beneficial relationships between people and the natural world.

- A community orchard would provide connection to nature, nourishment, and this site's agricultural history. Dix Hospital staff and patients remember the orchards located near the Adams building. Consider reestablishing these at the north end of the meadow as a community project.

“Orchards are wonderful and attract pollinators and produce food if enough volunteers can harvest, otherwise the dropped fruit is messy. [...] Choose selections that are resilient and do not require chemicals to maintain. For example, Fig and Persimmons perform well in Raleigh.”—Horticulturalist

- Restoring Rocky Branch will create a natural escape for park visitors, enhance aquatic habitat, and highlight the ecology of the region.
- Caring for existing forestry and plant life in the park includes soil amendment, replanting, thinning, native plant establishment, and invasive plant removal. An up-to-date Tree Inventory will be a critical part of this action plan.

“Coming from the urban forestry perspective, the Dix property is going to be the only remnant woodland area left soon. As large trees have come down in the city, they have not been replanted. Keeping those big old trees is important. That's part of what draws people to the park property, that historical relevance. It could be that kind of landmark, a flagship for Raleigh.”—Local Arborist



A community orchard could be located in the meadow area.



MVVA rendering of the restored Rocky Branch



Workshop participants strongly supported projects that protect and expand the natural areas of the park.

Exhibits in the Landscape

By explaining what is happening or visible on the site now, interpretive elements in the landscape help visitors make the kinds of connections that inspire action. The sunflower field is a brilliant example of this. Other opportunities include:

- Rocky Branch restoration
- Cemetery restoration
- Invasive species removal
- Documenting demolition of hospital buildings and preserving traces in the landscape
- Welcome and orientation
- Loop trails
- Spaces for reflection and gathering
- Community history and storytelling projects

“There is a sense of community that develops when people are caring for something together.”

- Former Dix Hospital Staff Member on the Horticultural Program at the hospital



Activity booklets for children can help them engage with natural elements on the site, teach about restoration efforts, and encourage stewardship.



The building tour at University of Arkansas includes both free-standing signs and small plaques with QR codes at new building entrances to document razed buildings and provide historic information about the buildings.



Diagrams like this one help explain restoration efforts. These can be deployed as permanent signs, temporary displays, or on the park website/social media.



Interpretive information can be deployed during construction on fence banners or as temporary exhibits.

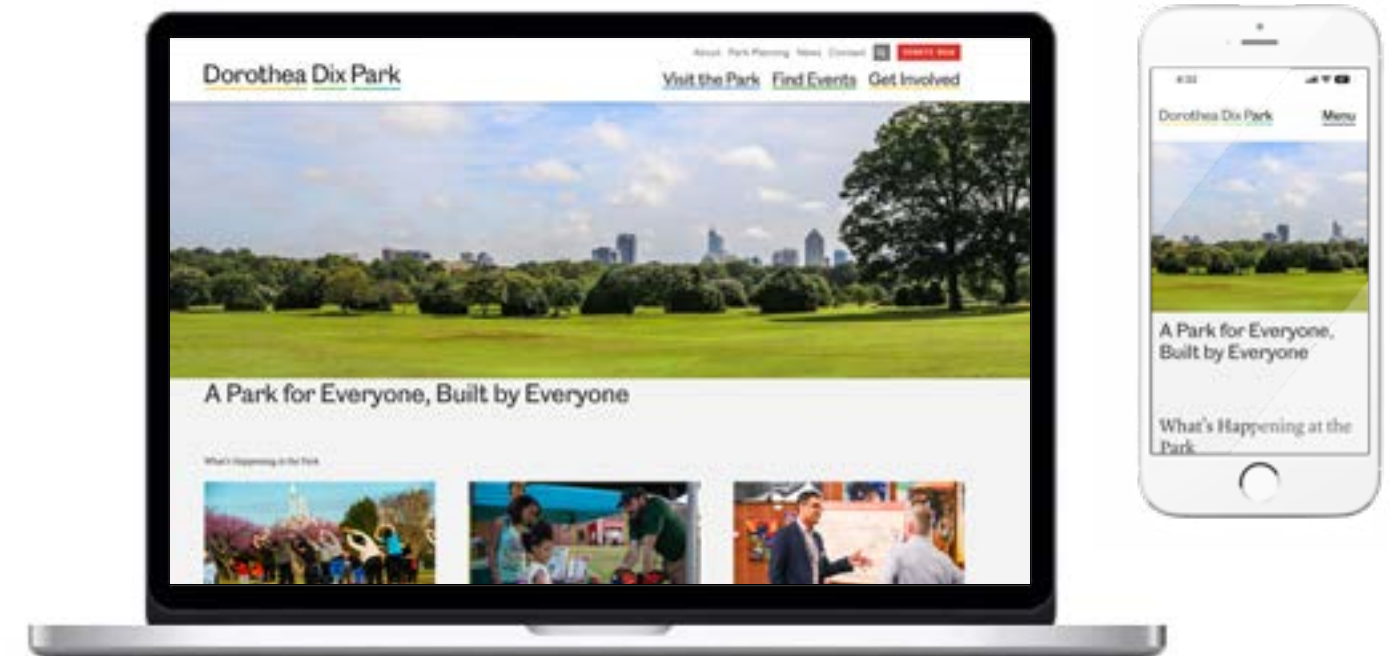
5. Implementing Key Projects

In addition to the active programming and improvements underway, we recommend these signature projects to anchor the visitor experience at Dix Park.

Welcome & Orientation

Starting at virtual and physical entry points, a well-designed navigation system for getting to and moving through the Park.

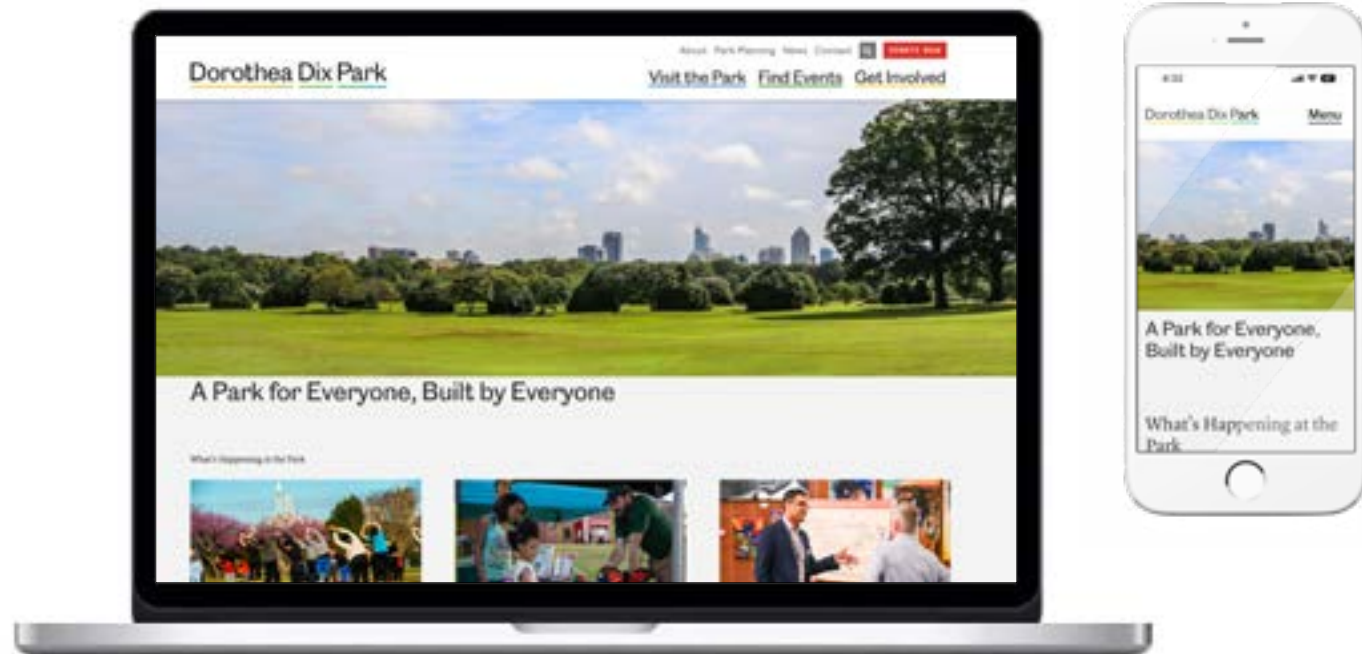
1 Website improvements



2 Entrance & wayfinding sign enhancements



1 Website improvements



A visit to Dix Park is likely to begin with an internet search. A well-designed website is the first opportunity to engage visitors with the site and its stories.

The current website has the right foundational elements, but could use some enhancements to optimize user experience and strengthen the park identity. A thorough audit and refinement of the website through a user experience lens would greatly improve this first touchpoint in the visitor's journey.

Recommendations

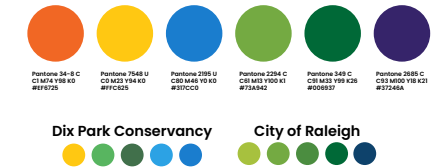
Integrate the park's new brand to create a cohesive brand journey for visitors



Current website (previous brand)

Dix Park A Park For Everyone

Brand Colors

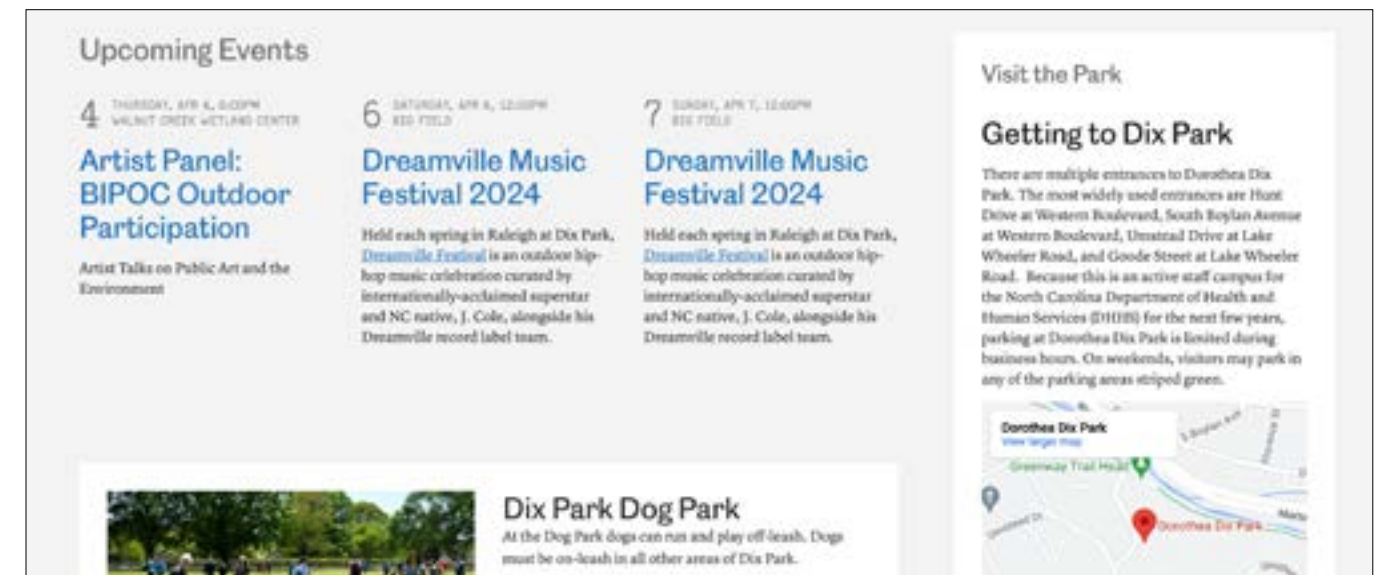


Design Goals:
Build a palette that draws from the City and Conservancy brand colors and incorporates the new Gibson Play Plaza purple.

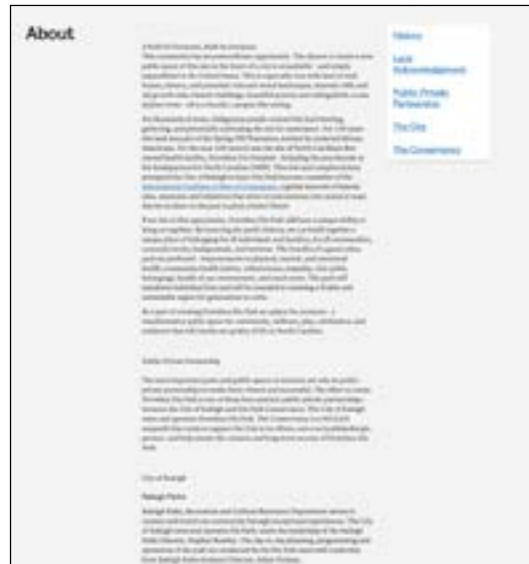
Updated brand

Create a more intuitive linking strategy throughout the site

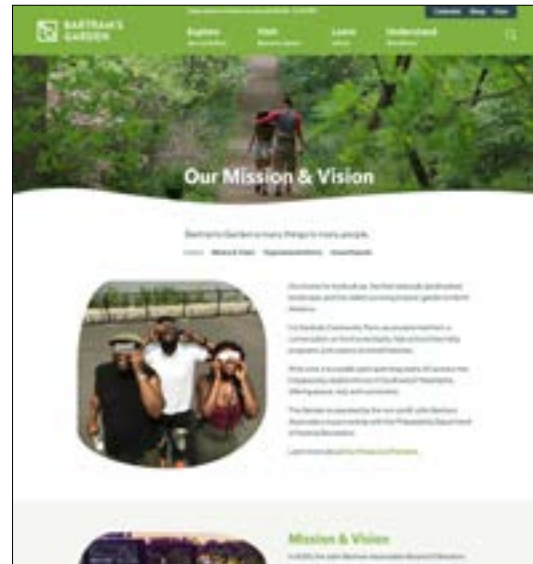
For example, on the home page, the headers "Upcoming events" and "Visit the Park" are not linked to those pages. Specific event pages could have suggestions for "similar events" at the bottom of the page, or allow visitors to more easily navigate back to their event search. Make it easy for people to get the information they want and to stay on the site, encouraging them to keep exploring and learning more.



Enhance the About page and History pages by adding visual hierarchy, color blocked sections, and photos. The History page should give more information about the site history, then invite users to explore more in an online exhibit. The existing virtual signage exhibit is a good starting point and could be adapted for this purpose, with content from the Gatekeeper’s cottage added and enhanced with design features to designate sections and sub-topics.

