

# **Recommendation for the Disposition and Preservation of the Confederate Monument**

**A Four-Part Plan presented by  
UNC-Chapel Hill to the UNC Board of Governors**

## **Appendices**

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## EXECUTIVE SUMMARY OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL PUBLIC SAFETY PANEL REPORT

This is an executive summary of the Report of a five-person expert Panel (the “Panel”) convened by the University of North Carolina at Chapel Hill (“UNC-CH”) to assess the security and public safety issues associated with the “Silent Sam” civil war monument (the “Monument”). This Panel consisted of five security professionals led by Chris Swecker, Attorney at Law and former FBI Assistant Director. Other members include Jane Perlov, who has served as NYPD Chief of Detectives, Queens, Secretary of Public Safety, Commonwealth of Mass. and Chief of Police in Raleigh N.C.; Louis Quijas, former FBI Assistant Director and Chief of Police, High Point, N.C.; Johnny Jennings, Deputy Chief of Police, Charlotte Mecklenburg Police Department (CMPD); and Edward Reeder, Major General US Army Special Forces Command (Ret.) and CEO of Five Star Global Security. The Panel used its collective judgment and considerable experience to provide public safety related guidance to UNC-CH Administration and the Board of Trustees regarding development of a “plan for a lawful and lasting path that protects public safety, preserves the monument and its history and allows the University to focus on its core mission of education, research, economic stimulation and creating the next generation of leaders” pursuant to the August 28, 2018, Resolution of the Board of Governors of the University of North Carolina.

A summary of its key findings follows:

- 1) UNC-CH faces a high risk of violence, civil disorder and property damage when the Silent Sam monument is restored on campus. It was the consensus opinion of the Panel members that the overall threat to people and property during events relating to the Monument has escalated to a heightened level. The Panel determined that the overall risk to public safety on the UNC-CH campus during demonstrations focused on the Monument is very high while the capability of the UNC-Chapel Hill Campus Police Department (“UNC PD”) to prevent civil disorder and violence is very limited.
- 2) Over the last few years the nature of college campus protests have changed dramatically. According to the Executive Director of the International Association of Campus Law enforcement Administrators (IACALEA):<sup>1</sup>, Sue Riseling, *"Campuses often have demonstrations, sit-ins, marches. That's not uncommon on college and university campuses across our country. What's different is when a group comes with all of the baggage and all of the edginess and all of the willingness to use violence to further their political goal.* This new dynamic has presented a complex public safety and security challenge for college campus police departments across the country, including the UNC PD. Campus departments must effectively preserve public safety and maintain order on the college campuses where few limitations on

<sup>1</sup> IACALEA is the largest Association of Campus Law Enforcement Executives with over 4000 members and provides thought leadership, training and best practices to its members. See: <https://www.iaclea.org/mission-and-history>

public gatherings exist and crowd control tactics generally employed by law enforcement are fraught with sensitivities over any use of force by police.

- 3) The Panel assessed that demonstrations on the UNC-CH campus directed towards the Silent Sam monument will continue to present a highly complex campus police challenge in terms of crowd control and violence prevention. At the time of this review, however, this Panel determined that the capabilities of the UNC PD to maintain order and prevent violence acts are very limited. This is not a condition unique to UNC PD. According to IACALEA's Riseling, there are very few campus police departments that are capable of handling this complex law enforcement challenge.
- 4) The Panel assessed that the greatest risk associated with protest and counter-protest actions on the UNC-CH campus is the threat of violence by extremist elements imbedded inside protest and counter-protest groups. Threats and calls for violent action on social media sites on all sides have increased dramatically. A secondary risk is to buildings and property on the campus, including the security of the monument itself. During these events the threat of general chaos and disorder is an ever-present risk. When the monument returns to the campus the situation is certain to resume and intensify. The Panel noted the escalating use of violent tactics at these demonstrations that were staged since the statue was toppled and removed. During these events there was obvious evidence of preplanning and tactics that were designed to instigate violence between protest groups or draw an over-reaction from law enforcement. Objects such as smoke bombs, poles, frozen water bottles, paint balloons and metal objects were used by demonstrators as weapons.
- 5) The UNC PD has the primary responsibility to protect people and property in connection with athletic and other scheduled events on campus. They perform this police function on a regular basis without serious incident. The Panel determined that the UNC PD is effective and efficient at discharging its day-to-day law enforcement mission on the UNC-CH campus.  
Campus police departments are generally not well equipped to deal with complex protest actions where they are caught in the middle between intense confrontations between protest and counter-protest groups while bystanders congregate. This Panel determined that few officers in the UNC-CH department have received any significant recent training in crowd control tactics and there has been minimal training as a unit. The Panel assessed that the UNC PD will require at least one mobile force platoon to support the UNC PD to prevent or respond to civil disorder and violence at future campus events.

As in all areas of risk management there can never be total certainty that the UNC-CH campus will be immune from civil disorder and the attendant violence and property damage. However, it is an attainable goal to place the UNC-CH Administration and Police Department in the best possible position to prevent serious violence and maintain order during the complex events that are sure to resume once the monument is restored on campus by undertaking certain actions.

- 6) The Panel made several recommendations on how the UNC PD can improve its capabilities to handle larger-scale protests that involve unlawful behavior. These include improvements to training, intelligence gathering, rules of engagement, and written action plans. The Panel also recommended that the UNC PD enhance its mutual aid relationship with other law enforcement agencies that can provide mobile field force units.
- 7) The Panel assessed potential locations for the monument against a list of site features that promoted enhanced security. The Panel found returning the monument to any open area such as McCorkle Place will draw significant local, state and national attention and significant protest actions will resume at same pace. Based on media posts and pattern of past events centered on the monument it will literally be under siege.
- 8) The Panel found that public safety and security could be enhanced by placing the monument in an indoor location on a site with certain characteristics. With respect to the site, the desirable characteristics include adequate buffers, minimal foliage, separation from major streets, and clearly delineated boundaries. These kinds of characteristics facilitate crowd management and enhance safety.
- 9) The Panel also recommended that public safety and security could be enhanced by the design of the building in which the monument could be located. Such design features are more feasible in new construction. Desirable design features include limited windows and glass, the use of shatterproof glass, reinforced security doors with no windows, use of sturdy and fireproof building materials, appropriate lighting, video surveillance and incorporation of state-of-the-art security measures.
- 10) The Panel highly recommends that the UNC Board of Governors implement a system-wide mobile force that can be deployed to any campus as needed.

## SUMMARY OF SAFETY AND SECURITY CONSIDERATIONS

Consistent with the charge of the Board of Governors, considerations for public safety and the preservation of the Monument played a prominent role in evaluating potential sites for the Monument's disposition. The Safety Panel determined that the UNC Police Department is effective and efficient at discharging their day-to-day law enforcement mission on the campus. With respect to the large-scale protests that have occurred in and around the Monument, we consulted with a Safety Panel<sup>1</sup> to assess the security and public safety issues associated with those events and other potential threats to campus.

It is important to note that if a site could not meet the criteria of promoting public safety or preservation of the Monument, it was ruled out as a possibility. As explained below, based on the Safety Panel's findings, returning the Monument to its pedestal was ruled out based on concerns over public safety and preservation of the Monument. The Safety Panel's recommendations led us to favor a newly-constructed, single program building that could be located and designed to achieve enhanced public safety and Monument preservation.

### A. OVERVIEW OF SAFETY CONCERNS

Key findings of the Safety Panel regarding safety and security are outlined below.

- I. The University faces a high risk of violence, civil disorder and property damage if the Monument is restored to campus. The Safety Panel researched the backgrounds of individual protestors who have acted aggressively and unlawfully at recent protests and confirmed that the majority are not associated with the University and are unlikely to have the best interests of the University and campus safety in mind. This kind of outside protestor would pose a continuing threat to public safety and to the preservation of the Monument. Even if our law enforcement resources were at a greatly enhanced level and supported by other available city, town or county mobile forces, such as from Charlotte or Greensboro, the threat would remain high with respect to both public safety and the ability to preserve the Monument.
- II. Over the last few years the nature of college campus protests has changed dramatically. Our Safety Panel consulted with the Executive Director of the International Association of Campus Law enforcement Administrators<sup>2</sup>, Sue

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<sup>1</sup> This Panel consisted of five security professionals led by Chris Swecker, Attorney at Law and former FBI Assistant Director. Other members include Jane Perlov, who has served as NYPD Chief of Detectives, Queens, Secretary of Public Safety, Commonwealth of Mass. and Chief of Police in Raleigh N.C.; Louis Quijas, former FBI Assistant Director and Chief of Police, High Point, N.C.; Johnny Jennings, Deputy Chief of Police, Charlotte Mecklenburg Police Department (CMPD); and Edward Reeder, Major General US Army Special Forces Command (Ret.) and CEO of Five Star Global Security.

<sup>2</sup> The International Association of Campus Law Enforcement Executives has over 4000 members and provides thought leadership, training and best practices to its members. See: <https://www.iaclea.org/mission-and-history>

Riseling, who stated, "*Campuses often have demonstrations, sit-ins, marches. That's not uncommon on college and university campuses across our country. What's different is when a group comes with all of the baggage and all of the edginess and all of the willingness to use violence to further their political goal.*" This new dynamic has presented a complex public safety and security challenge for college campus police departments across the country, including the UNC Police. Campus departments must effectively preserve public safety and maintain order on the college campuses where few limitations on public gatherings exist and crowd control tactics generally employed by law enforcement are fraught with sensitivities over any use of force by police.

- III. Returning the Monument to any open area such as McCorkle Place will draw significant local, state and national attention, and significant protest actions will resume. The Safety Panel concluded, based on media posts and patterns of past events centered on the Monument, "it will literally be under siege".

## **B. RISK MITIGATION STRATEGIES – LAW ENFORCEMENT**

That risk to campus safety can be mitigated but not eliminated if the Monument is placed in a building constructed at an appropriate location with security considerations as its fundamental feature and if the University substantially upgrades its law enforcement capabilities. Both of those risk mitigation measures will take time, money and financial resources.

The Safety Panel also noted that the UNC Police, like campus police forces all over the country, do not have sufficient numbers and are not well equipped to deal with large, aggressive protest actions and will be dependent on the assistance of other law enforcement agencies to handle large protests. They also concluded that the availability of those resources is not assured.

Even at an enhanced level of resources, the Safety Panel found that the UNC Police would need to rely on mobile force units from other jurisdictions or the Highway Patrol to police any large-scale protest or assembly when groups with opposing views are simultaneously present. The availability of such support, especially on short notice, is not assured, and political pressures and sustainability concerns limit the availability of assistance. Our Security Panel also highlighted the tenuous nature of support from other law enforcement agencies and the strain that those relationships would come under if the University faced continual large-scale protests. It is not likely that Carrboro Police would be willing to assist in defending the Monument, and the Chapel Hill Police have been willing to provide assistance to protect people, but the willingness of the Chapel Hill Police to protect the Monument itself is not assured. It is foreseeable that both local political pressures on other police forces and conflicting demands will affect and may even prevent their availability when the University has a need.

The Safety Panel recommend that the UNC Police acquire greater capabilities in the area of crowd control, protest management and intelligence gathering. They also recommended enhanced training for UNC Police, improvements in operational plans, and greater clarity with respect to rules of engagement. We have already begun the

process of making necessary changes to enhance the capability of the UNC Police in these important respects.

With respect to enhanced capabilities to address large protests that involve unlawful behavior, the Safety Panel recommend that a mobile force be developed at the UNC System level (to be shared by all System institutions) to provide enhanced capability to address issues that arise with large crowds and protests. The development of such a force will require funding as well as time to hire, train and provision a System-wide resource of this nature. The Safety Panel recommends the establishment of a 40-person system wide mobile force that was estimated to cost \$2,000,000 annually and require the expenditure of \$500,000 for equipment costs. We believe that this recommendation warrants serious consideration and review by the Board of Governors.

The security consultants also pointed out that we must take into consideration the fact that the recent decisions of some Orange County judges add to the security risk.

### **C. RISK MITIGATION STRATEGIES – LOCATION AND CONSTRUCTION**

The Safety Panel also emphasized that the nature of the site on which a building is placed and the features of the building are important considerations in deciding where to place the Monument from a security standpoint.

- A free-standing, single program building with significant buffer space around it is safer and far easier to secure than a multi-use or single-use building in an area that lacks sufficient buffer space and is in a high traffic location. The consultants stated that an ideal site would have “minimal foliage, hedges or trees on site to provide clear visibility” and “a building setback area of at least 250 feet on the sides, 250 feet in the back and 300 feet in the front with an open courtyard setup to facilitate crowd management and minimize areas where small cells can congregate outside the view of law enforcement.” With a free-standing, single program building, it is easier to control access, to have policies that limit bags and allow searches prior to entry, to set up cameras and alarms to promote security, and to limit threats to other activities or properties. The security considerations calling for a free-standing, single program building limited the available options to where the Monument could be relocated.
- New construction would allow a safer and more secure building to be constructed than could be obtained with renovating an existing structure. A new building could be constructed with fireproof materials, shatter resistant glass, security doors and limited windows. A new building could incorporate state-of-the-art security, provide appropriate buffers and barriers from vehicular traffic and use topographic features to allow better crowd control and security.
- An indoor location would likely be classified for First Amendment purposes as a “non-public forum” where the University could impose reasonable, content-neutral restrictions to promote public safety and preserve the Monument. These would include having posted hours of visitation, restricting items that could be brought into the building, requiring visitors to go through scanners or have bag checks and limiting the number of visitors at any time. With an indoor location,



the University's rights under the First Amendment as an owner of property that is dedicated for a lawful purpose better aligns with the sensible security recommendations from our security experts.<sup>3</sup>

In comparison to the Monument's location in McCorkle Place, a free-standing, single program building offers options under the First Amendment that are important for keeping the public safe, keeping opposing sides apart and securing the Monument. Under First Amendment law and the Campus Free Speech Act, McCorkle Place and the sidewalk along Franklin Street adjacent to it would be considered "public forums" as they are public spaces that have historically and traditionally been available for public assembly, protest and debate. Under the law, the University may impose narrowly tailored time, place and manner restrictions on McCorkle Place but would not be able to prohibit gatherings or protests around the Monument either completely or by particular groups.

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<sup>3</sup> As the Supreme Court has stated, "the State, no less than a private owner of property, has power to preserve the property under its control for the use to which it is lawfully dedicated." See *Perry Educ. Ass'n v. Perry Local Educators' Associations*, 460 U. S. 37, 46 (1982).



**North Carolina Department of Natural and Cultural Resources  
Office of the Secretary**

Governor Roy Cooper

Secretary Susi H. Hamilton

November 30, 2018

Mr. Clayton D. Somers  
Vice Chancellor for Public Affairs  
and Secretary of the University  
The University of North Carolina at Chapel Hill  
310 South Building, CB #9150  
Chapel Hill, NC 27599-9150

Dear Mr. Somers:

Pursuant to our recent discussions and your letter of November 27, 2018, you have asked whether the University's confederate monument can be housed in the North Carolina Museum of History for display.

If such a relocation were allowed by law and subsequent approval of the Historical Commission were obtained, the Museum of History could physically accommodate the statue for display. Any display of the monument would need to include the historical context of the monument's original place in North Carolina history. In addition to the laws governing objects of remembrance, the North Carolina Historical Commission may need to approve the accession of an artifact into the Museum's collection.

The Department would require a memorandum of understanding with the University to address issues including the loan or donation of the monument as an artifact, the cost of relocation and delivery of the monument, the cost of exhibit design, construction or modification of existing exhibits necessary for the historically accurate and appropriate contextualization of the monument and any structural modifications necessary to display the monument as well as the costs of ongoing operational support such as curatorial staff and security positions. These costs could exceed \$2,000,000 in total.

We cannot provide an approximate timeline for display until all required approvals are obtained. Please let me know if you have any further questions or concerns.

Sincerely,

Susi H. Hamilton  
Secretary

**MAILING ADDRESS:**  
4601 Mail Service Center  
Raleigh, NC 27699-4600

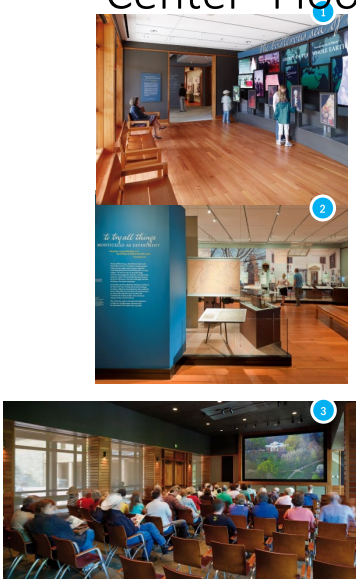
**Telephone:** (919) 814-6750  
**Fax:** (919) 733-1564

**LOCATION:**  
109 East Jones Street  
Raleigh, NC

# Campus Map



## Proposed University History and Education Center- Floor Plan



## LEGAL CONSIDERATIONS

The Board of Governors' charge raises several legal issues:

- The application of North Carolina law on Monuments, Memorials and Parks set forth in Chapter 100 of the General Statutes and the conditions in the governing law that apply to the relocation of the Monument.
- The constraints placed by the First Amendment on the ability of the University to regulate protests related to the Monument and the spaces in which the Monument may be relocated.
- Zoning considerations with respect to the relocation of the Monument that may involve the construction of a new building.
- The kinds of potential legal claims that would be associated with the identified options on potential placement of the Monument. Those include negligence claims, claims for violation of Section 1983 and claims for violation of Title VI.

With respect to these issues, a summary of conclusions is as follows:

- That relocation of the Monument from its current location to an indoor location will require the approval of the North Carolina Historical Commission and satisfaction of the conditions set forth in N.C. Gen. Stat. §100-2.1.
- That the placement of any new monument in the areas previously occupied by the Monument will require the approval of the North Carolina Historical Commission.
- That First Amendment considerations weigh in favor of an indoor location as such a location will allow the University greater ability to preserve the Monument and promote public safety consistent with the First Amendment.
- That the satisfaction of zoning requirements will take some time and effort, but should not be a barrier to relocation of the Monument on campus.
- That the return of the Monument to its pedestal creates unacceptably high safety risks that results in unacceptably high legal risks.
- That the best way to reduce potential legal exposure would be to relocate the Monument to minimize exposure to negligence claims, claims under 42 U.S.C. §1983, and under Title VI.
- Relocation of the Monument into an indoor, single-use, stand-alone facility with heightened security would also serve to reduce potential legal exposure associated with the Monument. New construction at a location with appropriate buffers and site characteristics that incorporated safety and security measures

into the building design would serve to reduce the risk to public safety and the associated legal risk.

An analysis for how moving the Monument indoors complies with the law follows:

- The statute that governs the relocation of the Monument is N.C. Gen. Stat. §100-2.1. That statute allows the North Carolina Historical Commission to approve the relocation of the Monument under certain conditions. Under that statute, the Monument qualifies as an “object of remembrance” because it falls within the definition of “a monument, memorial, plaque, statue, marker or display of a permanent character that commemorates an event, person, or military service that is part of North Carolina’s history.” N.C. Gen. Stat. §100-2.1(b) states that an object of remembrance can be relocated “when appropriate measures are required by the State or a political subdivision to preserve the object” or “when necessary for construction, renovation, or reconfiguration of buildings, open spaces, parking or transportation projects.”
- The toppling of the Monument on August 20 and the report from our security consultants establish that preserving the Monument in its historical location in McCorkle Place is not feasible and that it is likely to be repeatedly targeted for toppling in that location. As a result, the University believes that the Monument’s preservation requires that it be moved to an indoor location where it can be preserved. N.C. Gen. Stat. §100-2.1 recognizes that “appropriate measures” can be used to preserve an object of remembrance.
- In addition, the University has plans to renovate and reconfigure McCorkle Place to provide a gateway to the University that provides a more complete picture of its storied history. Thus, both justifications for relocation under N.C. Gen. Stat. §100-2.1(b) are satisfied.
- N. C. Gen. Stat. §100-2.1(b) provides that an object of remembrance can be relocated to “a site of similar prominence, honor, visibility, availability and access that are within the boundaries of the jurisdiction from which it was relocated.” The University has put forward as its plan a relocation of the Monument to a History and Education Center to be located in what is now Odum Village. The University will be able to establish that relocation into such a building is an “appropriate measure” to preserve the Monument consistent with the applicable law and that such a location can provide a secure location in which the Monument can be preserved. The Monument will also remain with the Town of Chapel Hill, Orange County and the State of North Carolina, so there can be no question that it remains “within the boundaries of the jurisdiction from which it was relocated.”
- The site in Odum Village will also be of similar prominence, honor, visibility, availability and access. The Monument will be placed in a growing part of a

campus that is prominently featured in our University Master Plan. The site will have access to parking in the large public lots on Manning Drive in a manner not available at its current location. The new light rail line will be a short walk from the site and allow a new form of access. The History and Education Center will allow the Monument to be used as a teaching tool. The Center will allow the Monument to be displayed in a manner where people will have a better ability to see it up close and appreciate its artistic features. It will remain on campus as an important artifact of the University's history.

- N.C. Gen. Stat. §100-2.1(b) provides that a Monument “may not be relocated to a museum, cemetery or mausoleum unless it was originally placed at such a location.” The History and Education Center is not a “museum, cemetery or mausoleum” but will be built as a place of teaching the University's history using interactive technology, classroom teaching, presentations and events. The Center will be an educational facility that will be used consistent with the University's educational mission.
- The placement of the Monument at a site in a growing part of our campus in a new building where it can be secured and preserved, thoughtfully displayed and used as a teaching tool is the kind of “appropriate measure” to preserve an object of remembrance that is consistent with both N.C. Gen. Stat. §100-2.1 and the charge of the Board of Governors.



**JONATHAN PRUITT**  
VICE CHANCELLOR FOR FINANCE AND OPERATIONS

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200 East Cameron Avenue | Chapel Hill, NC 27599-1000  
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November 21, 2018

TO: Chancellor Folt and Provost Blouin  
FROM: Jonathan Pruitt  
SUBJECT: Requested Cost Estimates

## Background

As requested, we have estimated the potential costs of options that were provided to us as part of the process to develop a plan to present to the Board of Governors for the monument's disposition and preservation. All options provided to us assume the creation of a new UNC History and Education Center, except for one. As a result, the financial analysis includes major cost categories such as capital construction, both renovation and new construction, depending on the site, and the associated operating costs of the Center. It is important to note that capital construction costs are one-time in nature and operating costs are recurring. In addition to cost information, we have provided site maps and if applicable, the required permitting, zoning and other approvals necessary for each potential site.

## Methodology

### *Construction*

Each site was assessed to determine the gross square feet and usable square feet. Additionally, cost estimates for both new construction and renovation of existing buildings were based on our most recent experience with actual costs of comparable campus construction projects. More specifically, for renovation of existing buildings, we used the Burnett-Womack Renovation, Hill Hall Renovation and Howell Hall Renovation. For new construction, we used Carroll Hall Addition and Kenan Music Building. If buildings completed construction/renovation more than one year ago, we adjusted numbers to reflect 2018 costs.

### *Exhibit Space*

Given the use of the building is to be a history and education center, we estimated the cost of exhibit space using the same cost per square foot for usable space. The cost per square foot was based on consultation with a third-party expert and assumes a highly interactive exhibit space. This element of cost applied to all options except for the NC Museum of History.

### *Building Security*

Another category of cost includes the interior and exterior security of the building. For lighting, alarms and cameras we relied on a third-party estimate from security consultants which remains the same for all options except the NC Museum of History. Additionally, for sites that are adjacent to roads or parking, the cost of bollards was included and based on the university's most recent actual costs for installation on Cameron Avenue.

### *Displacement*

Several options for the History and Education Center would require moving existing programming (academic, parking or exhibit/performance space) to new locations. These costs have been estimated based on the size and scope of affected programming specific to each location.

### *Annual Recurring Operating Costs*

In addition to the cost of construction, this analysis includes the costs to operate a UNC History and Education Center. This includes the addition of four staff positions (one program director and three staff) as well as three additional law enforcement personnel. Also included are the costs for building maintenance and marketing and communications. These costs are included for all potential sites except the NC Museum of History.

### *Limitations of Cost Estimates*

While based on sound benchmarking information, it should be noted and understood that cost estimates for this purpose have been made prior to the formal design of facilities and are based on preliminary operational programming. Interpretation and use of the information should recognize these limitations. Accuracy and completeness of cost estimates will improve with formal construction planning and operational design.