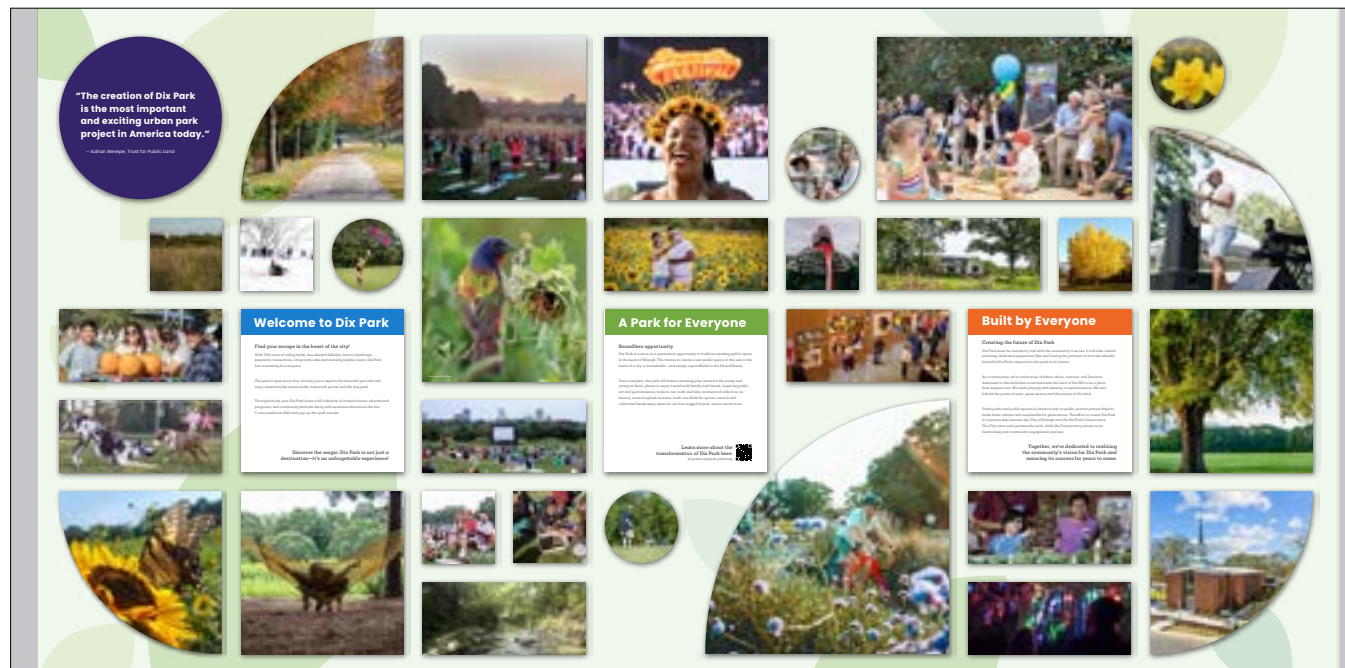


The current About page lacks hierarchy and organization users need to find what they are looking for, and lacks the visual interest to keep them on the page



The Bartram's Garden About page is organized into smaller sections with bolder titles, color and photos.

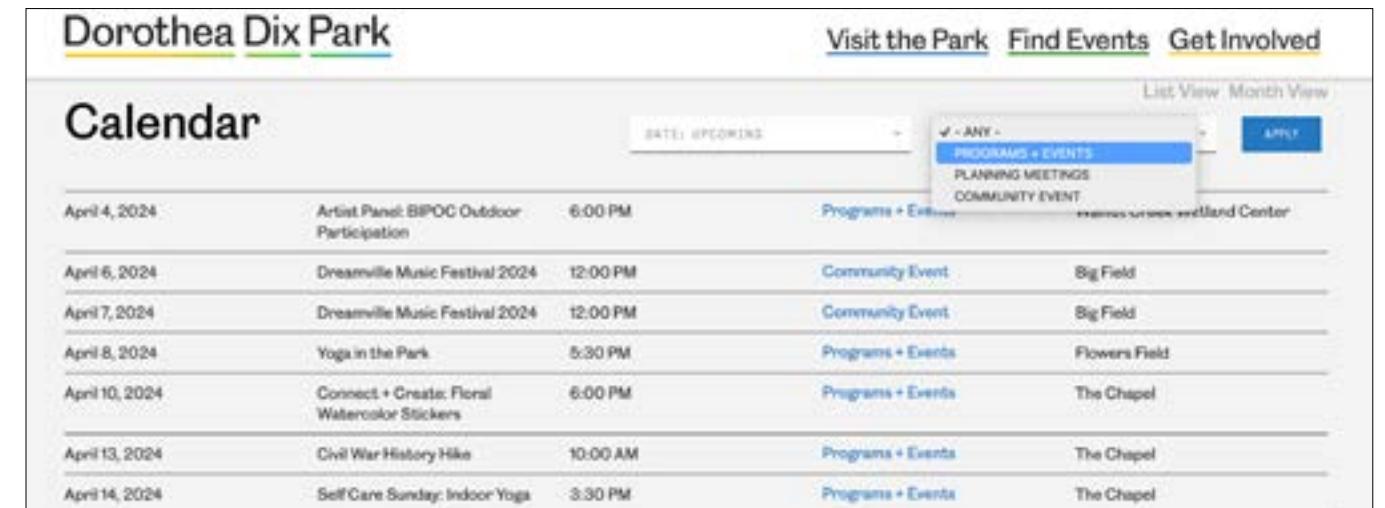
Enhance the landing page with more photos that help people envision themselves in the park, build excitement for visiting, and clearly communicate why Dix Park is special.



The Gatekeeper’s cottage entry wall features a fantastic variety of imagery showing different places, people and activities in the park. Adding more of these throughout the site will create a stronger first impression.

Improve navigability on the events page

Currently, the calendar distinguishes between “Programs + Events,” “Planning Meetings,” and “Community Events.” Add a search/filter feature that allows visitors to view types of events, such as kid’s programs, recreation, presentation, music, and art.



Create an interactive Park Map (currently under development)

On the current site map, destinations are listed and located but without information about why they matter or what visitors can do there. By layering this information into an interactive map, the park can encourage visitors to explore the site and reward curiosity. It also allows for more information to be included on this map. Elements like accessible entrances and paths should be a layer that can be toggled on and off.



The interactive map on the Bartram's Gardens website organizes points of interest by type, includes photos, and provides links to pages with more information.

2 Entrance and wayfinding sign enhancements



Dix Park needs a well-designed system of signage that welcomes visitors to the park, helps them understand the park, and gives them choices for how to move through the park. The grounds currently have some signs, but a comprehensive wayfinding plan and sign system designed for drivers, bikers, and hikers would help create a more welcoming, informed experience for visitors.

Recommendations

Create more obvious and welcoming entrance signage

Some entrances to the park lack any identification, and signs at other entrances are undersized for the vehicular speed of the adjacent roadway. This means that for many users, the first impression is one of confusion. Appropriately scaled, park-branded signage at entrances will reassure people that they have come to the right place and are welcome. Because the park is host to many evening events, illuminated signs at entrances are strongly encouraged.



The existing signs along Western Ave entrances are significantly undersized for their environment

Vibrant and properly-scaled entrance signage creates a more welcoming entry

Name, identify and direct to parking lots

The majority of visitors to Dix Park arrive in a car and their first destination is a parking lot. All public lots should be named, mapped, and signed appropriately. Reassured that they are on the right road, visitors can enjoy their first impressions of the park. Lots with parking restrictions (evenings only) should have that posted clearly at the entrance to the lot. Parking Lot signs can also feature "Park here for..." suggestions for major destinations.



Signs can be designed with removable panels (like the sign above right) to accommodate seasonal points of interest.

Parking areas are identified on the map, but not named or marked with signage on-site. Naming lots would also make GPS navigation to parking areas easier for visitors.

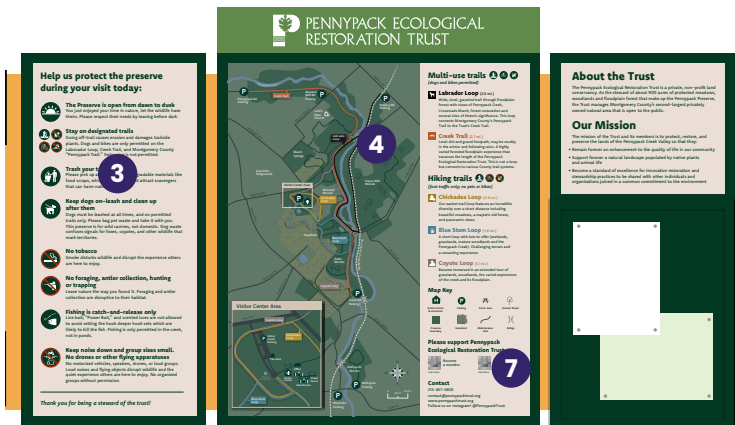
Create Head-of-Trails signage

Head-of-Trails Welcome Kiosk in parking lots and at major pedestrian entries are critical for orienting visitors and communicating essential information about the park. Key features of these signs include:

- 1 Shade and large size for small groups
- 2 Content positioned at a height comfortable to read for standing adults, for reading-aged children and people using wheelchairs
- 3 Park Regulations
- 4 Park Map locating the visitor (You are here) with destinations organized by type. Include QR code and URL the interactive map on the park website.
- 5 Introduction to the park: tag line, brief site history, land acknowledgement, and commitment as a site of conscience. Leverage exhibits at the Gatekeeper's cottage for writing this text.
- 6 Accessibility: ADA accessible building entrances, translated versions of the map (either on the opposite side or online),
- 7 Website and QR code for information about current events, digital tours, accessibility

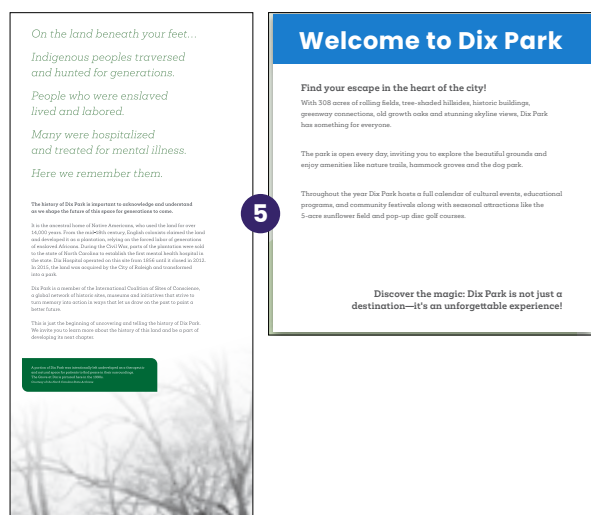
Deploy pedestrian directional signage

Pedestrian directional signs should also be deployed throughout the park, focused on major pedestrian paths and trails. These should include information about accessibility, amenities, distances, and connections at upcoming intersections. Signs should create a “breadcrumb trail” to major destinations, and have properly-scaled, visible identification at the destination.



Considerations for development

- Signs should be highly modular and changeable.
- Use lower-cost materials with the understanding that these signs will change often as the park evolves.
- Strategize implementation of signs to coordinate with construction projects.
- Detail signage with matchplate footings and/or as bandit straps on existing poles so the signs can be reinstalled if they need to be removed for construction.



Loop Trails

Developing interpretation for the four loop trails can be an early win for telling the core histories of the park. Following existing paths and roadways, visitors can learn about the ecology of the site, its history as a hunting ground, plantation, and psychiatric hospital, and how the site is being transformed into a major destination park.

The trails and the interpretation will evolve with the park as the master plan is built out. Interpretation along the loops may start with simple site signage and guided tours, and grow into a suite of self-guided tours linked to a website to incorporate images and audio clips.

The major resources needed will be staff to develop and deliver interpretive content and funding to design and fabricate interpretive elements.

Proposed ADA Improvements and Trails
Fall 2023



- 1** Grove-Creek Loop
- 2** Hospital Loop
- 3** Big Field Loop
- 4** Ecology Loop

Note: these have been based on existing and near future paths, rather than Master Plan drawings

1 Grove-Creek Loop



What is it?

This loop encompasses iconic elements of the Dix hospital site: Rocky Branch, the historic entrance and meandering paths through the Oak Grove, the Stone Houses, and the beloved sledding hill.



Primary Stories

Rocky Branch: natural and human communities drawn to fresh water, history of overuse and degradation, and restoration work underway

Native American hunting grounds and early settlements: The creek and overlook, which were both likely important sites for Native tribes as they hunted and cultivated crops in the area

From communal land to private property: Native American custodianship contrasted with plantation era clearing and exploitation of resources

Hospital Site Selection: driven by Dorothea Dix and her therapeutic philosophy

Original entrance and arrival at Dix Hospital: what arriving patients and visitors would have seen of the “Asylum on the Hill”

Oak Grove: restorative role for hospital patients, swing, gazebo, Hammock Grove and Oak Room picnic areas

Sledding Hill: best on snowy days

Stone Houses: past and present uses

Building Dix Park (Work in Progress): Gipson Play Plaza, greenway system, and Rocky Branch restoration

“This is a great opportunity to draw attention to the benefits of greenspace for mental health, stress and anxiety. It would be cool to come up with a nature/mental health walk that hits the trees, the gardens or historic sites, with benches to sit and think.”

—Community Member & Arborist

Considerations for development

Trail use will need to be coordinated with adjacent construction work, including:

- Rocky Branch creek restoration and greenway
- Oak Grove tree maintenance and restoration
- ADA trail improvements

Accessibility:

ADA accessibility upgrades are underway for part of the trail

Tour formats:

Would work well as a guided tour except that the path is not ADA accessible.

Interpretive signage could be intrusive in this area. For self-guided options, consider creating a brochure available at visitors centers and/or a version of the tour available online. Prioritize adding images and audio segments to the online tour.

2 Hospital Loop



What is it?

Walking among the abandoned and repurposed hospital buildings, visitors will meet some of the people who lived and worked at Dix Hospital and find opportunities to learn about the philosophy and evolution of care at the hospital, the buildings that made up the campus, and daily life at Dix Hospital.

Branching off of the loops, there is a walk connecting the chapel to the cemetery—two contemplative spaces tied intimately to the lives of hospital patients and staff.



Primary Stories

Dix Hospital: Dorothea Dix in North Carolina, founding of the hospital, therapeutic philosophy, evolution of campus and care, hospital closing

Plantation and agricultural history of the site: Dix Farm; 'Grimesland' and Spring Hill plantation boundaries

Main Hospital Building and Central Hospital pavilion: Architectural significance, view of Raleigh, existing foundations of the main building built by enslaved people

Union occupation at the end of the Civil War, emancipation, integration and resegregation of patients

Daily life on the Hill for staff and patients, using staff and patient stories to bring significant sites to life, including buildings (Spruill, Kirby, Royster, Harvey, chapel); the old boiler room; stone houses; staff housing (brick houses); and site landmarks like the oak grove, sledding hill, greenhouse site, and cemetery

Hospital economy and infrastructure: creek, railroad, steam plant, farming operations, staff and patient labor

"Tell the story through people, not facts. Festoon the park with chances to meet these different people."

- Raleigh Historian

Considerations for development

Because of the wealth of oral histories from the hospital era, this loop tour is an opportunity to commission an audio work that draws heavily from the oral history archives to tell this story.

Access to this loop trail will need to be coordinated with demolition and construction work. The tour itself will have to be updated as hospital buildings are demolished and repurposed.

The city is currently refining plans for demolition of some hospital buildings. These buildings should be fully documented before demolition so that in the future, they can be reconstructed in augmented reality to allow visitors to view past and present side by side.

Accessibility:

ADA accessibility upgrades are underway for part of the loop. All of the walk is currently paved.

Tour formats:

Phase 1 - Develop the script and refine the delivery of a guided tour.

Phase 2 - Create a tour guide/brochure available at visitors centers and a version of the tour accessible online.

Phase 3 - Develop or commission an audio work that draws heavily from the oral history archives. This too would be integrated into the online version and with the existing script.

Avoid adding permanent interpretive signage beyond placing "head-of-trail" signs in the parking lots. It could be intrusive in this area.

3 Big Field Loop



What is it?

A loop walk exploring the history of agriculture on this site including Native American settlements, clearing and farming by enslaved Africans, and a century of hospital staff working with patients as unpaid labor to support hospital operations.



Primary Stories

The land before settlement: restoration of prairie and savannah ecotypes

Native American settlement in the area: cultivating crops and caring for the land

Spring Hill plantation: view of existing plantation house; "Quarters for enslaved people were located to the west of the house"

African American people clearing and farming the land before and after emancipation

Hunter Family records: how we know what we know

Dix Hospital Farm: extent, crops, livestock, and the use of unpaid patient labor, framed as a form of therapy until it was outlawed in the 1970s

"Create an interactive walk through the history of the legacy component of this site...Storytelling should be at the heart of conveying the legacy of Dix."

—Legacy Committee Report, 2018

Considerations for development

Accessibility:

There are no accessible paths into the Big Field itself.

Tour formats:

This walk is best suited for a self-guided tour. Interpretive signage could be added in the parking lots and along the roadways without feeling invasive. Given that many users will be passing by the site or attending a single event, this may be the most appropriate format for this loop tour.

This loop covers sites that are highly significant in African-American community history. There is a trove of oral histories to draw on for the creation of an audio work to tell this story. Eventually these oral histories, along with written records, may be incorporated in the proposed Descendants Pavilion and memorial.

4 Ecology Loop



Pine Loop
Image courtesy of Dix Park Conservancy

What is it?

This path tells a story of natural and assisted regeneration of the ecosystem including a young pine forest, a self-seeding meadow that has attracted a host of native birds, and a field of sunflowers that naturally extract pollutants from the soil.



Primary Stories

Rocky Branch: significance of creek for Native Americans, colonists, hospital; history of overuse, degradation and restoration work underway

Landfill: extent, what's here/how did it happen, what's involved in cleaning it up, restoration time frame and cost

Self-seeding meadow: demonstration of natural regeneration and restoration of natural habits. Native flora and fauna found here

Bird Watching: Bird species seen/heard here
Pine Forest: significance of the pine tree in North Carolina history, the process of forest regeneration (young trees, overcrowding, invading species)

Sunflower Field: phytoextraction: using plants to remove contaminants from the soil

Cemetery: significance of the site, impact of adjacent landfill, restoration efforts

Flowers Field: art installations or events in progress or anticipated

Building Dix Park/Work in Progress: renovation of Flowers Cottage for more public use

"Part of the site is a landfill for municipal waste. Instead of erasing and ignoring that reality, it seems it could be part of the interpretation. Dix Park is part of a section of the city where folks were thrown away, land was trashed. Not a pretty history but for folks who don't know—draw lines where landfill is. Ask: Where were other landfills? Mostly in communities of color."

—Community Member

Considerations for development

The Ecology Loop includes more than the Pine Forest Trail. Trail work will be needed to clear and connect existing trails. New wayfinding signage will be needed to direct visitors from parking lots to the trail and explain destinations and distances when there are forks in the trail.

Accessibility:

The existing trails are not ADA accessible.

Tour formats:

Self-guided options are best here. Interpretive signage should be used sparingly, but consider placing signs at points where the ecosystem changes with some information about the plants and animals who live there. These could include a QR code link to more information on the website.

Spaces for Reflection and Gathering

Places where shared histories of the site can be remembered and reflected on will strengthen community bonds. In addition, these gathering spaces provide opportunities for shade, rest, celebration, conversation, and shared enjoyment.



- 1 Cemetery Restoration**
- 2 Descendants Pavilion**
- 3 Outdoor Performance/Gathering Circle**
- 4 Restorative Gardens**
- 5 Dix Hospital Memorial**

1 Cemetery Restoration



Dix Park Cemetery
Image courtesy of Dix Park Conservancy

What is it?

The hospital cemetery is a site of conscience. There are some gravestones, but most are small markers that record patient names and dates of death. Some people were buried at the hospital because their families saw it as their home. Others were laid to rest there because families could not afford burial elsewhere, or had not maintained contact with the person who was hospitalized. Reclamation and restoration of the burial space has been underway since 2017.



Primary Stories

Individual stories of those buried in the cemetery through words, audio or images

Death as part of hospital life: how did the hospital community deal with death?

The ongoing cemetery restoration project

“The graveyard is a huge thing to me because that speaks to people whose lives were spent in that institution. To me, the graveyard is sacred ground.”

- Family Member of Former Dix Hospital Patient

Considerations for development

Restoration of the cemetery must be coordinated with and protected from remediation work at the adjacent landfill.

Raleigh City Cemeteries Preservation Inc who surveyed the cemetery and the Raleigh Historic Cemetery Advisory Board are potential advisors for this project.

“Our cemeteries are among the most sacred places to us. Our existence as a Nation has been a search for a shared identity. We have a system of kinship – knowing where ancestors were buried and who they were provides us with language to knit ourselves together as a community.” —Lumbee Community

Member & Scholar

Native American patients were treated at the hospital, and Lumbee and Coharie people are buried in the hospital cemetery, but Native ancestry was often not noted in the hospital records and many gravesites were not marked.

“If Native American people are buried there, it’s important to locate grave sites and inform families so that they may visit, burn sage and tobacco, etc” —Cultural Expert

Reclaiming the site to honor those buried there will require additional research to identify patients buried here, further delineation of cemetery space, creation of additional markers for those who can be identified, and recognition of those buried there whose deaths were not recorded. New landscaping is recommended to create a contemplative walk around the cemetery.

2 Descendants Pavilion



What is it?

The pavilion is for community gatherings and family reunions, a memorial to the people who were enslaved at Spring Hill plantation and other plantations across the region and their descendants, and a site for reckoning with the realities of slavery.

"The city has washed the history of plantations away. For the Hunters, it is of utmost importance that we trace and document and help the community understand the human histories of the site, and how descendants have survived and thrived."

—Community Researcher & Hunter Descendant



Primary Stories

The arrival of the first Africans in the early 18th century

View of the Spring Hill plantation house and probable location of housing for enslaved people

Life at Spring Hill plantation

Preserving Culture and Community in Spite of Enslavement

Life after Emancipation

Building Dix Hospital

John Hunter and the Hunter Descendants

"This could be a good way for descendants to get involved and help make a contemplative site like this. The site would also encourage other Black community members to see the work already done and add their own research. This could be a continuously evolving site."

- Hunter Descendant

Considerations for development

The pavilion must be sited across the road and in view of the Spring Hill plantation house.

Members of the descendant community must guide the evolution of the pavilion and site:

"I don't want a little block that has the names of our ancestors on some kind of a piece of stone. It has to be more than that, something that's also maybe interactive, something that gets kept up to date and fresh because you know new things can be added to it." —Hunter Descendant

This pavilion is a critical interpretive element that is not included in the Master Plan. The park should start working very soon with Hunter descendants to define key project goals and select a significant site within the planning framework.

3 Outdoor Performance/Gathering Circle



Primary Stories

The abiding presence of Native Americans on the land

Native American community and culture

"We need to create more visibility for the American Indian population, acknowledgement that we were here, and ways to tell the stories of contemporary American Indians. I like the idea of a place for storytelling- like an outdoor performance space."

—Community Member

Considerations for development

Native American artists should guide the design of the space, and create artworks to tell their stories visually and through performance (illustrations of murals, mosaics, weaving, etc).

This element is not included in the Master Plan. The park should start working very soon with Native American community members to define key project goals and select a site where it can exist comfortably within the planning framework.

What is it?

Outdoor performance space designed by Native American artists for dance, drumming, ceremony, and storytelling. Both a place for sharing tribal traditions and stories, and a place where people can bring their own ideas for use and what should happen there.



4 Restorative Gardens



What is it?

These are gardens designed to make restorative experiences in nature accessible for everyone. They will be designed to incorporate and share the botanical traditions of different communities connected to the site.

“Establish certain areas on site as sanctuaries and sites for reflection and quiet.”

—Legacy Committee Report, 2018



Primary Stories

Rituals and plants associated with individual and collective care in Native American, African, African-American, and European traditions.

The use of horticultural therapy at Dix Hospital

“A garden like this would be good, where different tribes could be represented through their medicinal plants, with oral traditions about how the land was cared for. An opportunity to move into right relationship with land, flora, fauna, to nurture it, where people can thrive. Work with Native farmers and healers to maintain the garden [and] people will bring their own ideas to the space.”

—Community Scholar

Considerations for development

These gardens will be located in the area initially labeled as a “botanical garden” in the Master Plan.

Restorative gardens and related park programming must be accessible and welcoming for people with a range of physical and sensory needs, including people who have mental health disabilities or are neurodiverse. Consulting with these groups will be critical to create a space they feel comfortable in.

While the first gardens will focus on the traditions of Dix legacy communities, these gardens may be expanded over time to include restorative plants and traditions from other cultures.

Work is underway to plant a healing garden around the chapel. This site is close to the site proposed for the larger collection of restorative gardens, and may be woven into the experience as the gardens are established.

The restorative gardens should be welcoming to all ages, but maintain a calm and meditative atmosphere. For the youngest visitors, there will also be a sensory garden in the Gipson Play Plaza for children.

5 Dix Hospital Memorial



What is it?

A reflection space dedicated to those who were treated, lived and worked at Dix Hospital.



Primary Stories

Stories of people who struggle with mental illness and those who care for them, told in their own words/voices

Recognition of some of the pioneering work in mental health care at Dix Hospital

Stories that shed some light on Dix Hospital as a home and community, as well as a psychiatric hospital

“I am picturing an autobiographical component where patients and families could contribute personal experiences, accounts, struggles, and where the emotional/mental/physical/economic/social toll that mental illness and its stigma takes on the patient, their families, and the community could be highlighted through stories.”

—Former Dix Hospital Staff Member

Considerations for development

The site for this memorial should be easily accessible, close to the hospital, and may be a part of the restorative gardens.

Design and planning should be driven by close consultation with former patients, staff, and family members. Incorporating oral histories into this experience can have a tremendous impact in bringing these stories to life.

Dorothea Dix can be recognized here with others for their pioneering work in improving mental health awareness and care. The full story of her legacies at Dix Hospital are complex, and better explored in an exhibition than at the memorial site.

“Ensure the engagement and participation in the planning, development and ongoing operation of any memorial to Dorothea Dix by persons served by the Dix Hospital, their family members and professional and service staff at the Dix Hospital.”

—Dorothea Dix Hospital Memorial Task Force Report, 2016

Community History and Storytelling Projects

Research, curation and exhibits that draw on the wealth of existing historical and cultural resources, and implement practices and partnerships for future community history and storytelling projects.



- 1 Exhibitions**
- 2 Art Related to Site History**
- 3 Research & Resources for Community History**

1 Exhibitions



From Plantation to Park: The Story of Dix Hill exhibit at City of Raleigh Museum, 2018
Image courtesy of Dix Park Conservancy

What is it?

Exhibitions, developed by historians and curators working with community members, and installed in a gallery or museum space on site are best for in depth exploration of the layered stories and legacies of the Dix Park site. Visitors can choose whether and when to visit.



Potential exhibition topics identified in workshops

Archeology near the site

Dorothea Dix and her complex legacies

Dix Hospital history, incorporating artifacts, drawings, photographs, diaries, and oral histories from patients and staff

The evolution of mental health care in North Carolina and current issues with psychiatric care

Spring Hill plantation and descendant community history

Rotating exhibits co-curated with community groups

"This hospital up in New England...when it closed, they went in and things had been left there by people and they developed this kind of museum that told the story of the lives of the people that had been there. It might be a suitcase that had somebody's books in it or their reading glasses or their journal, things like that.

It really brought to life that institution and the people that were part of it, and it was wonderful because it placed them in a context...you're looking at them through the things that everybody has—clothing, suitcases, journals, books—all of a sudden you begin to see past the mental illness to the human beings."

—Family Member of Former Dix Hospital Patient

Considerations for development

There is a wealth of materials but to create substantial exhibitions and related programming, the park will need curatorial partners, space, and funding.

Permanent exhibition space will take time to fund, staff and organize. In the interim, focus on smaller capsule exhibits in the Chapel.

Renovated spaces in existing hospital buildings will be compelling locations for exhibitions about life at Dix Hospital. The Harvey and Royster buildings and the foundations of the South Wing of the McBryde Building have been proposed as possible "museum" sites.

"Consider the property a teaching tool to educate the public about mental illness, trace the history of treatment for the mentally ill in North Carolina, [and] decrease the stigma associated with mental illness."