	South Campus Odum Village New Construction [6,000 SF]	Wilson Court New Construction [6,000 SF]	S-11 Parking Lot at UNC Family Medicine Clinic New Construction [6,000 SF]	Friday Center New Construction [6,000 SF]	440 W. Franklin St. Courtyard New Construction [6,000 SF]	210 Pittsboro St. New Construction [4,000 SF]	Granville Towers South Parking Lot New Construction [6,000 SF]
<b>Capital Costs (One-time, Nonrecurring)</b>							
Acquisition(1)	NA	NA	NA	NA	NA	NA	NA
Demolition(2)	\$100,000	NA	NA	NA	NA	\$50,000	NA
Renovation/New Construction(3)	\$3,436,992	\$3,436,992	\$3,436,992	\$3,436,992	\$3,436,992	\$2,353,536	\$3,436,992
Exhibition Area and Display(4)	\$576,000	\$576,000	\$576,000	\$576,000	\$576,000	\$384,000	\$576,000
Security, Lighting, Alarms, & Cameras(5)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Security, Bollards(6)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Programmatic and Other Displacement Costs(7)	\$280,000	\$1,800,000	\$1,760,000	NA	NA	\$360,000	\$1,000,000
Artifact Restoration(8)	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000
Contingency (9)	\$635,699	\$635,699	\$635,699	\$635,699	\$635,699	\$444,380	\$635,699
Other(10)	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$32,000	\$48,000
<b>Capital Total</b>	<b>\$5,314,691</b>	<b>\$6,734,691</b>	<b>\$6,694,691</b>	<b>\$4,934,691</b>	<b>\$4,934,691</b>	<b>\$3,861,916</b>	<b>\$5,934,691</b>
<b>Annual Recurring Operating Costs</b>							
Personnel(11)	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000
Personnel, Security(12)	\$202,185	\$202,185	\$202,185	\$202,185	\$202,185	\$202,185	\$202,185
Maintenance(13)	\$129,000	\$129,000	\$129,000	\$129,000	\$129,000	\$86,000	\$129,000
Marketing and Communications(14)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Operating Total</b>	<b>\$801,185</b>	<b>\$801,185</b>	<b>\$801,185</b>	<b>\$801,185</b>	<b>\$801,185</b>	<b>\$758,185</b>	<b>\$801,185</b>
<b>Total Nonrecurring</b>	<b>\$5,314,691</b>	<b>\$6,734,691</b>	<b>\$6,694,691</b>	<b>\$4,934,691</b>	<b>\$4,934,691</b>	<b>\$3,861,916</b>	<b>\$5,934,691</b>
<b>Total Annual Recurring</b>	<b>\$801,185</b>	<b>\$801,185</b>	<b>\$801,185</b>	<b>\$801,185</b>	<b>\$801,185</b>	<b>\$758,185</b>	<b>\$801,185</b>
Endowment Necessary to Fund Operating Costs(16)	\$16,023,700	\$16,023,700	\$16,023,700	\$16,023,700	\$16,023,700	\$15,163,700	\$16,023,700

(1)Based on market comparables

(2)Based on recent demolition costs of comparable properties

(3)Based on recent \$/SF costs for comparable construction including escalation per Office of State Construction guidelines

(4)Based on \$120/SF for highly interactive exhibit space

(5)Based on security expert consultation

(6)Based on most recent bollard installation on Cameron Avenue

(7)Includes relocation of existing facility (Person); exhibit replacement space (Wilson); and parking replacements costs (S11, Wilson Court, Granville Cameron Ave., South Campus, and 210 Pittsboro)

(8)Includes crating, shipping, and installation

(9)Assumes 15% for building costs

(10)Includes one-time maintenance costs; Replacement organ cost (Person); Sprinkler system on fifth floor (Wilson)

(11)Assumes 1 Director (\$130,000), 3 Staff (\$240,000) at all locations except NC Museum of History

(12)Includes 3 additional FTE

(13)Based on state budget process building reserve model to estimate maintenance costs for NC buildings

(14)Assumes existing University capacity will be leveraged

(15)Based on estimate from NC Museum of History - Appendix B

(16)Assumes 5% return to fund annual operating costs

	Mrs. D's	Person Hall	Gerrard Hall	Historic Playmakers Theater	Wilson Library	NC Museum of History(15)
	New Construction [2,000 SF]	Renovation [7,900 SF]	Renovation [2,338 SF]	Renovation [7,153 SF]	Renovation [2,600 SF]	[500 SF]
<b>Capital Costs (One-time, Nonrecurring)</b>						
Acquisition(1)	\$600,000	NA	NA	NA	NA	NA
Demolition(2)	\$50,000	NA	NA	NA	NA	NA
Renovation/New Construction(3)	\$1,176,768	\$4,154,283	\$689,908	\$3,988,284	\$777,779	NA
Exhibition Area and Display(4)	\$192,000	\$758,496	\$224,448	\$686,688	\$249,600	\$0
Security, Lighting, Alarms, & Cameras(5)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0
Security, Bollards(6)	\$25,000	NA	\$25,000	\$25,000	\$25,000	NA
Programmatic and Other Displacement Costs(7)	NA	\$5,876,860	NA	NA	\$270,600	NA
Artifact Restoration(8)	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000
Contingency (9)	\$239,065	\$766,917	\$170,903	\$734,996	\$187,857	NA
Other(10)	\$16,000	\$2,062,000	\$3,500	\$10,000	\$700,000	\$2,000,000
<b>Capital Total</b>	<b>\$2,511,833</b>	<b>\$13,831,556</b>	<b>\$1,326,760</b>	<b>\$5,657,968</b>	<b>\$2,423,835</b>	<b>\$2,013,000</b>
<b>Annual Recurring Operating Costs</b>						
Personnel(11)	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000	\$0
Personnel, Security(12)	\$202,185	\$202,185	\$202,185	\$202,185	\$202,185	\$0
Maintenance(13)	\$43,000	\$266,000	\$48,000	\$105,000	\$53,378.96	\$0
Marketing and Communications(14)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$0
<b>Operating Total</b>	<b>\$715,185</b>	<b>\$938,185</b>	<b>\$720,185</b>	<b>\$777,185</b>	<b>\$725,564</b>	<b>\$0</b>
<b>Total Nonrecurring</b>	<b>\$2,511,833</b>	<b>\$13,831,556</b>	<b>\$1,326,760</b>	<b>\$5,657,968</b>	<b>\$2,423,835</b>	<b>\$2,013,000</b>
<b>Total Annual Recurring</b>	<b>\$715,185</b>	<b>\$938,185</b>	<b>\$720,185</b>	<b>\$777,185</b>	<b>\$725,564</b>	<b>\$0</b>
Endowment Necessary to Fund Operating Costs(16)	\$14,303,700	\$18,763,700	\$14,403,700	\$15,543,700	\$14,511,279	\$0

(1)Based on market comparables

(2)Based on recent demolition costs of comparable properties

(3)Based on recent \$/SF costs for comparable construction including escalation per Office of State Construction guidelines

(4)Based on \$120/SF for highly interactive exhibit space

(5)Based on security expert consultation

(6)Based on most recent bollard installation on Cameron Avenue

(7)Includes relocation of existing facility (Person); exhibit replacement space (Wilson); and parking replacements costs (S11, Wilson Court, Granville Cameron Ave., South Campus, and 210 Pittsboro)

(8)Includes crating, shipping, and installation

(9)Assumes 15% for building costs

(10)Includes one-time maintenance costs; Replacement organ cost (Person); Sprinkler system on fifth floor (Wilson)

(11)Assumes 1 Director (\$130,000), 3 Staff (\$240,000) at all locations except NC Museum of History

(12)Includes 3 additional FTE

(13)Based on state budget process building reserve model to estimate maintenance costs for NC buildings

(14)Assumes existing University capacity will be leveraged

(15)Based on estimate from NC Museum of History - Appendix B

(16)Assumes 5% return to fund annual operating costs







## Wilson Court

- Zoning:** OI-1, Historic District
- Available Site SF:** 40,000
- Permissible Building SF:** 11,500
- Town Approval:** Historic District Commission and Planning Board
- Current Use:** Parking for employees and Carolina Inn
- Adjacent Use:** Cameron McCauley Neighborhood, Newman Center, Community Garden, Carolina Inn, University
- Physical Site Constraints:** Underground steam tunnel along southern edge
- Displaced UNC Parking Spaces:** 90

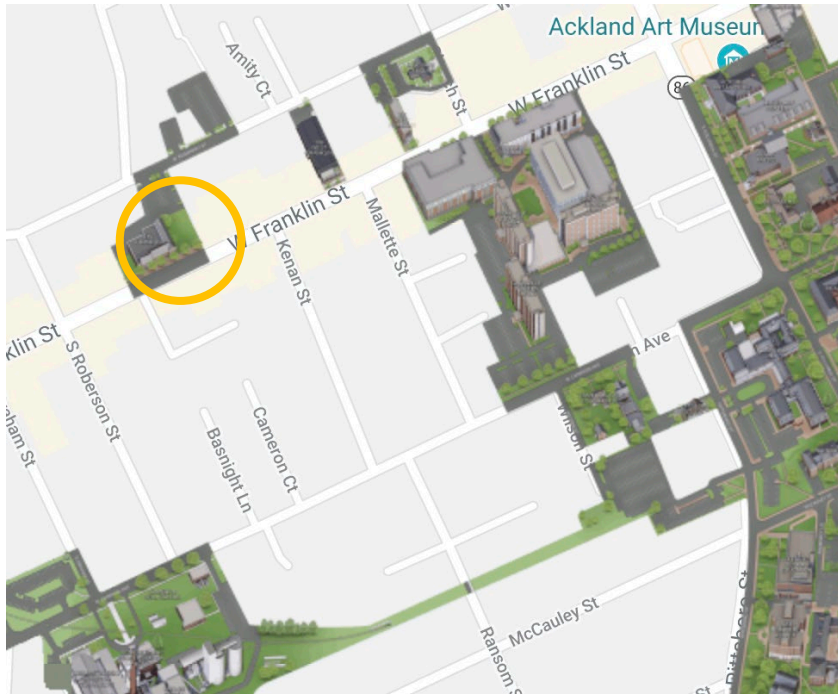


## Odum Village

- Zoning:** OI-4
- Available Site SF:** 40,000
- Permissible Building SF:** N/A
- Town Approval:** Administrative
- Current Use:** Vacant student housing
- Adjacent Use:** Carolina Veteran's Center
- Physical Site Constraints:** Topography
- Displaced UNC Parking Spaces:** 14







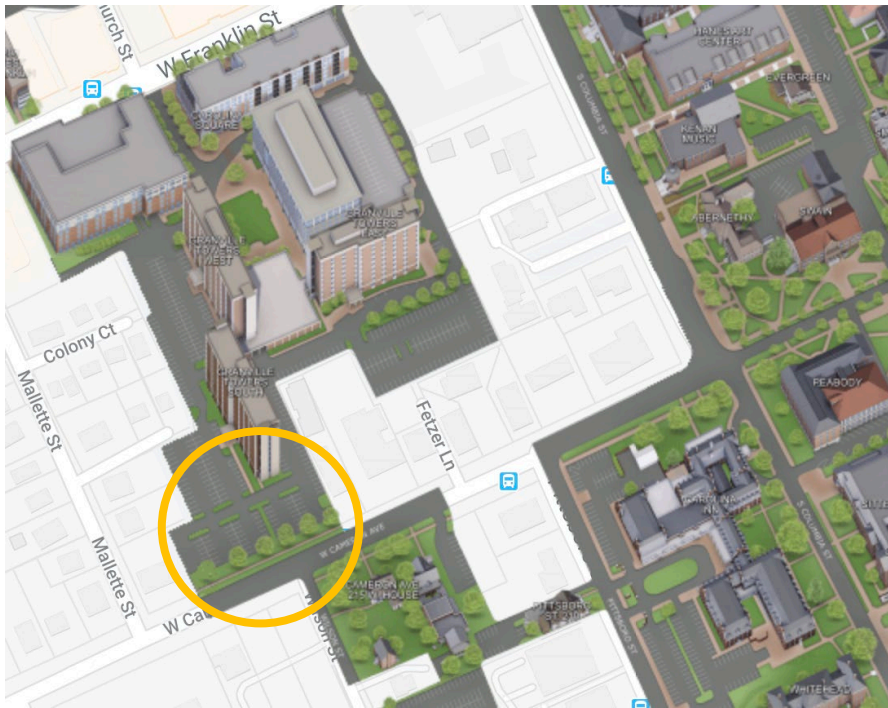
### 440 W Franklin Courtyard

**Zoning:** TC-2  
**Available Site SF:** 25,000  
**Permissible Building SF:** 25,000  
**Town Approval:** Planning Board, Administrative Zoning Compliance  
**Current Use:** Courtyard  
**Adjacent Use:** UNC ITS, Downtown businesses  
**Physical Site Constraints:** None  
**Displaced UNC Parking Spaces:** 0