—Dorothea Dix Hospital Memorial Task Force Report, 2016

2 Art Related to Site History



The Will of the Father
Live performance photo by Caroline Cockrell for the Black on Black Project

What is it?

Artists can communicate powerfully and directly about the site's history. These experiences with art embedded in the park experience may be permanent or temporary installations or more ephemeral performance works of sound, image or dance. Whatever the medium, they must be the result of a real collaboration between artists and community members.



Primary Stories

We recommend using the goals and themes of this CIP as a framework, but beyond that it would be up to the artist working with a community to decide what stories to tell and how to tell them.

Art can illuminate connections between site history and broader issues in the Raleigh community. One of these is the ongoing story of transformation and gentrification in the area, and its impact on historically Black neighborhoods.

“I grew up [near the site], and older people, my dad’s friends, have been uprooted. Our history is being erased so that Raleigh can be on a top ten list that doesn’t even reflect people’s actual quality of living.”

I feel a sense of hopelessness—where am I supposed to teach my kids now that my community is not my own, and I’m not able to be a part of the change that my community needs.”

—Community Member & Mental Health Advocate

Considerations for development

These projects could be many places on the site, but best placed by the artist at points where visitors will naturally encounter and engage with them.

“Enlist artists and craftspeople to create healing art, music, dance, and theater for the site and to make it a constant beehive of creativity. This could include art exhibitions, performances, classes, and sales venues.”

—Legacy Committee Report, 2018

Prioritize commissions and residencies for artists with lived experience that connects to the community histories of the site (Native American, African American, Hospital and Ecological community histories).

3 Research & Resources for Community History



The Pennhurst State School and Hospital
Image Courtesy of Each+Every

What is it?

Future research connected to the site can amplify Dix Park as a shared place to learn about community history. There is a wide range of research opportunities, including the collection and curation of oral histories, the analysis and exhibition of historical artifacts and documents, and genealogical research stemming from the Hunter descendant project.

Making research and resources available on the site will contribute to building community and expanding critical resources for future research, art, and interpretive projects.



Topics

Oral History projects (see page 152)

Archeological work to substantiate lesser known histories of the site, such as its use and possible settlement by Native American communities and the lives of those who were enslaved at Spring Hill plantation.

Archival projects (see page 158)

Research projects related to general site history, mental health care and Dix Hospital history, Spring Hill plantation and descendant history, Native American history, and the ecological transformation of the site over time (see page 162)

“As a high priority timewise, the Committee recommends that funds be allocated to interview as many former patients and staff of the hospital as possible for oral histories about their time at Dix.”

This is an important resource that will become increasingly unavailable over future years. It is invaluable in helping the public understand their stories, the treatment that happened there, the evolution of that treatment over time, and the personal stories that will serve as the connective tissue between Dix Park and the public.”

—Legacy Committee Report, 2018

Considerations for development

Priority should be given to ongoing oral history projects involving collection, archiving, and sharing of community stories connected to the site. **This is urgent**, as many people who can speak to hospital-related history are growing older.

This initiative should include dedicated space and equipment to provide community access to oral history archives (with appropriate care and permission) and genealogical search engines. Possible sites for this space include the Royster Building, or integration into the future museum space.

Staffing Recommendations

To deliver any of the experiences outlined above, the park will need an experienced staff team of interpreters and educators to develop interpretive content; create and lead interpretive and educational programs; write interpretive signs, brochures, and digital stories; create park maps and brochure; update park websites; work in and manage visitor centers; and train and supervise professional and volunteer interpreters.

We recommend that the city expand and assign Historic Resources and Museum staff to the Dix Site. A Director of Interpretation should be the first staff member. This person should focus on expanding interpretation at the site and building the interpretive team. Team members will come with different lived experiences and bring different qualifications. Eventually this team would include people who are skilled in research and curation, asset management, grant writing, program and exhibit development, and expertise in a wide range of topics, from genealogy to natural sciences.

The park could also look to this team to advise ongoing projects with historical components, conduct related community engagement, and ensure that affected communities are engaged in timely and meaningful ways in planning and design of new park projects.

Legacy Committee members have served as historians, archivists, and champions for interpretation. Our hope is that this committee will continue to drive the implementation of the CIP and serve as primary advisors to the professional staff. The Dix Park Interpretive team should work collaboratively with this group and leverage their efforts to the fullest extent possible, while also engaging with focused stakeholder groups and the general public.

Project Development Framework

The park will be built out over time. In the process, City and Conservancy staff will encounter many proposals from stakeholders and the community at large for projects and programs targeted for specific audiences and purposes.

Navigating this will require a steady hand and clear guidelines for project selection and development, from conception to completion.

Steps to launching a project will include:

- Allocate staff time to vet and shape ideas into project proposals
- Assemble an internal stakeholder group to assess proposed projects and funders for alignment with the park's values of inclusivity
- Refine the goals of the project, desired visitor experience, and how this proposed project aligns with both short- and longer-term park plans
- Define the budget, scope, and project timeline
- Confirm funding sources, procurement requirements, and alignment with other work underway in the park
- Assemble an advisory committee of external stakeholders with lived experience, expertise, and community connections needed to guide the project
- Define how they will be involved throughout, what the park is asking of them and what they will receive in return
- Be clear and transparent about the process and who makes final decisions
- Determine what other partners or professionals are needed on the team and take appropriate steps to engage them
- Submit project for approval to the relevant entities (funders, city, community)
- Prioritization of project proposals will have to take into account opportunities for “quick wins” (interventions that are simple, economical, and adaptable), the phasing of the master plan, and when funding and other support becomes available for a particular project.

For each initiative along the way, re-engaging stakeholder communities in the planning and design process will be key to successful implementation.

Implementation Matrix

Timelines for interpretation projects will be based on a variety of factors, including funding sources and budgets, staffing, partnership opportunities, stakeholder priorities, and physical changes in the park.

Some projects require a high degree of coordination with other construction projects; others can be developed and independently of other park initiatives. Projects are organized by the level of site preparation/development required before the project can be implemented:

A Projects

Can start immediately once funding is in place, and build on existing resources/assets

B Projects

Must be planned and designed in unison with other Master Plan initiatives, including building redevelopment

A Projects

\$ = \$100,000 or less \$\$ = \$100,000-500,000 \$\$\$ = \$500,000+ * = critical first action items

Project/Recommendation	Location	Primary Audience	Cost	Community groups to involve in development	Timing/Phasing considerations
Hiring Interpretive Staff *	N/A	N/A	\$-\$\$	N/A	Staffing needs and roles will change as interpretation on the site evolves
Research & Resources for Community History *	N/A	Varies depending on topic	\$-\$\$	Legacy Committee Oral History Working Group and Genealogy Working Group	Collecting oral histories related to Dix Hospital is time-sensitive. Other research efforts will help prepare materials for future interpretation on site.
Website Improvements	N/A	All park users; especially first-time visitors and people looking for information about events	\$	Consider beta testing with the Community Committee	Most efficient and effective to implement this as a single and unified effort, rather than breaking up into individual projects
Entrance & Wayfinding Signage	Park-wide	All park users; will become especially important as the park evolves and it is different from returning visitors' previous visit	\$-\$\$	Community Committee: All signs Legacy Committee: Head-of-Trails sign	Entrance and Head-of-Trails signage can start immediately. Other signage should be phased in coordination with DHHS and construction.
Loop Tours & Trails	Multiple locations	Adults; consider creating versions for school groups and scout troops	\$-\$\$	Legacy Committee, Descendants of John Hunter project participants, Community Committee	Guided tours on accessible paths should be prioritized
Cemetery Restoration	Cemetery	Family members of those buried in the cemetery; Dix Hospital community; general park users (giving them an understanding of the physical cemetery space)	\$\$	Legacy Committee, Raleigh City Cemeteries Preservation Inc, Raleigh Historic Cemetery Advisory Board, Dix Hospital Alumni	This project has both a physical/landscape component and a research/interpretive component. The physical elements should be prioritized to better define and protect this space.
Temporary Exhibitions	Chapel	Varies depending on exhibit topic	\$	Communities related to exhibit topics	The Chapel is the best indoor space for exhibits at the park currently; exhibit space will evolve as buildings are redeveloped
Art Related to Site History	Park-wide	Varies depending on topic; potential to impact most park users	\$	Communities related to art topics	Art can be curated to engage different audience groups throughout the year
Programs & Events Related to Site History	Park-wide	Potential to impact most park users	\$-\$\$	Communities related to event/program topics	The Park should continue its active roster of events and programs, and actively seek partnerships to amplify history-related events

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B Projects

\$ = \$100,000 or less \$\$ = \$100,000-500,000 \$\$\$ = \$500,000+

Project/Recommendation	Location	Primary Audience	Cost	Community groups to involve in development	Phasing considerations	
Descendants Pavilion	Behind Scott & Ashby, sight-lines to Spring Hill house	Descendant community; Raleigh African American community	\$\$\$	this space intentionally left blank for printing	Hunter Descendants; also expand to larger Raleigh African American community for more universal themes	Scott and Ashby will be demolished within the next couple of years. Construction will likely need to wait until the buildings and back parking lots are removed.
Outdoor Performance /Gathering Circle	In Big Field near hammock grove	Native American community	\$\$-\$\$\$		Native American community	Site will need to consider connections to the future loop road (after Williams is demolished). Parking, drop-off and proximity to restrooms should be discussed when determining location and access.
Restorative Gardens	Tate Dr area	Potential to impact most park users	\$\$\$		Legacy Committee, Community Committee, groups supporting/with expertise in neurodiversity and mental illness	These are labeled as a “botanical garden” in the Master Plan; will need to be coordinated with the Rocky Branch restoration and building demolition.
Hospital Memorial	Near Big Field & hammock grove	Dix Hospital community; Raleigh mental health community	\$\$-\$\$\$		Legacy Committee, Dix Hospital alumni, mental health community, current patients of nearby psychiatric hospitals	May be a part of the restorative gardens; will need to be coordinated with that effort, the Rocky Branch restoration and building demolition.
Exhibitions in New Spaces/Permanent Exhibitions/Museum	McBryde, Harvey, and/or Royster	Varies depending on exhibit topic but typically park users interested in history; students	\$\$-\$\$\$		Communities related to exhibit topics	Permanent exhibit spaces will be dependent upon building redevelopment planning

6.

Research Resources & Recommendations

Cultural and historical interpretation at Dix Park begins from a remarkable resource—a wealth of existing research projects related to the site. This includes a wide-ranging collection of archival objects; dedicated community historians conducting research on descendant lineages and the history of mental health care; and ongoing collection of oral histories related to Dix Hospital by members of the Legacy Committee.

This section gathers these and other projects, and discusses how to implement practices and partnerships for future research related to the site. More information, along with image and archival resources, can be found in the Appendix.

The CIP Matrix

Because there has been an array of historical research and community engagement connected to the site over time, it is important to have a tool that aggregates insights and findings in one place, and can incorporate new information as it is discovered. Currently, this tool is the **CIP Matrix** (see the Appendix). Eventually, with the hire of dedicated interpretive staff, this tool will be refined to best meet the needs of the historian(s) working at Dix Park.

The Matrix incorporates community history storylines, quotations from oral histories and community feedback, and references to site-related artifacts, documents and images. It draws on all of the research documents held in the City of Raleigh's folders, including the foundational work of the Legacy Committee, and insights collected through the stakeholder engagement process as well as additional resources discovered over the course of the CIP research phase.

The Matrix's main storylines are collaborative narratives that synthesize a range of historical data and stakeholder input. Rather than finished stories, they are best used as launch-pads for projects that will dive more deeply into particular aspects of the site's past, expanding and refining the larger site history in the process.

How to use the CIP Matrix as a starting point for research, art and exhibition projects

In general, the Matrix should be used as an internal reference rather than a source for finalized public language, as each project will require the development of its own focus, framing and voice.

When a historian, student, curator or artist begins a project related to the Dix site, the City can provide them with a copy of the relevant sections of the Matrix, which will allow them to identify resources and experts related to the work they plan to do. New references and resources can be added to the Matrix as research advances.

Overview of the Matrix structure

The Matrix is organized into four major sections:

Ecological History
Native American Community History
African American Community History
and Hospital Community History.

Each section contains several major **Storylines (column A)**. See the Table of Contents below for a list of storyline ‘chapters.’

The **Main Messages (column B)** provide the big ideas within each storyline, generally organized chronologically. This is a good place to look to get a big-picture sense of ‘what happened.’

Look to the **Supporting Stories (column C)** for leads on anecdotes and personal histories that bring the bigger narratives to life. Interesting characters connected to the histories of the site are in bold. This is a category where future historical researchers and artists working on site-specific projects can really dig in.

Many supporting stories are accompanied by **Quotes (column D)**. These come from former Dix Hospital patients and their families, staff, and other community members. They are culled from the CIP’s community engagement and research documents and oral histories. Many of the quotes also exist in audio form. Curators and students working on exhibits and other projects that include audio tours or oral histories can find starting-points for their projects here. They should use these quotes with care—see the Oral Histories section below.

Records/ Artifacts / Images (column E) lists archival and primary source materials connected to various stories. Where possible, the Matrix supplies source locations, call numbers and thumbnail images. Image information can be found in the cell above the thumbnail and larger image versions are located in the image folders in the Appendix.

The last three columns of the Matrix are most useful as an internal reference for the City and Conservancy as they plan interpretive projects in the park and create opportunities for artists and researchers to engage with the site.

Design Ideas (column F) compiles suggestions for interpretive elements that rose to the top in discussions with community members. Possible partners for particular projects are listed in bold.

Advice for Us (column G) provides quotations from stakeholders about how to approach a specific historical event or design element. This is a good first stop for gaining awareness about issues of sensitivity, care and inclusion related to a specific story or project, although more engagement and research will likely be needed to flesh out these considerations.

Possible Site Locations (column H) provides a place to list locations for potential projects in the park.

Matrix Storyline

Table of Contents



ECOLOGICAL HISTORY

Early Ecology
 Layers of Land Use
 From Common Land to Private Property
 Development of the Site as
 ...Plantation
 ...Hospital
 ...Landfill
 Who has worked this land?
 Dix Park as a place for Restoration and Repair



NATIVE AMERICAN COMMUNITY HISTORY

Native America
 Living through Colonization, Protecting Community
 Native Americans at Dix Hospital
 Dix Park as a place for Visibility and Vitality
 Present / Past / Future



AFRICAN AMERICAN COMMUNITY HISTORY

Establishing Spring Hill plantation
 Life at Spring Hill plantation
 Hospital Foundations
 The Civil War
 Exclusion, Segregation and Integration at Dix Hospital
 Emancipation and Reconstruction
 Plantation Life after Reconstruction
 Raleigh's Freedmen Communities
 Growth of Cultural Institutions
 Jim Crow Era
 Raleigh's Parks
 Civil Rights Movement
 From Segregation to Gentrification
 Dix Park as a place for Acknowledgement and Inclusion
 John Hunter and the Hunter Descendants



DIX HOSPITAL COMMUNITY HISTORY

Mental Health Treatment in North Carolina before Dix Hospital
 Dorothea Dix
 Design & Construction of Dix Hospital
 Civil War comes to Dix Hospital
 Rise of Nursing
 Segregation & Integration at Dix Hospital
 Expansion of the Hospital
 Patient Work at Dix Hospital
 The Great Healing Outdoors
 Working at Dix Hospital
 Home for Staff
 Home for Patients
 Dix Hospital as Community
 Diagnosis and Treatment at Dix Hospital
 Patient and Family Stories
 All Faiths Chapel
 Dix Hospital Cemetery
 Closure of the Hospital
 After Dix Hospital: The Deinstitutionalization of Mental Health services
 Dix Park as a Place for Healing

Oral History Projects

Several oral history projects connected to the Park site exist, some ongoing. Researchers interested in conducting additional oral histories should begin by contacting the relevant project contacts. We recommend the Legacy Committee Oral History Working Group as a first contact.

People working in their own communities to gather stories often make the best oral history interviewers. Anyone who is doing this work for the first time should undertake some educational training about method and ethics and work with someone with community or oral history experience.

To sustain oral history projects, the City should look to partnerships with universities, state archives and libraries, which can provide connections to researchers, and secure, accessible holdings for recordings and transcripts once they are completed.

Existing Oral History Projects

LIVES ON THE HILL

Video, produced by NC Health News in 2016. Includes clips from interviews with former patients and staff at Dix Hospital; 15 full interviews conducted. Contact: Rose Hoban

DIX PARK ORAL HISTORY PROJECT / CRITICAL LIVES ON THE HILL

Audio + transcript, conducted by Susan Garrity 2020-present. 16 full interviews (10 Native American, 4 Plantation Era, 2 Hospital Era), 3 audio and film oral history interviews conducted by Legacy Committee Ran Coble in 2023-24 with two former directors of Dix Hospital and one with a relative of a Dix patient and local philanthropist." 20-25 additional oral histories planned to be conducted by Burgetta Wheeler. Unpublished to date. Contact: Elizabeth Page

STORIES THAT SAVE LIVES: DOROTHEA DIX HOSPITAL

Audio + transcript, conducted by scholars at the Southern Oral History Program. 7 interviews with former staff and patients at Dix Hospital. Held at the Southern Oral History Program Collection, UNC Chapel Hill Libraries. Contact: Director Seth Koch

NATIVE NORTH CAROLINIAN INTERVIEWS HELD IN THE SOHP

Audio + transcript, conducted by students and scholars at the Southern Oral History Program. Interviews related to Lumbee and civil rights history in the region (primarily Robeson county). Held at the Southern Oral History Program Collection, UNC Chapel Hill Libraries. Contact: Director Seth Koch

DIX HOSPITAL IN SOUND IN SITU

Audio collage built from interviews with former patients at Dix Hospital and others who have lived with mental health challenges. Created by Felix Obelix (Wendy Spitzer), presented at the 2019 SEEK Festival.

Developing and Using Oral Histories

- Partner with an educational platform like the Southern Oral History Program to collect and archive site-related oral histories.
- Resource and support the oral history research currently being conducted by members of the Legacy Committee.
- Continue to interview community members with connections to the site. Some starting-points for who to interview have been provided to the City and contact names and details are noted throughout the Matrix.
- Establish a residency, student fellowship or staff position that curates existing and new oral histories into audio walking tours. Material exists to develop an oral history tour focused on the stories of Dix Hospital staff, patients and family members. Additional collecting will need to be done to build an archive for other community history tours.
- Create a booth within a park gathering space that allows visitors to record brief reflections related to the site around a particular theme. Topics might include recent changes in the neighborhood related to gentrification or experiences facing mental health challenges. These will need to be reviewed and curated by an experienced community historian.

Guidelines for Sharing Oral Histories

Because this kind of storytelling is so directly linked to a particular person, it must be treated with extra care. The guidelines below are focused on how to responsibly quote and present oral histories (in written, video or audio form), but they also apply more generally to images and historical documents related to personal history that the City may encounter as historical research unfolds at Dix Park.

The bottom line:

Take extra care with any image, recording, quotation or document that reveals sensitive or private information about anyone, including the person who supplied the document. If you think the information could be harmful or embarrassing to anyone, do not use it in a public setting.

Ask for permission to use whenever possible from the subject(s) and the author(s), their descendants, or a community representative, depending on the timeframe. Make this request in writing, explain the way the material will be used, and allow space for the recipient to comfortably decline.

Oral histories related to the Dix Park site fall into two general categories: published and unpublished.

Published interview transcripts and recordings exist in a publicly accessible archive and are legally in the public domain. *The Lives on the Hill* broadcast interviews and the oral histories that are held in Southern Oral History Collection, for instance, are public realm information and can legally be used for any non-commercial, nonprofit project.

However these resources should still be treated with an additional level of care when used for public-facing projects at the Park:

- The researcher should ask themselves: could sharing this information at the Park be damaging to someone? If so, don't share.
- If quotations will be accompanied by names, request and receive permission from narrators and subjects before use.
- Sometimes it is important to recognize a speaker or subject by name. But often it is not necessary, and the speaker or subject can be identified through a more generic label like 'former Dix Hospital staff member.' This only works when there are no other details attached that would reveal the speaker or subject's identity. Whenever possible, use this method of identification, as it better protects people and their families. Depending on the sensitivity of the material, the researcher may still want to request permission from the speaker and subject for use.

Some of the oral history collections related to the Dix site are **unpublished**, for instance the ongoing *Dix Park Oral History Project*. Quotes from these oral histories should not be shared publicly without consulting with the project lead. After receiving confirmation from this contact, the researcher should follow the care and permission steps listed above for published materials.

If you are unsure whether material is published or unpublished, check the Matrix. The Quotes section provides confidentiality and permissions details.

The above ethical and legal guidelines are focused on oral histories, but can be used as a general guide when dealing with historical images, artifacts and documents. In addition to getting consent for use from subjects or their representatives, researchers or City staff working on a public-facing project should identify any proprietary or licensing stipulations and contact the company, media source, or author to acquire permission following the method above.

Note that medical records younger than 100 years and employee performance information are protected by legal confidentiality, and sharing this information should be avoided.

Historical Research

The park site has already become the focal point of historical research that speaks to matters of local, regional and national interest. Exhibitions of site-related historical research have included museum exhibits, online presentations of archival materials, and research-focused community events.

Future research connected to the site can amplify Dix Park as a shared place to learn about community history. Below is a list of major research resources and initiatives connected to the site. (Please see the CIP Matrix for more information.) At the end of each section are recommendations for future research projects related to the park.

ARCHIVES

City of Raleigh Museum, Dix Park-related holdings

A substantial collection of artifacts, images and historical documents, mostly from the hospital era. A detailed list of the archive's Dix Park-related holdings can be found in the City's folders here. The archive also has an online search tool. Museum Director Ernest Dollar recommends going through the employee scrapbooks held in the archive for additional historical images.

Southern Historical Collection, The Wilson Library, University of North Carolina at Chapel Hill

Contains a range of historical documents related to the site over time. The Grimes Family Collection, for instance, holds letters, land deeds, wills, and labor ledgers, some of which are directly related to the Grimes operation at the Dix site. Digital scans of some documents are available through the online archive.

State Archives of North Carolina

The state archive has physical holdings in Raleigh and a digital collection, both of which contain many historical documents and images related to the site. This list in the City of Raleigh folder summarizes various Dix Park-related holdings.

General researchers can start with the archive's Dorothea Dix Hospital Record Group, which includes government records of hospital incorporation; meeting minutes; hospital admittance and discharge ledgers and other patient records (over 100 years old); contracts and financial statements; nursing school documents; and photographs.

For image sources, look to Special Collections, the News & Observer Images Collection, and the Dorothea Dix Hospital Photograph Collection which includes many photographs from the hospital era and some renderings of the Spring Hill plantation. Images from the News & Observer Collection will require the media company's permission to use.

Asylum in the Archive

An online platform created by the Communities Histories Workshop, whose researchers have transcribed and analyzed many of the Dix Hospital case books. For example, "from manuscript holdings in UNC's Southern Historical Collection, [the researchers] have uncovered, transcribed, and published more than 100 letters to, from, and about the first female patient at what became Dix Hospital." An agreement with UNC Libraries allows for photographs of the original letters and transcriptions to be accessed via a digital portal.

Central Regional Hospital Records

The source for personal medical records for people who were admitted at Dix Hospital after 1946. Accessible only by the person or their representative.

Spruill Annex Building

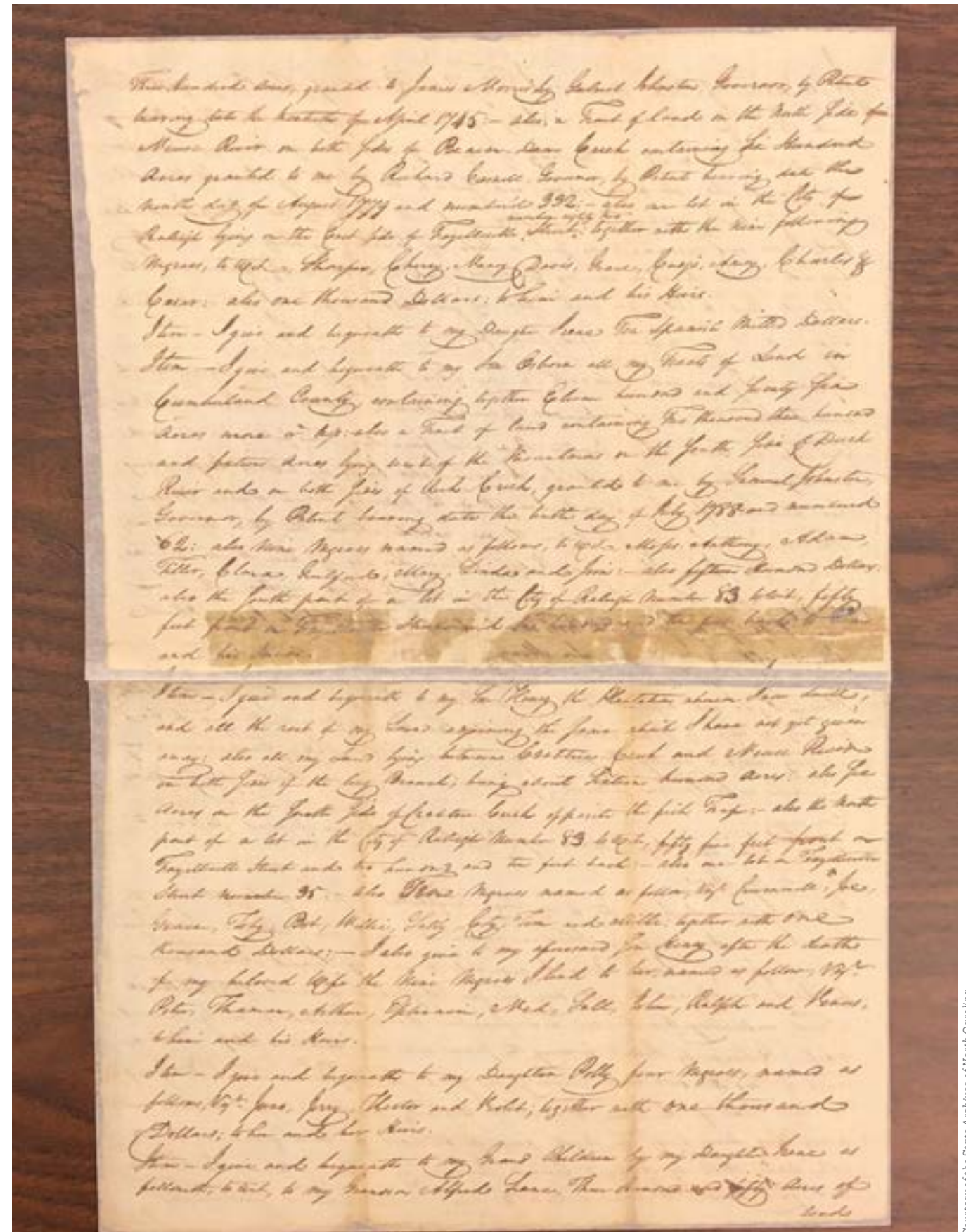
Historically, a location on the Dix campus where some hospital-related artifacts have been held.

Southern Oral History Program Archives

Online repository for oral history transcripts and recordings (see section above for more detail).

Recommendations for Future Archival Projects

- Prioritize opportunities to partner with museums, universities and libraries to house site-related materials. These institutions are ideal places to hold publicly-accessible archives related to the site's history because they have established archival infrastructure and staff.
- Develop an internal historic images database, which collects images from various sources above and catalogs them for ease of use in park exhibits, events and public communication. Working with an archivist, librarian, or historic resources staff member to create a system for the consistent processing and indexing of historical images will be key. In the Appendix there are folders of images organized by community history that can be used as a starting-point for this project.
- Establish a protocol for processing archival materials. Once a Dix Park interpretive staff member is hired, one of their priorities should be to formalize a process for handling existing and incoming materials related to the site that are given to City or park staff. Until then, a spreadsheet should be used to catalog incoming material, noting date of acceptance, delivery contact, and details of relevance.
- Partner with community organizations to bring archival materials to park visitors, and encourage public participation in archive-building. Archival materials stored off site can be brought to life through exhibits and engagement projects in the park that invite community members to contribute research, objects and stories. A potential partner for this kind of interactive archive-building is the Community-Driven Archives Project at the University Libraries, UNC Chapel Hill.



Theophilus Hunter's will describing the division of his property and the individuals he enslaved upon his death in 1798.

Courtesy of the State Archives of North Carolina.