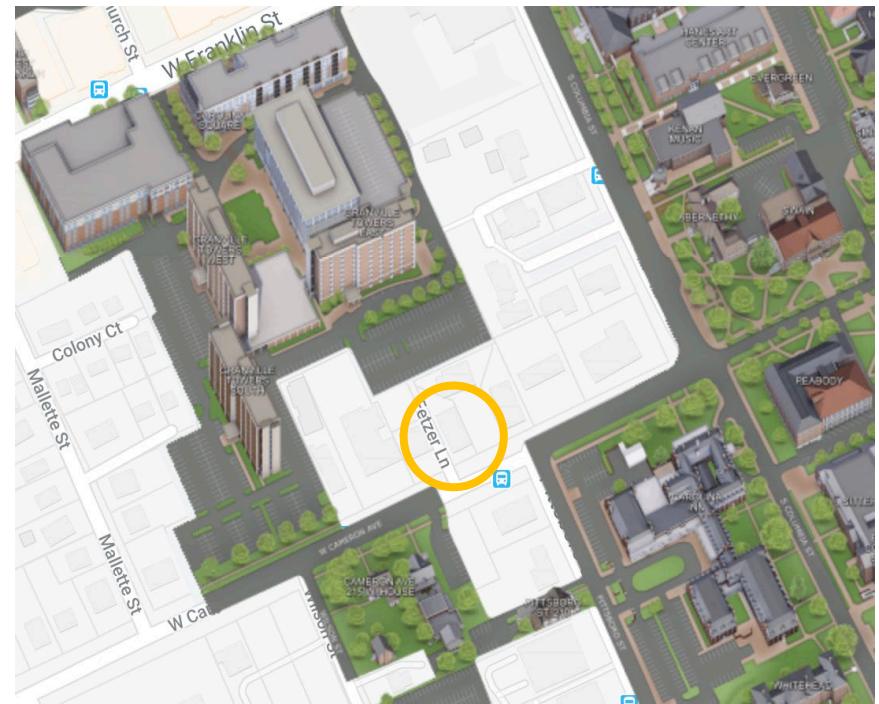
### 210 Pittsboro

**Zoning:** OI-2  
**Available Site SF:** 15,000  
**Permissible Building SF:** 4,000  
**Town Approval:** Planning Board, Historic District Commission  
**Administrative Zoning Compliance**  
**Current Use:** UNC Office Space  
**Adjacent Use:** Cameron McCauley Neighborhood, Newman Center, Community Garden, Carolina Inn, University  
**Physical Site Constraints:** None  
**Displaced UNC Parking Spaces:** 18



## Granville

**Zoning:** OI-1  
**Available Site SF:** 20,000  
**Permissible Building SF:** 6,000  
**Town Approval:** Town Council Special Use Permit  
**Current Use:** Parking for Granville Towers  
**Adjacent Use:** Cameron McCauley Neighborhood  
**Physical Site Constraints:** Adjacent University underground utilities  
**Displaced UNC Parking Spaces:** 50



## Mrs. D's

**Zoning:** OI-1  
**Available Site SF:** 7,500  
**Permissible Building SF:** 2,000  
**Town Approval:** Planning Board, Historic District Commission, Administrative Zoning Compliance  
**Current Use:** Private student housing  
**Adjacent Use:** Granville Towers, Cameron McCauley Neighborhood  
**Physical Site Constraints:** None  
**Displaced UNC Parking Spaces:** 0





## Gerrard Hall

**Zoning:** OI-4, Historic District

**Available Site SF:** Existing Building

**Permissible Building SF:** 2,338. Useable space: 1,993

**Town Approval:** N/A

**Current Use:** Lectures, events, performances, ceremonies, rehearsals

**Adjacent Use:** Student housing, Memorial Hall, Classrooms, administrative offices, Campus Y

**Physical Site Constraints:** Artifact installation limited to one location.

**Displaced UNC Parking Spaces:** N/A



## Historic Playmakers

**Zoning:** OI-4, Historic District

**Available Site SF:** Existing Building

**Permissible Building SF:** 7,153. Useable space: 4,447

**Town Approval:** N/A

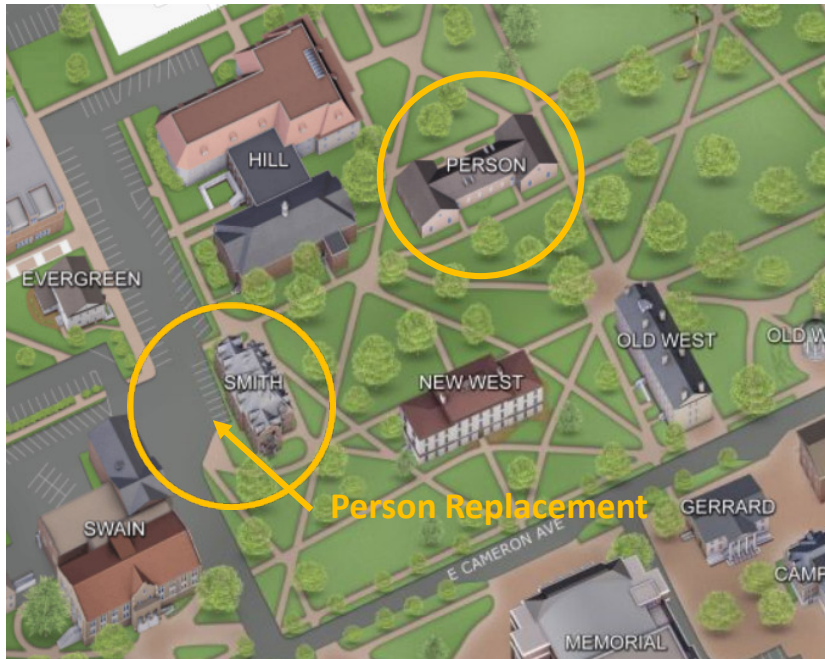
**Current Use:** Performances and rehearsals.

**Adjacent Use:** Student housing, Classrooms, administrative offices.

**Physical Site Constraints:** Requires comprehensive renovation

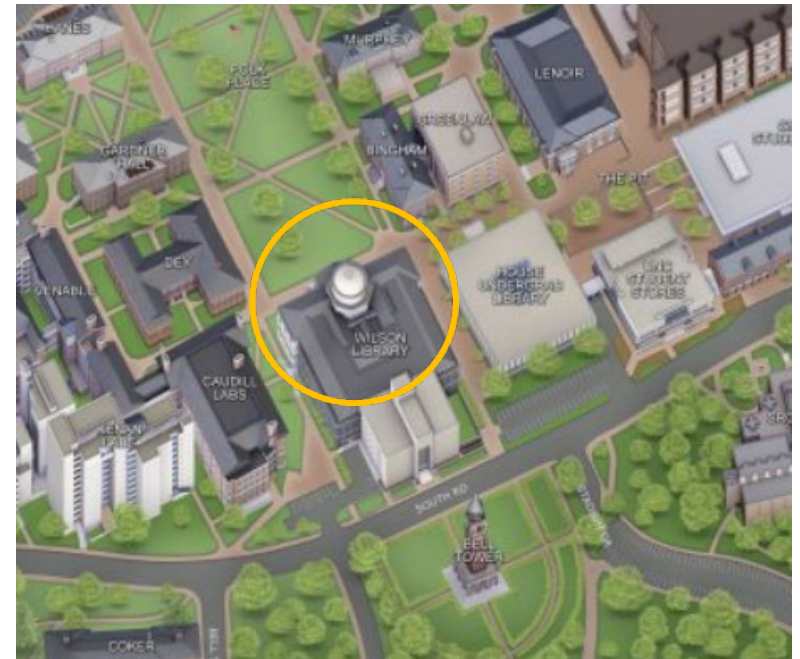
**Displaced UNC Parking Spaces:** N/A





### Person Hall

- Zoning:** OI-4, Historic District
- Available Site SF:** Person Replacement – 12,300
- Permissible Building SF:** N/A
- Town Approval:** Person Replacement – Administrative
- Current Use:** Faculty offices, rehearsal/recital space
- Adjacent Use:** Student housing, Academic and event space
- Physical Site Constraints:** Person Replacement – Adjacent Steam and CW lines.
- Displaced UNC Parking Spaces:** Person Replacement - 8



### Wilson Library

- Zoning:** OI-4
- Available Site SF:** 2,600
- Permissible Building SF:** N/A
- Town Approval:** N/A
- Current Use:** North Carolina Collection
- Adjacent Use:** Library and Special Collections
- Physical Site Constraints:** Artifact installation limited due to structural constraints. Requires installation of fire sprinklers of exhibit floor.
- Displaced UNC Parking Spaces:** N/A



# General Classrooms + Student Housing

■ CAMPUS BUILDING - GENERAL CLASSROOM USE

**438** TOTAL GENERAL CLASSROOM SEATS

**6** TOTAL GENERAL CLASSROOM ROOMS

■ CAMPUS BUILDING - HOUSING

**67** TOTAL BEDS

- - - PRIMARY PEDESTRIAN ROUTE






■ PRIMARY OPEN SPACE





# Campus South

General Classrooms + Student Housing

-  CAMPUS BUILDING - GENERAL CLASSROOM USE
- 438** TOTAL CLASSROOM SEATS
- 6** TOTAL CLASSROOM ROOMS
-  CAMPUS BUILDING - HOUSING
- 67** TOTAL BEDS
-  PRIMARY PEDESTRIAN ROUTE
-  PRIMARY OPEN SPACE
-  PROPOSED LIGHT RAIL ALIGNMENT



## WORK OF THE CHANCELLOR'S TASK FORCE ON UNC-CHAPEL HILL HISTORY

The Chancellor's Task Force on the University of North Carolina at Chapel Hill History is responsible for developing a comprehensive approach to curating and teaching the history of the University.

In May 2015, the Board of Trustees voted to rename Saunders Hall to Carolina Hall, to develop new curation and education initiatives, and to place a 16-year freeze on renaming historic buildings to provide adequate time for the new efforts to take root.

Chancellor Carol L. Folt appointed the Task Force to ensure that everyone – students, prospective students, faculty, staff, alumni and visitors – has the opportunity to learn about Carolina's history and contributions to society.

In announcing the History Task Force, Folt said, "An honest and thoughtful account of Carolina's history will encourage people to reflect on how race, class and privilege have shaped the university and the nation. In telling our full history, we have the chance to educate our students and community, and to respectfully engage in difficult dialogues that encompass varying perspectives. In this way, we can truly honor our tradition of excellence and make Carolina ever stronger for the future."

The work of the Task Force is ongoing. These efforts are intended to tell the rich and diverse history of UNC-Chapel Hill, and its role in the state and the nation. Their work to date is outlined below.

1. The Task Force has inventoried named campus buildings, monuments, memorials, and landscapes to make recommendations for the education and interpretation of university spaces.
2. In November 2016, the History Task Force opened [a permanent exhibit inside the south entrance to Carolina Hall](#) and launched a [companion website](#).

The intent of the [Carolina Hall Story](#) is to teach about a critical era in the history of this state, this region, and this University. The exhibit provides historical background about the building's original namesake, William L. Saunders, the broader history covering emancipation at the end of the Civil War, through the period of Reconstruction when Saunders was an active leader of the Ku Klux Klan. It also tells about the era of the building's construction and the trustees' decision to name the building for him; and, the context for the decision in 2015 to rename the building Carolina Hall.

3. The Task Force on the University of North Carolina at Chapel Hill History has developed a strategy for contextualizing [McCorkle Place](#) – the site of the University's first buildings and the historic heart of campus. The goal is to place the campus story in the broader history of the state, the nation, and the world by



tracing the University's development from its founding in 1789 to becoming a leading global public research university.

As part of the first phase of an interpretative plan for McCorkle Place, the Task force has designed:

- Entrance signs and threshold markers at the north and south entrances that will mark the birthplace of American public higher education and acknowledge indigenous peoples who were the first stewards of this land.
- Educational markers at the Confederate Monument and at the Unsung Founders Memorial to further contextualize both pieces.
- Mobile-friendly digital content presentations to tell an expanded story of the entrance signs and threshold markers.

Slavery, segregation and civil rights figure prominently in that telling and the completion of this work is currently underway.

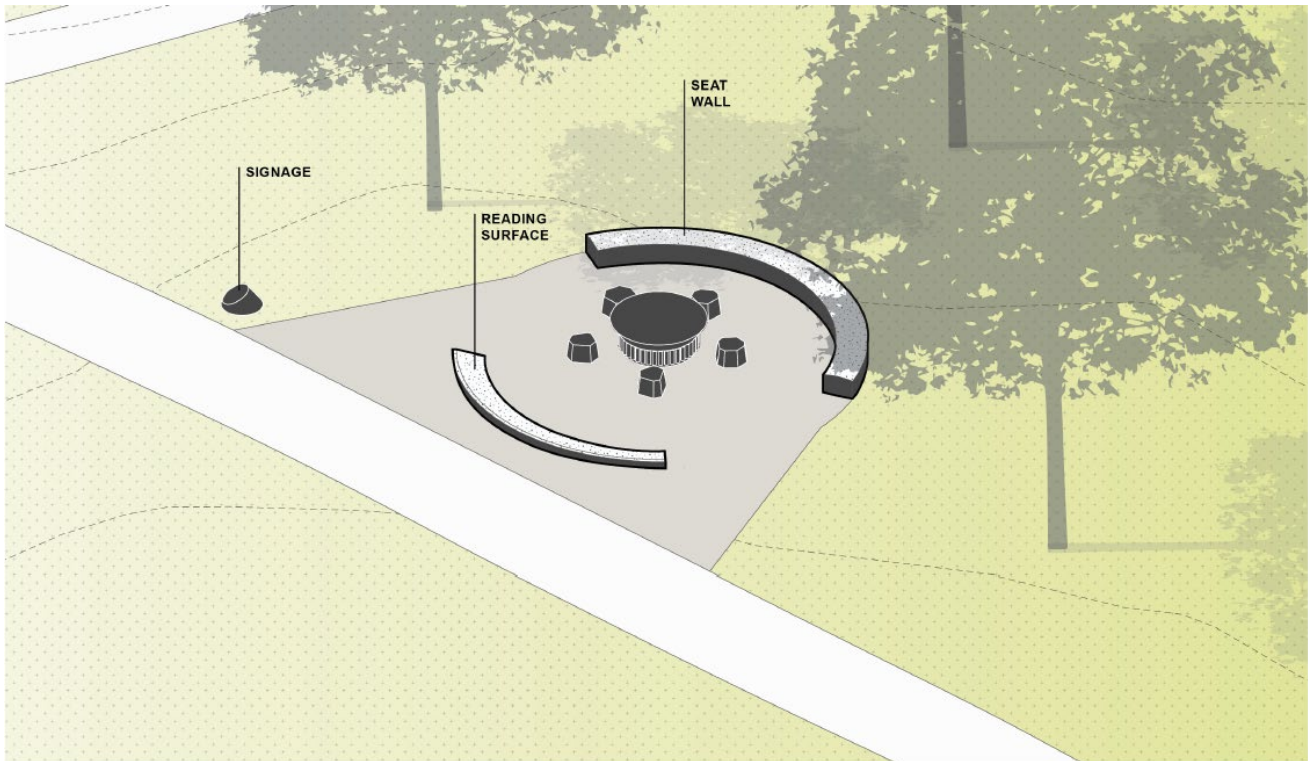
4. Working with the UNC Visitors' Center, Wilson Libraries, and tour leaders, in 2017, the History Task Force developed a website of excerpts from three popular [Priceless Gem](#) tours. The history tours, originally created as walking tours by faculty and students, unfold its story through time, to interpret the past, and help all members of the Carolina community better understand today's campus and university.

These [history tours](#) include:

- the [Black and Blue Tour](#), which tells some of the history and involvement of African Americans on campus and in the Chapel Hill community from enslavement to the present;
- the [Native Narrative Tour](#), which accounts the history of the American Indian presence at UNC, and uses the native tradition of storytelling to create an archival record for the future;
- and [Herstory of Women at Carolina Tour](#), which chronicles the efforts of women to gain admittance to UNC as students, faculty and staff.

The project was initiated in order to make some of UNC-Chapel Hill's history more accessible to both our campus and the wider community. The online history tours will hopefully encourage others to go on the Priceless Gem walking tours and to learn more about the university's history and contributions to society.

5. The History Task Force is currently working with Campus Facilities staff on a plan to enhance and stabilize the Unsung Founders Memorial. This artwork, a gift of the Class of 2002, honors enslaved and free African American workers that helped build the University. The piece is on McCorkle Place and these plans will coordinate with the larger plans for McCorkle Place.



6. The Task Force is working with UNC Chapel Hill Athletics to meet the desire of the Kenan family to change the plaques at Kenan Stadium to remove the honorific reference to William R. Kenan, Sr. and instead focus on the donor who made the gift, William R. Kenan Jr., and to tell the full and complete history of William R. Kenan, Sr. who was a leader in the Wilmington insurrection of 1898.
7. The next phase of digital contextualization will include those named campus buildings, monuments, memorials, and landscapes on Polk Place inventoried by the Task Force.

## SITE EVALUATION

The University has analyzed a number of locations. Not all sites that were analyzed are set forth below. The sites listed below were considered most appropriate based on the Board of Governors' charge, input from the public and Trustees and evaluation by University senior administrators. Each location discussed below that is an existing building would need to be renovated to create a University History and Education Center into which the Monument could be relocated, its history contextualized and the University's history presented in a manner consistent with the University's mission as a teaching institution.

### Sites Evaluated but Ruled Out Due to Security and Preservation Considerations

The security and legal considerations described above led to two potential options being ruled out:

1. Replacement of the Monument to the Pedestal: This site was ruled out as a result of the work of the security consultants as reinforced by the considered view of senior administrators who understand our campus and town climate. The public and open location of the site on McCorkle Place; its well-established history as a lightning rod for protest; its proximity to churches and day-cares, the Morehead Planetarium, classrooms and offices; the challenge of respecting the First Amendment rights of all protestors in a public location when people who want to commit unlawful behavior are mixed into the protest; the potential of harm to bystanders or passers-by; and the ongoing cost and challenge of policing protest events combine to make this a location where it is untenable to protect public safety or preserve the Monument. Our security consultants concluded that returning the Monument to McCorkle Place would not be a location where public safety or preservation of the Monument could be achieved. This location meets none of the criteria identified by the Board of Governors in its charge.
2. Wilson Library: Wilson Library had been identified as a potential site for the relocation of the Monument before it was unlawfully toppled. The security consultants' analysis of this site ruled it out from a public safety standpoint. Wilson Library is a large, multi-use building that houses the invaluable Southern Historical Collection. A large number of employees work there, and the Library has many visitors that bring in bags and backpacks. Wilson Library does not have the kind of security infrastructure that facilitates the protection of the Monument, and it is a challenging building in which to build that infrastructure. It would be difficult from a practical standpoint to have a policy that required people to check bags or have bags inspected who visited the library. There is a great deal of glass in Wilson Library, and it is an easy place for protestors to hide themselves and do damage to persons and property. For these reasons, and

others related to public safety security, Wilson Library was ruled out as a potential location.

### Existing Buildings on Campus Evaluated

Public safety and security considerations, as described above, led to focusing on three buildings that were free-standing and could be renovated into a single-use configuration where the Monument could be used consistent with the University's educational mission. The three existing buildings that met these criteria were Gerrard Hall, Historic Playmakers Theatre, and Person Hall. These buildings share common characteristics: each could be reconfigured into a single-use as an educational center for the University's history, each is located on campus, each would require renovation to bear the weight of the Monument and to provide the appropriate contextualization needed for teaching; and each would require renovations to address safety concerns. In addition, none of these buildings have access to parking that is not already fully occupied. An analysis of the buildings characteristics and renovation costs associated with each building is shown in Appendix D.

These three buildings present similar and significant concerns with respect to campus safety and preservation of the Monument. Although the security consultants believe that each building could be renovated in a manner that would allow the Monument to be protected, the locations of the buildings at the academic center of the campus in close proximity to the historic location of the Monument raise safety and security issues. The issue for the security consultants, and the concern identified through our campus discernment process, is that moving the Monument a few hundred feet or yards and leaving it as a potential lightning rod for protest simply moves the location of our safety and security problem rather than resolve it. As one security consultant stated, the concern is "that out of sight is not out of mind" if the Monument is relocated to a central location on campus in close proximity to its current location. Because these three buildings are old and not designed with modern safety features in mind, it is more difficult to incorporate state-of-the-art security features in them as part of a renovation than it is to build these security features into any newly constructed facility. They also lack the kind of buffers and are not constructed with the materials or in the manner that the security consultants recommend.

Moreover, each of these locations moves the potential problem closer to the academic heart of the campus where teaching takes place in classroom buildings, students live and study and the University's administrative and operational functions reside. The security consultants recommended that the location of the Monument be "as far as possible from residential areas, commercial areas, churches, preschools, and busy streets." These three sites fail to meet that criteria. Other factors weigh against these three locations. Important University functions take place at these locations, and displacement costs are associated with converting their use to a University History and Education Center.

From a legal standpoint, the movement of the Monument to any of these locations will require the approval of the North Carolina Historic Commission.



A more in-depth analysis of these three sites is set forth below.

1. Gerrard Hall

- a. General Information and History: Gerrard Hall was built in 1822 and was occupied by the University in 1837. Gerrard Hall is assigned to and managed by Carolina Performing Arts and is used to host University and community events.
- b. Location: Gerrard Hall is located in central campus on Cameron Avenue across from Old West and is between the Campus Y (the center of many campus activities and organizations led by students and includes the campus faculty lounge), Memorial Hall (which hosts campus events and various performances).; and South Building (the main administrative building that houses the Chancellor, Provost, and other senior administrators). The site lacks the buffer space recommended by the security consultants.
- c. Size: Gerrard Hall is 2038 square feet of which 1837 square feet is usable.
- d. Needed renovation: The balcony would remain unchanged and would remain inaccessible, but renovation of the building, including renovation of the foundation and relocation of HVAC infrastructure would be required.
- e. Estimated Cost: \$1,326,760 for capital costs; \$720,185 in annual recurring operating costs.
- f. Displaced functions: Gerrard Hall is an event venue. Gerrard Hall hosted 119 events in 2016-17, such as meetings, dinners, lectures, performances and receptions. It does not house faculty or host classes. These functions would need to find additional space elsewhere on campus.

2. Person Hall

- a. General Information and History: The original section of Person Hall was built in the 1790's and served as the University's chapel. Person Hall is assigned to the College of Arts and Sciences and used by the Music Department. Person Hall is composed of two recital rooms connected by a corridor of offices.
- b. Location: Person Hall is located on the west side of McCorkle Place in close proximity to Hill Hall, which is the home of the Music Department, and the United Methodist Church. It is the closest option to the current location of the Monument. The closest available parking is in the Swain

Lot. The site lacks the buffer space recommended by the security consultants.

- c. Size: Person Hall is 7900 with 4450 sq. ft. of usable space located on the first floor. It contains two large recital rooms on either end that are frequently used by the Music Department.
- d. Needed renovation: The building would require total renovation. The building houses the University's only organ. Conversion of Person Hall to an educational center for the University's history would require that the organ be moved.
- e. Estimated cost: \$13,831,556 for capital costs; \$938,185 for annual recurring operating costs.
- f. Displaced functions: The Music Department occupies Person Hall and uses the space for offices, recitals and practice. Ten faculty members have their offices in Person Hall. Eight of the offices contain pianos. Person Hall houses the University's only organ in Classroom 100. Person Hall's proximity to Hill Hall and the availability of recital space makes it a critical part of the Music Department's facilities.