Research Projects

GENERAL SITE HISTORY

While most site-related research projects have focused on one topic or period, a few have had a wide-range scope. Two particularly useful overviews for general researchers are the historical narratives authored by the Legacy Committee and Sites of Conscience Work Group and the *Cultural Landscape History Report*, produced by Susanne Turner Associates as part of the Master Plan.

Ernest Dollar, Executive Director of the City Museum of Raleigh, is a contact for the general history of the site. He has a particular interest in Civil War-era history.

MENTAL HEALTH CARE / DIX HOSPITAL HISTORY

The *Asylum in the Archive* project by the Communities Histories Workshop analyzes Dix Hospital ledgers and diagnostic notes, presenting data synthesis focused on the intersection of medical practice and the cultural categories of race, ethnicity and gender. The project is overseen by scholars Lucas Kelley and Leah Tams.

Other key research contacts in this field include Rose Hoban, editor of the *North Carolina Health News*, who has done extensive research on mental health history in the state. Kelly Arnold has written recently about the role of patient work at Dix Hospital, and Madison Philips has researched Dorothea Dix's views on race and medical treatment. For these and other references, consult the Matrix bibliography.

Significant research has already been done to establish who was buried in the hospital cemetery. See the Cemetery Census list for a starting point. The 2017 letter prepared by the Raleigh Historic Cemetery Advisory Board makes research-informed phased restoration recommendations.

SPRING HILL PLANTATION & DESCENDANT HISTORY

Recently the University of North Carolina initiated some investigation into the history of Spring Hill plantation. See *Brick Layers: An Atlas of New Perspectives on NC State's Campus History* for an overview.

UNC has also commissioned archeological research at the plantation site. Three reports produced in 2017 (see the Matrix bibliography) provide descriptions of the plantation layout, grounds and buildings and a mapping of possible gravesites.

Ernest Dollar did some early research into the Hunter family at Spring Hill plantation (see the documentary *Roots of Hope: Rediscovering The Legacy of John Hunter*, 2020). Subsequently, in-depth genealogical and historical research related to people who were enslaved at Spring Hill plantation has been conducted by descendants of the Hunter lineages. Wannetta Worthy and Yvonne Hunter Sanders have researched the Hunter family tree. Belle Long has done extensive historical research that includes analysis of wills, burial records and property deeds related to Spring Hill plantation. See the Matrix Bibliography for citations.

Descendant history isn't limited to the site itself. After slavery was outlawed, the story of the descendants of those enslaved at the site spread out into the surrounding neighborhoods, where communities established new cultural, commercial and residential districts. Carmen Cauthen, along with other historians who have focused on Raleigh's historic Black neighborhoods, are key advisors for this dimension of the city's story.

NATIVE AMERICAN HISTORY

Less research exists connecting Native American history directly to the site, although there has been study of Native American community history more generally in the region.

Good starting-points for researchers interested in this community history are the North Carolina Museum of History, which organizes the American Indian Heritage Celebration, and the Triangle Native American Society. Experts in Native American community history in the area include Dr. Malinda Maynor Lowery, Dr. Louise Maynor, Dr. Mary Ann Jacobs, and Dr. Ryan Emanuel, among others. In addition to consultation with scholars, researchers should consult tribal leaders throughout the research process.

ECOLOGICAL HISTORY

Various site assessments related to particular development and remediation projects have been prepared over time (see the Matrix bibliography). Histories of the site, including Legacy Committee reports and the *Cultural Landscape Report* have identified some of the agricultural history of the site, and additional research about the ecological impact of site developments is available in the Master Plan's *Discovery Phase Atlas*. More in-archive research needs to be done in this area.

Recommendations for Future Site- Related Research



The Grove at Dix Park in the 1990s.
Image courtesy of the State Archives of North Carolina

In general, the City should continue to support research related to:

- Dix Hospital community history and the history of mental health and psychiatric treatment in North Carolina
- The lived experience of people enslaved at Spring Hill, with a focus on their cultural roots and retentions and community building.
- Plantation history and the aftermath of slavery at the site.
- Native American history of the area, including stories of present-day Native American community life
- Ecological history, including agricultural history and the impact of development at the site, as well as research into nature as a resource for human healing and practices of environmental stewardship
- Other community histories that emerge over time as connected to the park site

To do so, the City should undertake the following specific strategies in the near term:

- Continue to seek out ways to partner with university-based research initiatives by:
 - 1) creating opportunities for students and scholars working on history related to Dix Hospital to present their work at public events and
 - 2) establishing internships, fellowships and volunteer opportunities for scholars to work with the park's interpretive staff.
- Prioritize the creation of a portal onsite for the public to access African American genealogical research. A potential partner for this project is the Enslaved Persons Project, begun in 2021 by the Wake County Register of Deeds.

- Continue archeological investigation at the site, following the specific recommendations for archeological discovery stated in the Cultural Landscape Report and the standards for archaeological findings developed by the North Carolina State Office of Archaeology. Contacts: Steve Davis, retired archaeologist at UNC Chapel Hill, and John Mintz, North Carolina Office of State Archeology.
- Continue research about the hospital cemetery, and ensure that it informs future restoration. One specific initiative could be to partner with university programs on a research project to discover who from the Native American community is buried at the hospital cemetery. The Community Histories Workshop and the UNC Pembroke History Department may have students interested in conducting this research.
- Further develop the agricultural history of the site by connecting with experts at the North Carolina State Forestry Division, the North Carolina Native Ethnobotany Project, the North Carolina Botanical Garden, and the Lumbee Cultural Center in Robeson County.

Appendix documents

provided separately

ENGAGEMENT SUMMARY

COMMUNITY HISTORY SUMMARIES

CIP RESEARCH MATRIX

IMAGES AND RESEARCH DOCUMENTS CITED IN THE CIP MATRIX

Privacy Notice

I hereby acknowledge that the information I provide in this application is subject to disclosure pursuant to the North Carolina Public Records Laws, and that I provide the information contained in this application freely and voluntarily, and that by submitting my application to Wake County I consent to such disclosure pursuant to the North Carolina Public Records Laws, and that I waive and release Wake County, its agents, employees and elected and appointed officials, from any liability related to disclosure of any information provided herein.

Profile

Which Boards would you like to apply for?

Open Space and Parks Advisory Committee: Submitted

Please select your first Board preference: *

City of Raleigh Planning Commission

Please select your second Board preference: *

Open Space and Parks Advisory Committee

Please select your third Board preference: *

Wake Technical Community College Board of Trustees

Please select your fourth Board preference: *

United Arts Grants Panels

Please select your fifth Board preference: *

Capital Area Workforce Development Board

Please select your sixth Board preference: *

Keep America Beautiful Advisory Board

Lisa
First Name

hammond
Middle Initial

hammond
Last Name

5340 TOPSPIN COURT
Street Address

5340 topspin court
Suite or Apt

RALEIGH
City

NC
State

27609
Postal Code

What district do you live in?

None Selected

Home: (214) 534-9603

Primary Phone

Home: (214) 534-9603

Alternate Phone

freidenhammond@gmail.com

Email Address

Chro

Employer

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Raleigh

Interests & Experiences

Why are you interested in serving on a Board or Commission?

I love this area, and have watched it grow for past 10 years. Want to support and help drive Wake County forward sensibly while serving its residents

Work Experience

25+ years HR experience. Executive coach, facilitator, developer of talent, transformation, operations, etc

Volunteer Experience

Heroes Who Read-millbrook 4 Paws NC therapy team ECU mock interviewer AHA Go Red past chair, team member Wake County Arts Council Raleigh Raquet Club board HOA board Bhutan Enlightened Entrepreneurs- executive coach

Education

Indiana University GW University Certified Professional Coach Current: MIT ExEd- AI Strategy and product innovation

Comments

Thank you for consideration

[Hammond_2602.pdf](#)

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Demographics

Date of Birth

Gender *

Female

Ethnicity *

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

Other

If you selected "Other" above, how?

Friend

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

By submitting this electronic application, if appointed, I pledge by my signature below that I have read and will comply with the ethics guidelines for advisory boards and commissions as adopted by the Wake County Board of Commissioners, found [here](#).

LISA FREIDEN HAMMOND, CPC

Raleigh, NC • 214.534.9603 • freidenhammond@gmail.com • linkedin.com/in/lisafhammond

CHRO and enterprise leader who drives results across diverse environments by partnering cross-functionally to solve complex problems—whether navigating a large divestment, acquisitions, redesigning an organization, or coaching leaders through growth and organizational change. I bring a roll-up-your-sleeves approach—clear, collaborative, and grounded in strategic thinking with practical execution that drives business outcomes and people development.

CORE STRENGTHS

Business-Driven HR Strategy • M&A • Organizational Design • Executive Coaching • Change Management • Strategic Workforce Planning • P&L Impact & Budget Optimization • Learning & Development • Culture & Inclusion Leadership • Cross-Functional Partnership

PROFESSIONAL EXPERIENCE

VERADIGM (formerly Allscripts) | Raleigh, NC

SVP & CHRO | March 2020 – December 2025

Through roles as Director, HR Operations (including TA and L&D), SVP, and CHRO; Led people strategy for a publicly held healthcare technology company with 3,000 employees across US and India. Part of the Executive Cabinet with a team of 6 direct and 25 indirect reports covering ESG, Internal Communications, Total Rewards, L&D, Business Partners, Talent Acquisition, and People Operations.

- Partnered with legal, finance, and operations to lead the people side of a major divestment—from early due diligence through ongoing TSA management, affecting 5,000+ associates while maintaining business continuity
- Kept key talent engaged through five simultaneous organizational storms (Divestment of Allscripts BU, regulatory audit open since 2023, stock delisting, 5 CEO transitions) by doubling down on ERGs, launching 'Leader as Coach' workshops, refining the remote experience, and creating practical development programs that gave people real tools and community
- Completely reorganized the HR function in 2021—not a reduction, but a strategic rebuilding saved \$750K in salary costs while adding 6 positions where we needed them. Continued refining the budget through smart internal development and process improvements, ultimately delivering \$2.2M under budget year-over-year
- Drive 3 consecutive years of double-digit improvement in Associate Engagement scores. These improvements were a result of leadership listening program, Town Halls, and leadership engagement with their teams, additional benefits, updated recognition programs, and launching a new internal communications strategy
- Built 24 original L&D programs from scratch to maximize tight budgets—everything from Emerging Professionals cohorts to 'Leader Lite Bites' microlearning: supporting development and succession, as well as lifting overall engagement in individual development
- Led implementation of new ATS (Greenhouse), working alongside hiring managers to ensure adoption and delivering year-over-year increases in Hiring Manager satisfaction scores
- Redesigned performance management to be useful—integrating succession planning, IDPs, and 9-box talent reviews. Also implemented an internal executive coaching program supporting and accelerating the performance of Directors and VPs

LMR LLC | Raleigh, NC

VP, Human Resources / Training / Private Dining Sales & Marketing | July 2015 – February 2020

Brought transformational HR leadership to a locally family-owned restaurant group (\$125M sales, 2,300-3,000 employees across three states). Wore multiple hats—HR, training, operations, payroll, executive coach, along with private dining sales. Corporate coach to ownership and executive team. Led team of 9 direct/11 indirect reports.

- Orchestrated complete HRIS/payroll system transition—saved 15% year-over-year, added employee self-service, and created digital open enrollment. Total 2016 savings: \$200K just from the system switch
- Negotiated benefits renewal that saved \$147K while improving coverage—added LTD, increased life insurance from \$10K to 1X salary, and gave 5-year managers an extra week of PTO (because retention matters)

- Worked with operations and finance teams to dramatically reduce NC unemployment tax rate—bringing annual spend from \$200K in 2016 down to \$9K over 4 years through better separation documentation and process improvements
- Cut salaried manager turnover from 53% to 43% through structured development programs—promoted 5 internal GMs in 10 months, all coming through our leadership pipeline. Currently no EEOC claims or lawsuits
- Built competency models for all roles (with input from actual managers doing the work) to align performance, recruiting, and development. Also managed Private Dining Sales team—created new programs and packages that drove double-digit YOY growth. When leadership transition hit one restaurant, stepped in to manage operations, improving flow-through by 5 basis points

SAMSUNG ELECTRONICS AMERICA | Richardson, TX

Senior Manager, HR Business Partner | March 2014 – July 2015

Recruited by a prior Leader (CEO-Cellhire)—a testament to building strong partnerships. Provided specialized HR support to Retail team with early focus on Best Buy Store-in-Store program (1,400 locations). Also supported Finance team through One Samsung integration. Led team of 2 HRBPs.

- Role quickly expanded to National Retail Operations (4,000 contractors, 650 FTEs) based on results and relationships built
- Partnered with Retail Sales VP to add 140 District and Market Managers in 3 months (June-August), including a new management layer—designed competencies, built selection processes, created onboarding program
- Co-designed and executed Talent Review Program that became the US pilot for Samsung's broader Talent Management approach

ON THE BORDER, LLC | Dallas, TX

Director, Field Human Resources | May 2011 – March 2014

Led field HR team post-acquisition by Golden Gate Capital. Partnered with Regional HR Managers supporting 8,000 employees nationwide on operations partnership, policy, training, talent management, and employee relations.

- Business partnered with SVP and Regional Directors to coach Area Directors through transition. Through focused collaboration, drove YOY turnover decrease in both hourly (89% to lower) and management (22% reduction)
- Led vetting and interview process for Area Directors; developed high-potential GMs through structured programs
- Designed employee relations investigation system that brought consistency and reduced risk
- Completely redesigned hourly pre-hire assessment to include hospitality components. Created and delivered NSO HR training covering everything from sourcing to performance management

ACG TEXAS LP | Richardson, TX

Senior Director, Human Resources / Training | August 2007 – April 2011

First specialized HR leader for PE-owned company. Built HR function from ground up supporting 3,600+ employees. Led team of 3 direct reports across administration, field operations, recruiting, retention, risk management, training, and HRIS.