### 3. Historic Playmakers Theater

- a. General Information and History: Construction on Historic Playmakers began in 1850 and finished in 1852. It was originally known as Smith Hall. The building was remodeled and transformed into a theater in 1925 and was renamed as Playmakers Theater at that time. Historic Playmakers Theater is assigned to and managed by Carolina Performing Arts.
- b. Location: Historic Playmakers Theater is located in central campus on Cameron Avenue across from Old East and is in between South Building and Steele Building and near Bynum Hall. The site lacks the buffer space recommended by the security consultants.
- c. Size: Historic Playmakers Theater is 7900 sq. ft. with usable space of 3800 sq. ft.
- d. Needed renovation: Total renovation would be required. The building is not air-conditioned and would need an overhaul of all systems as well as work to make it ADA compliant.
- e. Estimated cost: \$5,657,968 in capital costs; \$777,185 in annual recurring operating costs.
- f. Displaced functions: Historic Playmakers Theater hosted 39 events in 2016-17.

### Campus Locations for New Construction

The security issues with a location at the academic heart of the campus, the renovation costs and the displacement effects led to consideration of other sites<sup>5</sup> which would allow construction of a new, free-standing building that would be home to the University History and Education Center to be constructed as described above. The sites analyzed were the Mason Farm Property near the Friday Center, a site in Odum Village Campus and a site along Manning Drive near the Dean E. Smith Center.

As noted above, new construction would allow the use of safer design features, safer building materials, incorporation of state-of-the-art security measures in and around the building, the use of security barriers and buffers, and the thoughtful use of topography to promote security. A new building also allows the ability to provide appropriately sized display space, classroom space, and a small auditorium. New construction would also allow a history and education center to be built with the kinds of state-of-the-art presentation facilities and interactive technology that would be more consistent with its use as a teaching facility and education center.

Critically, a new building at any of these locations would not displace any existing functions or activity and would avoid the attendant cost of accommodating those displaced functions.

The security issues with free-standing locations that are not at the academic heart of the campus are not eliminated but are significantly different from those at Gerrard Hall, Person Hall or Playmakers Theater. The interaction between protestors and students or bystanders would be reduced, which enhances public safety. With a campus location, if a pro-Silent Sam protestor arrives, anti-Silent Sam protestors will counter-protest almost immediately. The location of the Monument as a practical matter at any of the three locations below reduces the likelihood of that kind of confrontation between pro- and anti-Monument groups and the attendant security threat. There is far less walking traffic associated with a location that is not in close proximity to Franklin Street. We also believe that the media will be less inclined to cover protests where interaction between students and protestors is more limited and the backdrop of McCorkle Place is not present. Our security consultants have advised us, and our own experience has confirmed, that a major attraction to protestors and to an escalation of confrontation is the presence of media coverage.

Our security consultants do not believe that large scale protests can be ruled out at any on-campus location. The security consultants did conclude that new construction with state-of-the-art security on an appropriately buffered site allows for better crowd management, the separation of protestors and counter-protestors and the ability to maintain order.

<sup>5</sup> Other sites that were evaluated and ruled out as part of the process included off-campus properties that presented substantial safety and security challenges, displacement issues and cost issues. They can be found in Appendix I.

The security consultants have expressed concerns that the location near the Friday Center could present the potential for disruption at the heavily attended events that take place at that location. They have also noted the presence of a daycare at the Friday Center that is in proximity to this location. They have expressed similar concerns regarding the site on Manning Drive in the S-11 parking lot due to heavily attended events at the Dean E. Smith Center. The easiest site at which to provide public safety and security would likely be the Odum Village site in the opinion of our security consultants.

From a legal standpoint, the movement of the Monument to any of these three locations will require approval of the North Carolina Historic Commission.

The analysis of new construction at these locations is as follows.

1. New Construction in Odum Village in emerging South Campus Hub
  - a. Location: Between Hibbard Drive and Mason Farm Road directly behind the parking decks for UNC Hospitals and will be in close proximity to the new light rail line. The site has buffer space and facilitates optimal design for security, safety and crowd control in the opinion of our security consultants.
  - b. Size: 6000 square feet of which 4200 sq. ft. would be usable.
  - c. Needed renovation: None.
  - d. Estimated cost: \$5,314,691 in capital costs; \$801,185 in recurring annual operating costs.
  - e. Displaced functions: 88 parking spaces, but parking is in close proximity to the site at the existing parking decks located on Manning Drive.
2. New Construction West of William and Ida Friday Center at Mason Farm Property
  - a. Location: Off Raleigh Road, Highway 54, at a place to be determined west of the Friday Center site on the Mason Farm Property. This site is located in proximity to the Friday Center. A day care center, WUNC and the Center for School Leadership Development are located at the Friday Center site. The site has buffer space and facilitates optimal design for security, safety and crowd control in the opinion of our security consultants.
  - b. Size: 6000 square feet of which 4200 sq. ft. would be usable.
  - c. Needed renovation: None due to new construction.
  - d. Estimated cost: \$4,934,691 in capital costs; \$801,185 in recurring annual operating costs.

e. Displaced functions: 90 parking places.

2. New Construction in S-11 Parking Lot on Manning Drive

a. Location: In S-11 parking lot adjacent to the Aycock Family Medicine Center off Manning Drive and Skipper Bowles Drive. The lot is used by UNC employees and patients visiting the Aycock Family Medicine Center during the day, and for game-day parking for men's basketball at the Smith Center. The site has buffer space and facilitates optimal design for security, safety and crowd control in the opinion of our security consultants.

b. Size: 6000 square feet of which 4200 sq. ft. would be usable.

c. Needed renovation: None.

d. Estimated cost: \$6,694,691 in capital costs; \$801,185 in recurring annual operating costs.

e. Displaced functions: 88 parking places.

Off-Campus Locations

Given the unique nature of a college campus, the University also evaluated the availability of off-site options that while not currently allowed by law and do not meet the charge of the BOG, are otherwise preferred. The University identified the North Carolina Museum of History as a potential location given its stated purpose of being a place to teach the State's history and to preserve historical material and its prominence as a site in our State's capital. A relocation of the Monument to this site would effectively eliminate the safety, security and preservation risks associated with returning the Monument to campus and allow the University to focus on its core mission.

## SUMMARY OF POSSIBLE SITES FOR DISPOSITION OF CONFEDERATE MONUMENT

**To:** Board of Trustees  
**From:** Carol L. Folt  
**cc:** Provost Bob Blouin  
**Re:** Summary of Possible Sites for Disposition of Confederate Monument  
**Date:** November 21, 2018

Trustees:

At your request, I am providing the following summary of campus sites the Board asked me to consider, sites that my team and I identified and other sites recommended through community and public input for the disposition of the Confederate Monument (here and after referred to as the “artifact”). The sites included in this summary are: 1) owned by the University or an affiliated entity (except one), 2) located within a reasonable walk from the academic center of campus (except one) and 3) offer access for the public. It is important to note that cost variance between sites is primarily driven by the size of structure, timeline to completion and displacement costs associated with current use. Full cost estimates and maps of locations are attached. We anticipate getting the final public safety and security report on Tuesday, and we’ll let you know and post it as soon as we receive it.

This Memorandum is organized by the following groupings:

- Group 1: Returning the artifact to the Confederate Monument pedestal
- Group 2: Considering other outdoor locations on campus
- Group 3: Includes those sites that are located in the North Campus Hub
- Group 4: Sites that are in town or near-town locations
- Group 5: Includes sites that are on the emerging South Campus Hub
- Group 6: One site that is on campus, but not contiguous
- Group 7: One site that is off campus

As you head into the Thanksgiving weekend, I want to wish you a wonderful holiday. I appreciate the tireless efforts of members of the Board of Trustees on this complex and emotional issue, and remain confident that we’re going to get this right. I am also very grateful for the incredible effort and care that my team has been putting forward to get you information you need and to help develop a plan to present to the Board of Governors that we all support.

Thanks, again. Happy holiday. Go Heels!

## **Group 1: Returning the Artifact to the Confederate Monument Pedestal**

Consideration was given to returning the Confederate Artifact to its pedestal on McCorkle Place.

### **General Considerations:**

- The consultants' public safety report is forthcoming. As you heard from the consultants, they will be recommending the University not consider returning the artifact to the pedestal due to significant public safety and associated cost issues.
- We will be deliberating with you on what to recommend for the future of the pedestal, pending the selection of a proposed location.
- We will also be contemplating how to best contextualize the artifact as we move forward with the contextualization of McCorkle Place.

### **A. Confederate Artifact**

**Location:** McCorkle Place

**Costs:** \$13,000

**Zoning:** N/A

**Site Size:** N/A

**Permissible Building Size:** N/A

**Projected Building Size:** N/A

**Town of Chapel Hill Approval:** N/A

**Current Use:** N/A

**Adjacent Use:** N/A

**Physical Site Constraints:** N/A

**Displaced Parking Spaces:** N/A

### **Additional Considerations**

- The Town of Chapel Hill has been on record twice – in [2017](#) requesting the University remove the Artifact from McCorkle Place and in [2018](#) requesting the University not return the Artifact to McCorkle Place, citing safety concerns and civil rights issues in both letters.
- The Orange County Commissioners also approved a [resolution](#) calling for the University to not return the Artifact to McCorkle Place.
- The [Chapel Hill Chamber of Commerce](#) and [Chapel Hill Downtown Partnership](#) (CHDP) both sent letters to the University requesting the Artifact not be returned to McCorkle Place, citing that downtown businesses lost an average of \$200,000 every time there was a major demonstration at the artifact. The University is the largest member and major benefactor of the Chamber and CHDP.
- The Chapel Hill Police Department has publicly stated that they will not expend resources to protect the artifact. We can assume that they could extend that policy to any building in their jurisdiction that houses the artifact. Any demonstrations conducted by anti-Artifact protestors would certainly create disruptions to downtown businesses, including likely closures of Franklin and Rosemary Streets.

## **Group 2: Other on-campus outdoors locations**

Consideration was given to identifying other on campus outdoors locations as an alternative to returning the Artifact to its current location on McCorkle Place.

### **General Consideration:**

- The consultants' public safety report is forthcoming. As you heard from the consultants, they will be recommending the University not consider any alternative outdoors locations anywhere on campus due to significant public safety and associated cost issues.

### **A. Alternative on-campus outdoors locations**

**Location:** N/A

**Costs:** N/A

**Zoning:** N/A

**Site Size:** N/A

**Permissible Building Size:** N/A

**Projected Building Size:** N/A

**Town of Chapel Hill Approval:** N/A

**Current Use:** N/A

**Adjacent Use:** N/A

**Physical Site Constraints:** N/A

**Displaced Parking Spaces:** N/A

### **Additional Considerations**

- none.

## **Group 3: North Campus Hub: Person Hall, Gerrard Hall, Historic Playmakers Theater and Wilson Library**

Following are campus sites located in the North Campus Hub, the University's primary operational area for classroom and laboratory instruction, the arts, and student life.

**General Considerations:** There are four sites under consideration located within the heart of the University's central academic campus. One is located directly adjacent to McCorkle Place, in close proximity to the site of the Confederate Artifact pedestal. The other four are located on nearby Polk Place, home to the campus's core academic learning environment and central to student life. Each of these buildings is over 100 years old and carries with it a long history deeply rooted in academic operations.



**A. Person Hall** **7,900 gross square feet; \$13.8M capital cost, \$0.9M operating cost**

**Location:** Person Hall is located on the west side of McCorkle Place in close proximity to Hill Hall, which is the home of the Music Department, and the United Methodist Church. It is the closest option to the current location of the Artifact. Person Hall is one of the oldest buildings on campus. The original part of the building dates to the 1790s. The closest available parking is in the Swain Lot.

**Costs:** The cost to renovate Person Hall is \$4.2 M. \$2M would be required to replace the organ located in Person Hall. The cost of additional space to move displaced students and teachers and replace parking is \$5.9 M.

**Zoning:** OI-4, Historic District (Person Hall and Person Replacement)

**Site Size SF:** Existing building (Person); 12,300 (Person Replacement)

**Permissible Building Size:** N/A

**Projected Building Size:** N/A (Person); 7,900 (Person Replacement)

**Town of Chapel Hill Approval:** N/A

**Current Use:** The Music Department occupies Person Hall and uses the space for offices, recitals and practice. Ten faculty members have their offices in Person Hall. Eight of the offices contain pianos. Person Hall houses the University's only organ in Classroom 100. Person Hall's proximity to Hill Hall and the availability of recital space makes it a critical part of the Music Department's facilities. 4,450 sq. ft. of usable space located on the first floor. It contains two large recital rooms on either end that are frequently used by the Music Department.

**Adjacent Use:** Hill Hall, McCorkle Place, United Methodist Church (Person); Academic and event space (Person Replacement)

**Physical Site Constraints:** Artifact installation limited to one location (Person); Adjacent steam and CW lines (Person Replacement)

**Displaced Parking Spaces:** N/A (Person); 8 (People Displaced)

**Additional Considerations:**

- The original section of Person Hall was built in the 1790s and served as the University's chapel.
- The building is assigned to the College of Arts and Sciences and used by the Music Department.
- Person Hall is composed of two recital rooms connected by a corridor of offices.
- Needed renovation: The building would require total renovation. The building houses the University's only organ. Conversion of Person Hall to an educational center for the University's history would require that the organ be moved and eventually retrofitted to a new space or replaced by a new custom organ.

**B. Gerrard Hall** **2,338 gross square feet; \$1.3M capital cost, \$0.7M operating cost**

**Location:** Gerrard Hall is located in central campus on Cameron Avenue across from Old West and is between Memorial Hall (which hosts campus events and

various performances), the Campus YMCA (which is the center of many campus activities and home to student organizations) and South Building (the main administrative building that houses the Chancellor, Provost, and other senior administrators).

**Costs:** Capital Construction/Renovation (one-time) = \$1.3M Operating (recurring) \$0.7M

**Zoning:** OI-4, Historic District

**Site Size SF:** Existing building

**Permissible Building Size:** 2,338, Useable space: 1,993

**Projected Building Size:** N/A

**Town of Chapel Hill Approval:** N/A

**Current Use:** Lectures, events, performances, ceremonies, and rehearsals; Gerrard Hall hosted 119 events in 2016-17. It does not house faculty or host classes.

**Adjacent Use:** Student housing, Memorial Hall, classrooms, administrative offices, Campus Y

**Physical Site Constraints:** Artifact installation limited to one location

**Displaced Parking Spaces:** N/A

**Additional Considerations:**

- General Information and History: Gerrard Hall was built in 1822 and was occupied by the University in 1837. First called New Chapel, Gerrard Hall served as a chapel and assembly hall for many years. Gerrard Hall was renovated in 2007 with its Greek Revival portico restored. Gerrard Hall is assigned to Carolina Performing Arts and is used to host University and community events.
- Needed renovation: The balcony would remain unchanged and would remain inaccessible, but renovation of the building, including renovation of the foundation and relocation of HVAC infrastructure would be required.
- Over the years, the university has invested a considerable amount of time, energy and money in branding our legacy gift society (planned giving society) as the Gerrard Society. As a result of our success, we have 1,598 alums and friends who have made estate gifts and have chosen to be members of the Gerrard Society. These 1,598 gift expectancies represent \$1.1B in future gifts to the university. If Gerrard Hall becomes a controversial building on campus because of protests around that building, we could have some donors who decide to express their displeasure by either revoking or threatening to revoke their future commitments. If Gerrard were to be chosen, we would have to think about re-branding our planned giving society.

**C. Historic Playmakers Theater 7,153 gross square feet; \$5.7M capital cost, \$0.8M operating cost**

**Location:** Historic Playmakers Theater is located in central campus on Cameron Avenue across from Old East and is in between South Building and Steele Building and near Bynum Hall.

**Costs:** Capital Construction / Renovation (one-time) = \$5.7M Operating (recurring) \$0.8M

**Zoning:** OI-4, Historic District

**Site Size SF:** Existing Building

**Permissible Building Size:** 7,153, Useable space: 4,447

**Projected Building Size:** N/A

**Town of Chapel Hill Approval:** N/A

**Current Use:** Performances and rehearsals; Historic Playmakers Theater hosted 39 events in 2016-17

**Adjacent Use:** Student housing, classrooms, administrative offices

**Physical Site Constraints:** Requires comprehensive renovation

**Additional Considerations:**

- Construction on Historic Playmakers began in 1850 and finished in 1852.
- The building was remodeled and transformed into a theater in 1925, was renamed as Playmakers Theater at that time and dedicated as a National Historic Landmark in 1974.

**D. Wilson Library**                      **2,600 gross square feet; \$2.4M capital cost, \$0.7M operating cost**

**Location:** Wilson Library anchors the south end of Polk Place.

**Costs:** Capital construction/renovation (one-time) = \$2.4M operating, \$0.7M recurring

**Zoning:** 01-4

**Site Size SF:** 2,600

**Permissible Building Size:** N/A

**Projected Building Size:** N/A

**Town of Chapel Hill Approval:** N/A

**Current Use:** North Carolina Collection

**Adjacent Use:** Library and special collections

**Physical Site Constraints:** Artifact installation limited due to structural constraints. Requires the installation of fire sprinklers on exhibit floor.

**Displaced Parking Spaces:** N/A

**Additional Considerations:**

- Initial construction assessment finds that the only feasible area within the Library, the Sir Walter Raleigh Room, would require significant structural reinforcement.
- The security consultants' analysis of this site ruled it out from a public safety standpoint.
- Wilson Library is a large, multi-use building that houses the invaluable Southern Historical Collection.
- A large number of employees work there, and the Library has many visitors. Wilson Library does not have the kind of security infrastructure that facilitates the protection of the Artifact.
- It would be difficult from a practical standpoint to have a policy that required people to check bags or have bags inspected who visited the library.
- There is a great deal of glass in Wilson Library, and it is an easy place for protestors to hide themselves and do damage to persons and property.

**Group 4: Town/Near Town Locations:** 440 W. Franklin Courtyard, Granville Towers South Parking Lot, 210 Pittsboro, Mrs. D's (206 W. Cameron), Wilson Court (parking lot)

Following is a category of sites that are located either in the buffer area between the campus and Town of Chapel Hill or in the Downtown Chapel Hill business district.

**General Considerations:**

- Town of Chapel Hill, the Orange County Commissioners, Chapel Hill Chamber of Commerce, local clergy, Chapel Hill Downtown Partners are all on record opposing the return of the artifact to the pedestal.
- The Chapel Hill Police Department has publicly stated that they will not expend resources to protect the Artifact. We can assume that they could extend that policy to any building in their jurisdiction that houses the artifact. Any demonstrations conducted by anti-Artifact protestors could create disruptions to downtown businesses, including likely closures of Franklin and Rosemary Streets.
- With the exception of the 440 W. Franklin St. Courtyard, the sites are either adjacent to or within steps of:
  - The Newman Catholic Student Parish (Newman) was one of the many Chapel Hill churches that signed on to a [letter](#) asking the University to not return the artifact to McCorkle Place.
  - The North Carolina Hillel Center (Hillel), the foundation for Jewish student life on campus.
  - The American Indian Center and Carolina Center for Public Center are located in the center of all considered locations in this group.
  - The Cameron-McCauley Historic District is considered one of three historical districts in Chapel Hill.
  - The Carolina Inn business impact is unclear.

**A. 440 W. Franklin Courtyard 6,000 gross square feet; \$4.9M capital cost, \$0.8M operating cost**

**Location:** The courtyard to the west of and adjacent to the UNC Information Technology Services (ITS) office at 440 W. Franklin St. This courtyard is located in the heart of the Downtown Chapel Hill business district.

**Costs:** Capital Construction / Renovation (one-time) = \$4.9M Operating (recurring) \$0.8M

**Zoning:** TC-2

**Site Size:** 25,000

**Permissible Building Size:** 25,000

**Projected Building Size:** 6,000

**Town of Chapel Hill Approval:** Planning Board, Administrative Zoning Compliance **Current Use:** Courtyard

**Adjacent Use:** UNC Information Technology Services, Downtown Businesses

**Physical Site Constraints:** None

**Displaced Parking Spaces:** None

**Additional Considerations:**

- Town of Chapel Hill public parking lots are located within easy walking distance.
- This is a heavily travelled area and high visibility fronting Chapel Hill's main and most prominent thoroughfare.
- The site is very close to campus and offers access within walking distance to visitors.

**B. Granville Towers South Parking Lot 6,000 gross square feet; \$5.9M capital cost, \$0.8M operating cost**

**Location:** The parking lot is adjacent to the South Tower. It is adjacent to the McCauley/Cameron Historic District. It would offer campus and public access via Cameron Ave.; visitors would also be able to access the location via Franklin St.

**Costs:** Capital Construction / Renovation (one-time) = \$5.9M Operating (recurring) \$0.8M

**Zoning:** OI-1

**Site Size:** 20,000

**Permissible Building Size SF:** To Be Determined

**Projected Building Size SF:** 6,000

**Town of Chapel Hill Approval:** Town Council Special Use Permit

**Current Use:** Parking for Granville Towers

**Adjacent Use:** Cameron McCauley Historic District

**Physical Site Constraints:** Adjacent underground utilities

**Displaced Parking Spaces:** 50

**Additional Considerations:**

- The site is very close to campus and offers access within walking distance to visitors.
- The site is open and would require no building demolition.
- The site is a high-traffic area, travelled by students who live in Granville as well as those who reside in rental properties in the Cameron-McCauley area.
- There is nearby parking in the Granville Deck and Franklin St. public parking lots.
- The Center would eliminate parking spaces currently be utilized by Granville Towers residents.
- The site is adjacent to the Historic McCauley/Cameron neighborhood.
- The site is near Hillel and Newman.

**C. 210 Pittsboro St. 4,000 gross square feet; \$3.9M capital cost, \$0.8M operating cost**

**Location:** The building is located directly across from the main entrance to the Carolina Inn and easily accessible for hotel guests, the campus community and visitors to Chapel Hill. The building has housed departments within University Communications for several decades, including the University's photography studio. Today, along with the studio, the building houses University Communications' Internal Communications team and the Office of Public Records.

**Costs:** Capital Construction / Renovation (one-time) = \$3.9M Operating (recurring) \$0.8M

**Zoning:** OI-2

**Site Size:** 15,000

**Permissible Building Size:** 4,000

**Projected Building Size:** 4,000

**Town of Chapel Hill Approval:** Planning Board, Historic District Commission, Administrative Zoning Compliance

**Current Use:** UNC Office Space

**Adjacent Use:** Cameron-McCauley Neighborhood. Newman Center, Community Garden, Carolina Inn

**Physical Site Constraints:** None

**Displaced Parking Spaces:** 18

**Additional Considerations:**

- The site is very close to campus and offers access within walking distance to visitors.
- The entrance to the Carolina Inn is well-traveled and heavily attended for major events year-round. The Inn's summertime Friday Front Porch event is well-attended and brings hundreds to the area each week.
- The site currently houses approximately 15 University Communications employees and the UNC Photography Studio.
- The site is next door to Newman and near Hillel, the American Indian Center and Carolina Center for Public Service.
- The site is within the Cameron-McCauley Historic District.
- Carolina Inn business impact is unclear.



**D. Mrs. D's House (206 West Cameron) 2,000 gross square feet; \$2.5M capital cost, \$0.7M operating cost**

**Location:** The building is not owned by the University and is located adjacent to Granville Towers site (1B).

**Costs:** Capital Construction / Renovation (one-time) = \$2.5M Operating (recurring) \$0.7M

**Zoning:** OI-1

**Site Size:** 7,500

**Permissible Building Size:** 2,000

**Projected Building Size:** 2,000

**Town of Chapel Hill Approval:** Planning Board, Historic District Commission, Administrative Zoning Compliance

**Current Use:** Private Student Housing, Not University Owned

**Adjacent Use:** Granville Towers, Cameron-McCauley Historic District

**Physical Site Constraints:** None

**Displaced Parking Spaces:** None

**Additional Considerations**

- The site is very close to campus and offers access within walking distance to visitors.
- The site is a high-traffic area, travelled by students who live in Granville as well as those who reside in rental properties within the Cameron-McCauley area.
- Nearby parking in the Carolina Square parking deck and Franklin St. public parking lots.
- The site is within the Historic Cameron-McCauley neighborhood.
- The site is adjacent to several fraternity houses.
- The site is near Newman and Hillel.