- Integrated two major acquisitions—8-restaurant Applebee's acquisition and 40-restaurant multi-state IHOP acquisition—working cross-functionally to ensure smooth transitions
- Reduced turnover from 167% to 86% (below industry average) by building productive relationships with operations, improving recruiting/selection, coaching leaders, and integrating process improvements throughout the business
- Resolved all 15 open EEOC charges within first 12 months by working collaboratively with legal, operations, and affected employees
- Cut payroll administration costs 25% by switching vendors (while improving employee access). Led HRIS update that enabled actual measurement of HR metrics
- Partnered with Operations to enhance IHOP Management Training to include HR administration, shift actions, and company-specific SOPs
- Secured new benefits (LTD, HSA, vision) for salaried managers by finding cost savings elsewhere in the budget
- Eliminated 90% of off cycle raise requests by creating clear, transparent compensation matrix for all field levels

EARLY CAREER

Progressive HR leadership roles at: **Blockbuster Video • CellHire • Blockbuster Video DBA Movie Trading Company • The Magnolia Hotel • Pizza Hut Inc.**

EDUCATION & CREDENTIALS

Massachusetts Institute of Technology (M.I.T.), Executive Education

Advanced Certificate - AI Strategy and Product Innovation | Present – May 2026

North Carolina State University

Professional Coaching Certificate Program | 2019

Indiana University, Bloomington

Bachelor of Arts, Double Major in Political Science and Criminal Justice

Professional Certifications:

Certified Professional Coach (CPC) • TTI Success Insights Certified EQ (2019) • TTI Certified Driving Forces Analyst (2020)
DISC Certified Behavioral Analyst (2018) • MSI Six Sigma Champion (2019) • MSI Six Sigma Black Belt (2019)

COMMUNITY LEADERSHIP & SERVICE

Duke University, Fuqua School of Business, Executive Education

CHRO Board of Advisors | November 2025 – Present

American Heart Association – Go Red for Women, Triangle

Executive Team Member (2024 – Present) • 2023 Campaign Chair

United Arts of Wake County

Board Member | 2025 – Present

Raleigh Racquet Club

Board Member (2021 – Present) • President (2023 – 2024) • Vice President (2021 – 2023)

Wimbledon Homeowners Association

Board Leadership (2019 – Present) • Served as President, Vice President, and Secretary

Additional Volunteer Work:

Heroes Who Read - Millbrook Elementary • 4Paws NC - Therapy Dog Team • Good Barrels of the Triangle

Privacy Notice

I hereby acknowledge that the information I provide in this application is subject to disclosure pursuant to the North Carolina Public Records Laws, and that I provide the information contained in this application freely and voluntarily, and that by submitting my application to Wake County I consent to such disclosure pursuant to the North Carolina Public Records Laws, and that I waive and release Wake County, its agents, employees and elected and appointed officials, from any liability related to disclosure of any information provided herein.

Profile

Which Boards would you like to apply for?

Open Space and Parks Advisory Committee: Submitted

Please select your first Board preference: *

Citizen's Energy Advisory Commission

Please select your second Board preference: *

Open Space and Parks Advisory Committee

Please select your third Board preference: *

None Selected

Please select your fourth Board preference: *

None Selected

Please select your fifth Board preference: *

None Selected

Please select your sixth Board preference: *

None Selected

Hannah

First Name

R

Middle Initial

Stroot

Last Name

2936 Dargan Hills Dr

Street Address

Suite or Apt

Wake Forest

City

NC

State

27587

Postal Code

What district do you live in?

None Selected

Mobile: (919) 930-1616

Primary Phone

Mobile: (919) 930-1616

Alternate Phone

hannahstroot@gmail.com

Email Address

NC Department of
Environmental Quality

Employer

Community Recycling
Specialist

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Wake Forest

Interests & Experiences

Why are you interested in serving on a Board or Commission?

Wake County has been my home for over 20 years, and I'm eager to give back to a community that has given me so much while working to improve it for future generations. I plan to stay here long term, and I see service on a Board or Commission as a meaningful way to contribute my professional experience to the place I call home. As a sustainability professional, I am deeply interested in advancing practical, community-centered solutions that strengthen environmental stewardship, economic vitality, and public well-being. Through my studies in economics, policy, and environmental issues, I've gained insight into the deep interconnections between challenges like climate change, social justice, public health, and economic resilience. I strongly believe that local governments play a critical role in addressing these interconnected issues in ways that are tailored, equitable, and fiscally responsible. I greatly respect Wake County's leadership in this space, including the Board of Commissioners' 2018 endorsement of the statewide goal to reach 100% clean energy by 2050. That commitment signals long-term vision and responsibility, and I would be proud to support efforts that help turn ambitious goals into measurable outcomes. I am particularly interested in serving on the Energy Advisory Commission. Given my background in the energy industry and my passion for clean energy systems, the Commission's work closely aligns with both my expertise and my long-term interests. Although my current full-time role is not directly focused on energy, I am eager to reengage more deeply in this field through public service. The Commission's responsibilities—reviewing building designs, renewable energy strategies, life-cycle costs, energy models, and post-occupancy performance—represent exactly the kind of thoughtful, data-driven oversight that leads to lasting impact. I would welcome the opportunity to help ensure that Wake County's buildings are designed and operated to reduce energy consumption, lower costs for taxpayers, and contribute meaningfully to the County's broader clean energy goals. I am also applying to serve on the Open Space and Parks Advisory Committee because protecting natural lands is deeply important to me. I have seen how rapidly growing communities can lose valuable green space without intentional planning, and I admire Wake County's proactive goal of protecting 30% of its land area as permanent open space. The County's use of voter-approved bonds and partnerships to secure land and conservation easements reflects a serious, long-term commitment to preservation. I would be honored to contribute to recommendations that advance the Consolidated Open Space Plan, helping ensure conservation efforts remain inclusive, responsive to community needs, and protective of the natural beauty that makes Wake County such a special place to live. I am excited about the opportunity to collaborate with County staff, fellow advisory members, and community stakeholders to support policies and initiatives that enhance sustainability, community resilience, and quality of life for all Wake County residents.

Work Experience

My career has centered on advancing clean energy, sustainable resource use, and environmental stewardship through research, policy, program implementation, and collaboration with diverse stakeholders. These experiences have equipped me with the skills to provide thoughtful, data-informed guidance on the focus areas of the Energy Advisory Commission and Open Space and Parks Advisory Committee. Currently, I work as a Community Recycling Specialist at the North Carolina Department of Environmental Quality, where I help increase waste diversion and resource recovery across the state through strategic infrastructure investments, public engagement, data collection and reporting, and long-term planning. A large part of my role is advising community, state agency, and university recycling programs on improving performance, expanding services, and implementing best practices. I evaluate program design, funding structures, collection systems, and infrastructure needs to develop tailored recommendations, and I track outcomes—such as diversion rates, cost savings, and operational efficiency—to assess the impact of those improvements over time. This experience has strengthened my ability to review programs critically, provide informed recommendations, and monitor performance over time—skills directly transferable to serving on a Wake County Board or Commission. I have a strong background in the energy sector, with expertise in clean energy technologies, market structures, policies, and regulatory processes. While completing my undergraduate degree, I worked part-time for a DC-based advocacy firm focused on clean energy and energy efficiency. As a Policy Analyst at AnnDyl Policy Group, I advanced client objectives by researching policy and funding opportunities, tracking legislative and regulatory developments, and supporting grant applications. I worked with federal programs, including the Inflation Reduction Act and Infrastructure Investment and Jobs Act, helping clients navigate funding opportunities to implement high-impact clean energy and energy efficiency projects. I have also worked on energy issues in the public sector with nonprofit, educational, and governmental organizations. As an Energy Transition Researcher at the North Carolina Collaboratory, I developed tools and resources to navigate federal climate incentives and assess state-level implementation of clean energy legislation in the Southeast. In addition, I provided UNC with actionable recommendations on renewable energy funding and tax credits for universities. At the American Council on Renewable Energy, I researched clean energy financing structures and tax incentives, recommending reforms to renewable energy accounting rules to encourage investment. My research contributed to a public comment letter to the Financial Accounting Standards Board. Collectively, these experiences have provided me with the expertise and analytical skills necessary to evaluate complex energy issues and contribute effectively as a member of the Energy Advisory Commission. Equally important, I have experience supporting communities in their transition to more sustainable practices. In my UNC Public Policy Capstone with the Environmental Defense Fund, I worked with a team to identify barriers and opportunities for nature-based flood mitigation in North Carolina, focusing on under-resourced communities at high risk of flooding. By conducting expert interviews, analyzing socio-economic and environmental data, and developing a database, we delivered actionable insights to guide funding and mitigation strategies that directly benefit local residents. Similarly, as a Sustainability Intern for the Town of Chapel Hill, I contributed to the Town's first Climate Action Plan by researching local adaptation and mitigation best practices, conducting community outreach and education, and tracking program performance for reporting to the Carbon Disclosure Project. These experiences reinforced my commitment to supporting communities as they implement practical, equitable solutions for a sustainable future. Across these roles, I have honed the ability to analyze highly technical information, collaborate with diverse stakeholders, and develop actionable solutions to complex sustainability challenges. I am eager to apply this experience to help shape Wake County's energy and conservation initiatives in an evidence-based, equitable, and sustainable way.

Volunteer Experience

Community service is something I value deeply and have actively pursued over many years, particularly in the areas of local food systems and sustainability. Food systems work: During college, I was a Buckley Public Service Scholar, completing over 300 hours of community service alongside service-learning courses. As part of this program, I volunteered as a gardener at Hub Farm in Durham, a 30-acre educational farm, supporting hands-on learning for local students. While in London for my master's degree, I volunteered with FoodCycle UK, a community-led initiative that redirects surplus food to those experiencing food insecurity. Following Hurricane Helene, I had the opportunity to volunteer at food pantries and soup kitchens in Western North Carolina. Most recently, I started volunteering at Sankofa Farms, helping improve food access and promote sustainable eating in communities affected by food deserts. Sustainability: I have also dedicated significant time to sustainability initiatives. At UNC Chapel Hill, I served on the Renewable Energy Special Projects Committee (RESPEC), helping plan and implement energy efficiency and renewable energy projects on campus through collaboration with faculty, staff, and industry professionals. I currently volunteer with the North Carolina Department of Environmental Quality (DEQ) Sustainability Team, supporting internal sustainability efforts, including waste reduction and diversion, native plant and pollinator gardens, and sustainability-focused events. I also serve as a volunteer beekeeper for DEQ, assisting with honeybee hive maintenance, pollinator education, and website development. These experiences have allowed me to apply my skills to real-world sustainability challenges while building community and fostering environmental stewardship.

Education

I hold an MSc in Economics and Policy of Energy and the Environment from University College London. During the program, I received comprehensive training in environmental and resource economics, environmental assessment and law, energy modeling, climate finance, energy business models, and sustainable materials management. Through my dissertation, which applied material flow analysis to enhance circularity in the German fashion industry, I developed hands-on experience translating data and analysis into practical, sustainable solutions—an approach I hope to bring to local initiatives in Wake County. I also hold a BA in Economics and Public Policy with a Geography Minor from the University of North Carolina at Chapel Hill. My studies included coursework on natural resources, earth systems science, international environmental politics, environmental economic theory, and sustainable energy systems, alongside technical training in GIS, econometrics, and statistical analysis. I also pursued a semester-long public policy seminar in Washington, DC, where I gained experience conducting policy research, analyzing policy options, and presenting evidence-based recommendations. I hope to contribute these skills to the advisory and oversight work of the Wake County boards and commissions. Together, these academic experiences have given me a strong foundation in the intersections of economics, policy, and environmental issues, and in applying data-driven analysis to inform decisions and achieve meaningful outcomes. Building on this foundation, I am excited to apply to serve on Wake County's Energy Advisory Commission and Open Space and Parks Advisory Committee, where I hope to contribute thoughtful, evidence-based recommendations in support of a thriving community in Wake County.

Comments

[Hannah Stroot Resume.pdf](#)

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Hannah R Stroot

Demographics

Date of Birth

Gender *

Female

Ethnicity *

Caucasian

Other

How did you become aware of Wake County volunteer opportunities?

County Website

If you selected "Other" above, how?

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

By submitting this electronic application, if appointed, I pledge by my signature below that I have read and will comply with the ethics guidelines for advisory boards and commissions as adopted by the Wake County Board of Commissioners, found [here](#).

HANNAH R. STROOT

Phone: (919) 930-1616 | Email: hannahstroot@gmail.com

LinkedIn: <https://www.linkedin.com/in/hannahstroot>

Objective: Policy professional with a background in climate action and sustainability, seeking to leverage strong research and analytical skills to advance sustainable transitions.

EDUCATION

MSc Economics and Policy of Energy and the Environment **September 2024**

The Bartlett School of Environment, Energy and Resources - University College London

Grade: Distinction | Dissertation: Advancing Fashion Circularity in Germany by Material Flow Analysis

BA Economics and Public Policy **May 2023**

University of North Carolina at Chapel Hill

GPA: 3.93 | Honors: William C. Friday Arts & Humanities Research Award, Phillips Ambassadors Scholar

PROFESSIONAL EXPERIENCE

Community Recycling Specialist (40 hours/week) **January 2025 - Present**

NC Department of Environmental Quality | Raleigh, NC

- Provide technical assistance to local governments, state agencies, and universities on recycling program planning, expansion, and policy compliance to advance statewide waste diversion
- Manage grant contracts, including providing technical guidance, conducting site visits, and overseeing associated outreach and education initiatives to maximize project impact
- Collect and analyze statewide recycling data and develop reports, trainings, and educational materials to support strategic planning, program improvement, and public engagement

Zero Waste Coordinator (15 hours/week) **September 2024 - November 2024**

Live Nation | Raleigh, NC

- Optimized materials management and resource recovery during events, achieving significant landfill diversion through consumer education and efficient waste sorting
- Analyzed waste management practices and consumer behavior to identify areas for improvement, contributing innovative ideas to enhance material circularity within the venue

Policy Analyst (15-25 hours/week) **October 2022 - July 2023**

AnnDyl Policy Group | Washington, DC

- Supported engagement efforts with key stakeholders, legislators, committee members and staff to promote state and federal clean energy and energy efficiency policies on behalf of clients
- Informed clients of relevant government funding opportunities, legislative actions, and regulatory decisions through weekly written memos and face-to-face meetings
- Tracked developments in the implementation of the Inflation Reduction Act by executive agencies and states, and developed client-facing knowledge products regarding the legislation

Energy Transition Researcher (10 hours/week)

January 2023 - May 2023

North Carolina Collaboratory | Chapel Hill, NC

- Supported coordination and information sharing across state and federal agencies to enhance the ability of states in the Southeastern US to adopt and implement decarbonization policies
- Collaborated with University officials to integrate the Inflation Reduction Act's clean energy provisions into emissions reduction planning while increasing student engagement

Student Policy Analyst - UNC Public Policy Capstone (10 hours/week)

August 2022 - December 2022

Environmental Defense Fund | Raleigh, NC

- Partnered with the EDF to promote nature-based flood mitigation strategies in high-risk, under-resourced rural communities in North Carolina
- Designed and developed a database assessing barriers and drivers to flood mitigation funding

Programs Intern (30 hours/week)

January 2022 - April 2022

American Council on Renewable Energy | Washington, DC

- Researched financing structures for clean energy projects, identified accounting rules that limit tax equity investment, and recommended reforms that reflect the economics of tax incentives
- Tracked electric power sector trends, clean energy investment, and environmental, social, and governance (ESG) disclosure requirements to inform advocacy efforts by member companies
- Researched renewable energy solutions to alleviate water stress in MENA region using ArcGIS

Sustainability Intern (10 hours/week)

January 2021 - August 2021

Town of Chapel Hill | Chapel Hill, NC

- Conducted case study research on best practices to inform the Town's first Climate Action Plan
- Reported climate data to the Carbon Disclosure Project, contributing to A List recognition
- Engaged residents in sustainable living through blogs, social media, and community events

COMMUNITY SERVICE

NC DEQ Sustainability Team

January 2025 - Present

- Coordinate office waste reduction, beekeeping, pollinator projects, and sustainability outreach

UNC Renewable Energy Special Projects Committee

August 2022 - May 2023

- Planned and implemented renewable energy and energy efficiency projects on campus

UNC Buckley Public Service Scholars

August 2019 - May 2023

- Completed 300 hours of community service alongside service-learning courses and workshops

SKILLS

Policy research, stakeholder engagement, data analysis, grant administration, project management

Profile

Which Boards would you like to apply for?