**E. Wilson Court 6,000 gross square feet; \$6.7M capital cost, \$0.8M operating cost**

**Location:** This is a University employee and Carolina Inn parking lot that is directly adjacent to several University offices. It is just to the west of 210 Pittsboro St. (option 1C) adjacent to the Newman Catholic Student Parish; it is also directly across the street from the Carolina Campus Community Garden at 236 Wilson St.

**Cost:** Capital Construction / Renovation (one-time) = \$6.7M Operating (recurring) \$0.8M

**Zoning:** OI-1, Historic District

**Site Size SF:** 40,000

**Permissible Building Size SF:** 11,500

**Projected Building Size SF:** 6,000

**Town of Chapel Hill Approval:** Historic District and Planning Board

**Current Use:** Parking for Employees at Carolina Inn

**Adjacent Use:** Cameron-McCauley Neighborhood. Newman Center, Community Garden, Carolina Inn

**Physical Site Constraints:** Underground steam tunnel along southern edge

**Displaced Parking Spaces:** 90

**Additional Considerations:**

- Behind Newman Center and close to Hillel, American Indian Center and Carolina Center for Public Service.
- UNC Campus Community is directly across from the site. (The Carolina Campus Community Garden makes use of volunteer support to provide UNC housekeepers with fresh, local, sustainably-grown produce for free.)

### **Group 5: Emerging South Campus Hub: S-11 parking lot, former Odum Village site**

Following is a category of sites that are located on south campus and walkable from the Central Academic Campus.

**General Considerations:**

- They are on campus and within a 20-minutes or less walk from the central academic campus.
- Both sites are well-served by various mass transportation options. There would be additional parking available for visitors at either location.
- With appropriate street signage, both sites would be highly visible to the heavily travelled Manning Drive and Highway 54 corridors.
- On UNC football and basketball game days, there would be ample opportunities to open the new Center to alumni and state residents who are already traveling to that side of campus.
- Future demonstrations at these sites would limit disruptions to central academic campus or Chapel Hill businesses. Further, road closures could be contained to a smaller area.

#### **A. S-11 Parking Lot at UNC Family Medicine Clinic 6,000 gross square feet; \$6.7M capital cost, \$0.8M operating cost**

**Location:** The location is off Manning Drive and Skipper Bowles Drive on South Campus, directly adjacent to the Aycock Family Medicine Center, part of the UNC School of Medicine. The lot is used by UNC employees during the day, as well as patients who are visiting the Clinic. In addition, it is also used for game day parking for UNC men's basketball at the nearby Smith Center.

**Costs:** Capital Construction / Renovation (one-time) = \$6.7M Operating (recurring) \$0.8M

**Zoning:** OI-4

**Site Size SF:** 40,000

**Permissible Building Size SF:** N/A

**Projected Building Size:** 6,000

**Town of Chapel Hill Approval:** Administrative (Town Manager)

**Current Use:** Parking for employees and students and athletic events

**Adjacent Use:** Underground utility bank along western edge, Topography

**Physical Site Constraints:** Underground utility Bank along western edge, Topography

**Displaced Parking Spaces:** 88

**Additional Considerations:**

- The clinic receives 68,000 medical visits each year.
- The site is a parking lot and requires no building demolition.
- New construction would not disrupt existing University operations.
- Building in the lot would eliminate parking spaces.
- Patients and pedestrian traffic impact unclear.
- Attending physician and staff impact unclear.
- Demonstrations could heavily impact Manning Drive and Skipper Bowles Drive.
- The site would eliminate parking for UNC Family Medical Center and game day parking for men's basketball.

**B. Odum Village** **6,000 gross square feet; \$5.3M capital cost, \$0.8M operating cost**

**Location:** The site is located between Hibbard Dr. and Mason Farm Rd., directly behind the UNC Hospitals parking decks and is adjacent to the Carolina Veteran's Resource Center. It is reachable by foot from central campus.

**Costs:** Capital Construction / Renovation (one-time) = \$5.3M Operating (recurring) \$0.8M

**Zoning:** OI-4

**Site Size:** 40,000

**Permissible Building Size:** N/A

**Projected Building Size:** 6,000

**Town of Chapel Hill Approval:** Administrative (Town Manager)

**Current Use:** Vacant student housing slated for demolition

**Adjacent Use:** Carolina's Veteran's Center

**Physical Site Constraints:** Topography

**Displaced Parking Spaces:** 14

**Additional Considerations:**

- With the previously planned demolition of Odum Village, the site will be open space.
- Construction would not have to disrupt existing University operations. There are no academic buildings or clinics adjacent to the site.
- UNC Hospitals parking decks are adjacent to the site, the proposed Durham/Orange County Light Rail Transit system will have a station nearby and all regional and local bus transit systems operate along nearby Manning Drive.
- Utilizing the site for a previously unplanned History and Education Center would take away from potential other uses.

**Group 6: Campus, Not Contiguous: Friday Center**

To include the broadest net possible across the UNC-Chapel Hill campus/jurisdiction, the Friday Center has been included in our evaluation.

**A. Mason Farm Property (The Friday Center) 6,000 gross square feet; \$4.9M capital cost, \$0.8 operating cost**

**Location:** Friday Center Dr., off of Raleigh Rd., abutting Finley Farms and intersecting with the Meadowmont area. The UNC Tennis Center is within a half-mile. The Friday Center is considered part of the UNC-Chapel Hill campus and falls under the University's jurisdiction. This location is not walkable from campus.

**Costs:** Capital Construction / Renovation (one-time) = \$4.9M Operating (recurring) \$0.8M

**Zoning:** OI-2

**Site Size SF:** 40,000

**Permissible Building Size:** 20,000

**Projected Building Size:** 6,000

**Town of Chapel Hill Approval:** Planning Board, Administrative Zoning Compliance

**Current Use:** Undeveloped

**Adjacent Use:** Friday Center, Remote Park and Ride

**Physical Site Constraints:** Underground Steam Tunnel

**Displaced Parking Spaces:** N/A

**Additional Considerations:**

- The site is not walkable from central campus.
- Friday Center has a large parking area for visitors, including ample area for tour and school busses.
- Buses from Chapel Hill and the Triangle regional mass transit already serve the park-n-ride customers for campus; the proposed Durham/Orange County Light Rail Transit system will have a station just steps away.
- It would be located within steps of the Joint Child Care Center where dozens of children receive daycare, the WUNC-FM studios and the Scholarship Development Center, which is also the home of the UNC Board of Governors (BOG) committee meetings and BOG open sessions.

**Group 7: Off Campus: N.C. Museum of History**

In consideration of the North Carolina Museum of History's unique place in preserving and displaying North Carolina's rich history, this site was evaluated as a potential site.

**General Considerations**

- The North Carolina Museum of History was built in 1902 and today, is a Smithsonian affiliate that includes a research library, classroom spaces, a 315-seat auditorium, design shops and 55,000 sq. ft. of exhibition space.
- The Museum has a rich history in telling the story of North Carolina's role in the Civil War.

**A. North Carolina Museum of History 500 gross square feet; \$2M capital cost, N/A operating cost**

**Location:** 5 East Edenton Street, Raleigh

**Size:** Appropriate display space to be determined by Museum staff.

**Costs:** Capital Construction / Renovation (one-time) = \$0.2M Operating (recurring)  
N/A

**Current Use:** Museum exhibit space

**Adjacent Use:** NC Museum of Natural Sciences, NC State Capitol, NC General Assembly

**Physical Site Constraints:** N/A

**Additional Considerations:**

- It is home to a number of Civil War artifacts of significance, including flags, uniforms and weapons. A Confederate battle flag carried by the 7<sup>th</sup> Regiment North Carolina State Troops at the Battle of Gettysburg is located in the Museum.
- Placement of the Artifact at the Museum would allow it to be treated as an important artifact that is part of the State's history. There would be a host of advantages to a location in the North Carolina Museum of History:
  - The Artifact would be placed in a visible and accessible location in an existing secure environment that would enhance its preservation and allow it to be curated by an existing professional staff. The Museum's staff includes registrars and handlers, conservators, and curators.
  - The Artifact would be placed in our capital city in a location that is visited by students from throughout the state that would expand its use as a tool to teach North Carolina history.
  - The Artifact would no longer be a lightning rod for protest on our campus, which would decrease the number and intensity of protests and consequently improve campus security.
  - The likelihood of pro-Silent Sam protestors and anti-Silent Sam protestors being present together on our campus in a way that requires the extraordinary application of law enforcement resources to police such events and the attendant cost would be dramatically reduced or eliminated.
  - Removal of the Artifact from campus, more than any other option, would allow the University's faculty, students and staff and its senior administrators to return their efforts to "its core mission of education, research, economic stimulation, and creating the next generation of leaders" consistent with the Board of Governors' charge.
  - The potential for legal action against the University from activities around the Artifact would be eliminated.
- Moving the Artifact to the Museum would require the General Assembly to amend N.C. Gen. Stat. § 100-2.1, which does not allow an object of remembrance to be relocated into a museum from a non-museum location. This option would require a change in the law as it now stands.

## SUMMARY OF COMMUNITY AND PUBLIC INPUT

The Trustees and Chancellor concurred that the best process for generating options on the preservation and disposition of the Monument would be an open process that solicited ideas from a variety of sources. The solicitation of options was accomplished by providing both structured and unstructured means of input and targeting faculty, staff and student stakeholders for personal interaction.

We provided an avenue of input that was open and fully accessible to the public by setting up an email, [uncmonument@unc.edu](mailto:uncmonument@unc.edu) to receive comments. In addition, numerous individuals sent letters or emails directly to the Chancellor regarding the preservation and disposition of the Monument. Through these three sources, nearly 5000 responses have been received. All of these responses have been reviewed, analyzed and summarized and made available to the Trustees and senior administrators for their review.

For the campus community, we also solicited the input of faculty, employees and students using a collaborative process. That process is multi-step and requires individuals or groups to establish and consider goals, obstacles, principles, ideas and solutions for meeting the Board of Governor's charge. Established campus leaders from student, faculty and staff governance entities participated in a training seminar for the Collaborative Process and employed it in the manner that best suited their constituents. Some held open forums for dialogue while others implemented a survey or used a combination of both.

- Faculty used the Collaborative Process at 11 Faculty workshops attended by approximately 125 faculty members. The Chancellor, Provost and members of the Board of Trustees attended many of the workshops. The Office of Faculty Governance released a [report](#) of their findings.
- Undergraduate students through the Student Advisory Committee (SACC) using the Collaborative Process format solicited and received feedback from approximately 500 students. Students reached out to more than 50 student organizations, as well as every residence hall. Many students responded via survey or through several forums within resident halls and organizations. SACC also hosted general student body forums for any student to attend. The leadership of SACC drafted a [Memorandum](#) to the Chancellor and Board of Trustees summarizing their findings.
- The Executive Board of the Graduate and Professional Student Federation (GPSF) surveyed graduate students to obtain input on the Monument, including its disposition and preservation. The survey generated 92 responses and the Executive Board released a [statement](#) of their findings.



- Employees through the Employee Forum used an electronic survey based on The Collaborative Process that received input from 418 employees.

Many other avenues of input were used to provide input on the Monument from a host of sources as well, including but not limited to:

- Hundreds of faculty members expressed their views in letters directly to Chancellor Folt and the Trustees. The Faculty Council passed a [resolution](#) in support of the “Statement from UNC Black Faculty on Silent Sam” published in the *Daily Tar Heel* on September 6, 2018 requesting the permanent removal of the statue and its base from the UNC-Chapel Hill campus.
- The Employee Forum passed their own [resolution](#) affirming the position of the Faculty Council’s stance in favor of permanent removal of the Confederate Monument and its base from campus.
- In addition to this input, the College of Arts & Sciences surveyed all their faculty and staff. They received nearly 400 responses that they summarized in an [Executive Summary](#).

The processes described above, along with the many individual conversations that senior administrators and Trustees have had with the University’s stakeholders, have allowed meaningful and robust input into how to address the Board of Governors’ charge and yielded a number of potential alternatives which we have evaluated. In addition, the senior administrative team exhaustively examined the campus to identify additional sites that warranted evaluation.

Most people either want the Monument permanently removed or moved to an alternate location either off campus or within a contextualized setting on campus. Few people (particularly faculty, staff and students) want the Monument restored to its original location.