Open Space and Parks Advisory Committee: Submitted

Please select your first Board preference: *

Open Space and Parks Advisory Committee

Please select your second Board preference: *

Open Space and Parks Advisory Committee

Please select your third Board preference: *

Open Space and Parks Advisory Committee

Please select your fourth Board preference: *

Open Space and Parks Advisory Committee

Please select your fifth Board preference: *

Open Space and Parks Advisory Committee

Please select your sixth Board preference: *

Open Space and Parks Advisory Committee

Rashawn

First Name

C

Middle Initial

King

Last Name

1509 Entheos Lane Raleigh, NC

Street Address

Suite or Apt

Raleigh

City

NC

State

27610

Postal Code

What district do you live in?

None Selected

Home: (984) 296-3616

Primary Phone

Mobile: (984) 296-3616

Alternate Phone

kingray919@yahoo.com

Email Address

Triangle Trails Initiative

Employer

Program Manager

Job Title

If you live in an Extraterritorial Jurisdiction Area, select Yes:

Yes No

In order to assure countywide representation, please indicate your place of residence:

Raleigh

Interests & Experiences

Why are you interested in serving on a Board or Commission?

I am interested in serving on the board because I want to be able to make a positive impact throughout Wake County for open space, trails, and recreation. Also, I want to be able to bring my expertise to the table to impact a the communities in Wake County.

Work Experience

Triangle Trails Initiative ■ May 2023 – Present Program Manager of Triangle Trails NC Salary: 68,000 Job duties: As the Triangle Trails Initiative Program Manager. My responsibilities are to implement the vision, goals, and objectives of TTI, in partnership with allied organizations and TTI members institutions. The three primary areas of work for the Program Manager will include. Community relations, Project Management and Fundraising. As the Program Manager I hosted regional and state-wide conferences and workshops. I develop Regional relationships between collaborative partners. Also, I implemented a GIS/GPS map called Wander Map for a regional mapping for trails and greenways. North Carolina State University (College of Natural Resources) ■ August 2019 – Present Central West Regional Consultant ■ 2800 Faucette Drive Raleigh, NC 27606 Salary: 4300 Job Duties: As the Central West Regional Consultant I help local government agencies across the state of North Carolina obtain state and federal funding by applying with PARTF (Parks and Recreation Trust Fund)/LWCF (Land and Water Conservation Fund) applications. I administer and help local government obtain funding to acquire land acquisition and development projects. Coordinate annual inspections to determine the progress on the projects funded. Also, monitor local government’s development of project through a contract from NC State Parks. Also, monitor local government’s financial activity and files. Also, assist local government agencies with technical assistance. I host conferences, workshops, webinars that educate local governments on variety of topics dealing with Parks and Recreation. I speak at different university about my filed of work to help undergraduate and graduate students with their career path. I was in charge of the largest webinar called Bringing Swag Outside. It was a webinar hosted by me with guest speakers to share knowledge on why the hard to reach audience has a disconnection with outdoor recreation. Also, I was in charge providing a safe quality environment for the community by planning out reachable technical assistance. I also provided a diversity webinar that was strategically for the tribal and rural communities. Also, served on staff resource committee for new employment opportunities. Served on the DEI committee for my department. I was in charge of renovating the policies, procedures, and guidelines so that they are more divers and equitable for our department.

Volunteer Experience

Black Salute NPO, September 2020 – Present • President of Black Salute NPO • Developed & Coordinated community events • Implemented timeline for all community events. • Provided equipment and volunteers for community events City of Raleigh Parks and Recreation, September 2020 - September 2024 • Elected official for the City of Raleigh Parks & Recreation Advisory Board Make-A-Wish Organization, September 2020 - June 2023 • Member of the Make-A-Wish Stargaze • Member of the Wish team • Member of the Make-A-Wish Advisory board University of North Carolina, August 2019-present • Children cancer clinic committee • Diversity, Equity, and Inclusion committee North Carolina State University, August 2019- April 2023 • Member of the Diversity, Equity, and Inclusion Committee for the College of Natural Resources

Education

NORTH CAROLINA STATE UNIVERSITY May 2017-May 2019 ■ Graduate School- Masters of Science in Parks, Recreation, Tourism, and Sports Management Cumulative GPA: 3.4 NORTH CAROLINA CENTRAL UNIVERSITY August 2012 – May 2016 ■ Bachelor of Science in Recreation Administration with a Concentration in Parks & Recreation Management • Cumulative GPA: 3.263 • NCCU TRU Grit Ward Athletics Award • Rho Phi Lambda Honor Society • Carl Washington Recreation Award

Comments

[Ray_KingResume.pdf](#)

Upload a Resume

If you have another document you would like to attach to your application, you may upload it below:

Please upload a file

Demographics

Date of Birth

Gender *

Male

Ethnicity *

African American

Other

How did you become aware of Wake County volunteer opportunities?

County Website

Rashawn C King

If you selected "Other" above, how?

Please upload a file

ETHICS GUIDELINES FOR COUNTY ADVISORY BOARDS AND COMMISSIONS

By submitting this electronic application, if appointed, I pledge by my signature below that I have read and will comply with the ethics guidelines for advisory boards and commissions as adopted by the Wake County Board of Commissioners, found [here](#).

Rashawn King

Phone: (919) 274-3722 | Email: KingRay919@yahoo.com

Education

NORTH CAROLINA STATE UNIVERSITY

May 2017-May 2019 ▪ Graduate School- Masters of Science in Parks, Recreation, Tourism, and Sports Management

- ▣ Cumulative GPA: 3.4

NORTH CAROLINA CENTRAL UNIVERSITY

August 2012 – May 2016 ▪ Bachelor of Science in Recreation Administration with a Concentration in Parks & Recreation Management

- Cumulative GPA: 3.263
- NCCU TRU Grit Ward Athletics Award
- Rho Phi Lambda Honor Society
- Carl Washington Recreation Award

Middle Creek High School

August 2008 – May 2012 ▪ High School Diploma:

- Cumulative GPA: 3.4
- Middle Creek Jerel Hudson Award
- Middle Creek MYP Award
- Spotlight on students Award WCPSS

Experience

Triangle Trails Initiative ▪ May 2023 – Present

Program Manager of Triangle Trails NC Salary: 68,000

Job duties: As the Triangle Trails Initiative Program Manager. My responsibilities are to implement the vision, goals, and objectives of TTI, in partnership with allied organizations and TTI members institutions. The three primary areas of work for the Program Manager will include. Community relations, Project Management and Fundraising. As the Program Manager I hosted regional and state-wide conferences and workshops. I develop Regional relationships between

collaborative partners. Also, I implemented a GIS/GPS map called Wander Map for a regional mapping for trails and greenways.

North Carolina State University ▪ August 2019 – April 2023

Central West Regional Consultant ▪ 2800 Faucette Drive Raleigh, NC 27606 Salary: 4300

Job Duties: As the Central West Regional Consultant I help local government agencies across the state of North Carolina obtain state and federal funding by applying with PARTF (Parks and Recreation Trust Fund)/LWCF (Land and Water Conservation Fund) applications. I administer and help the local government obtain funding to acquire land acquisition and development projects. Coordinate annual inspections to determine the progress on the projects funded. Also, monitor the local government's development of projects through a contract from NC State Parks. Also, monitor local government's financial activity and files.

Also, assist local government agencies with technical assistance. I host conferences, workshops, webinars that educate local governments on a variety of topics dealing with Parks and Recreation. I speak at different universities about my field of work to help undergraduate and graduate students with their career path. I was in charge of the largest webinar called Bringing Swag Outside. It was a webinar hosted by me with guest speakers to share knowledge on why the hard to reach audience has a disconnection with outdoor recreation. Also, I was in charge of providing a safe quality environment for the community by planning out reachable technical assistance. I also provided a diversity webinar that was strategically for the tribal and rural communities. Also, served on staff resource committee for new employment opportunities. Served on the DEI committee for my department. I was in charge of renovating the policies, procedures, and guidelines so that they are more diverse and equitable for our department.

South Garner High School ▪ August 2018 – August 2019

Special Education BST ▪ 8228 Hebron Church Rd, Garner, NC 27529 Salary: 32,000

Job Duties: Assist BST teacher as behavior support team. Document student's behavior throughout the day and manage course work throughout the year. Work close to students on caseload and Monitor their work. Assisted teacher with developing, implementing, execution, and monitoring the student's behavior reports and academic progress. Established and implemented a diversity and equity board for the students at South Garner High School.

Raleigh Parks & Recreation ▪ September 2016 – August 2018

Recreation Leader ▪ 514 Method Road, Raleigh, NC 27607 Salary: \$12 hour

Job Duties: Implement and coordinate activities and develop educational and recreational activities for the community. Operate multi-line telephone, book and schedule events, activities, recreation rooms and spaces as well as coaching children recreational sports, and all other clerical duties. Recreational leader, Mini Hoopster and Football program leader and developer. In charge of Facility management, Facility booking, and extraordinary events.

JD Lewis Center ▪ February 2016 – August- 2018

Program Developer/Production Analyst ▪ 2245 Garner, Rd Raleigh, NC 27610

Job Duties: Develop and implement programs for youth development, manage yearly budget, develop mobile apps for patrons to register online, manage point of sales with point of sales app, Implement Scrum software into organization, and implement DeVops system into the programs developed. Supported internal and external stakeholders through community outreach and engagement through recreational programs.

United States Postal Service ▪ April 2017 – May 2017

Assistant Rural Carrier ▪ 2100 Lake Dam Road, Raleigh, NC 27606 Salary:\$17hour *Job Duties:*
Deliver parcel to customer's residence.

Garner Parks & Recreation ▪ July 2016 – June 2017

Recreation Leader ▪ 125 Avery St, Garner, NC 27529 Salary: \$13 hour

Job Duties: Coordinated activities and developed educational and recreational activities for the community. Operated multi-line telephone, booked and scheduled events, activities, recreation rooms and spaces as well as coaching children recreational sports and all other clerical duties. Camp Counselor. Recreational leader, Mini Hoopster, Sluggers, Kickers, and Football program leader and developer. Also, facility management and open gym manager.

Middle Creek High School ▪ June 2013 – July 2016

Basketball/Football coach ▪ 123 Middle Creek Park Ave, Apex, NC 27539

Job Duties: Coached men's basketball and football and helped develop players into better athletes. Developed Running drills, participated in practice exercises, mentored the players and, attended all games and called plays, taught players to become aware of surroundings while on field or court. Also, assisted the athletic director with administrative duties, scheduling meetings, coordinating athletic games, and managed equipment.

The Farm UNC Faculty-Staff Recreation Association ▪ August 2015 – December 2015

Event Management/Programming Plan ▪ 1 Alice Ingram Circle Chapel Hill, NC 27517

Job Duties: Completed an event management class, which required to create a Halloween program for the private nonprofit organization The Farm.

Eastern Entertainment ▪ June 2012 – August 2014

Parking Staff ▪ 4708 Holland Church Rd, Raleigh, NC 27603 Salary: \$16 hour

Job Duties: Directed traffic and parked cars during events.

Skills and Abilities

- PC and Mac user
- Event Planning
- Proficient computer skills: Microsoft word, Excel, Power Point, Class software, and Active Net
- Accounts and Budgeting
- ArcGIS Desktop
- ArcGIS Maps
- Google Earth Pro
- File management and windows explorer skills
- Erosion and Radiation control
- Outreach and engagement with the communities

- Implementation of policies, procedures, and guidelines
- Development and execution of recreational environmental plans

Certifications

- Completion of Risk Management Course (A)
- ARCGIS Desktop
- ARCGIS Map
- Diversity, Equity, and Inclusion training certification

Honors & Awards

- St. Louis Musical Awards
- Award of Excellence (North Carolina State University)
- Make-A-Wish Award
- Leukemia Lymphoma Society Honored Hero Award
- Leukemia Lymphoma Society Honors Society Award
- Greater Raleigh Character & Courage Award

Volunteer Services

Black Salute NPO, September 2020 – Present

- President of Black Salute NPO
- Developed & Coordinated community events
- Implemented timeline for all community events.
- Provided equipment and volunteers for community events

City of Raleigh Parks and Recreation, September 2020 - August 2024

- Elected official for the City of Raleigh Parks & Recreation Advisory Board

Make-A-Wish Organization, September 2020 - Present

- Member of the Make-A-Wish Stargaze
- Member of the Wish team
- Member of the Make-A-Wish Advisory board

University of North Carolina, August 2019-present

- Children cancer clinic committee
- Diversity, Equity, and Inclusion committee

North Carolina State University, August 2019- Present

- Member of the Diversity, Equity, and Inclusion Committee for the College of Natural Resources

Studio 113, June 2014 – May 2016

- Administrative Assistance
- Maintenance Assistance
-

Bugg Elementary, May 2017 – June 2017

- Mentored students
- Assisted principal with after school program