

Chapter 3

Management of the Gullah Geechee Cultural Heritage Corridor



Chapter 3 divider photos (top to bottom)

- Cultural Days, Sapelo Island, McIntosh County, GA (Photo Credit: Diedra Laird, Charlotte Observer)
- Winnowing Hands, Mt. Pleasant, Charleston County, SC (Photo Credit: Sweetgrass Cultural Arts Festival Association)
- Bottle Tree in South Carolina (Photo Credit: Brookgreen Gardens)

MANAGEMENT AND ORGANIZATION

INTRODUCTION

The overall management approach for the Gullah Geechee Cultural Heritage Corridor (the Corridor) is described in this chapter. The Corridor's management direction provides a comprehensive blueprint for how to meet the Corridor's goals and realize its mission and vision. It provides a framework for implementation; it is not intended to be a step-wise approach, but rather a flexible guide for capitalizing on opportunities as they become known and actionable through partnership agreements and funding.

Implementation would be undertaken with the utmost flexibility and adaptation to changing circumstances, partners, funding sources, and successes. Each year the Commission is required to develop and submit a work plan and budget to the NPS Southeast Region National Heritage Area Office. Annual work plans are a mechanism used to identify the most appropriate strategies and actions for the upcoming year, in accordance with available and expected funding.

Through the ideas presented in this chapter, Corridor managers would seek to meet the vision, mission, and goals of the Corridor.

The priorities for the Corridor over the life of the plan are contained here, along with other information about how implementation would be achieved in cooperation and consultation with partners. The Commission would monitor and measure their progress in implementing the strategies and actions outlined in the implementation framework and to more effectively meet the Corridor's vision, mission, and goals. Through monitoring, the Commission would adjust annual work plans to reflect and capitalize on successes, challenges, funding sources, and partners. This cycle of adaptation throughout implementation would ensure that the Commission continues to operate as efficiently as possible given ever-changing circumstances on the ground.

Implementation of this management plan will require collaboration and cooperation among myriad partners and members of the public. This document provides a vision that communities, agencies, organizations, individuals, and businesses can join together to achieve. This plan can only be effectively implemented through cooperation and collaboration among people and groups with complementary or shared goals.

The vision, mission, purpose, goals, and primary interpretive themes form the foundation on which management and implementation would be built. See chapter 1 for a description of these statements.

THE MANAGEMENT APPROACH

The basic management approach, entitled *Enlighten and Empower Gullah Geechee People to Sustain the Culture*, describes the overall concept of how the Corridor would be managed over the life of the plan. The Commission would focus its implementation efforts on three interdependent pillars: (1) education, (2) economic development, and (3) documentation and preservation. The three pillars, as identified by public and stakeholder input, are designed to sustain and preserve the land, language, and cultural assets of the people that make up the Corridor. Education and documentation/preservation initiatives would nurture pride and facilitate a deeper understanding, awareness, and appreciation for the value and importance of the culture. These initiatives would assist in identifying

and preserving the significant tangible and intangible resources within the Corridor and recognizing and sustaining Gullah Geechee people's contributions to American history and culture.

Economic development initiatives would work in concert with education and preservation initiatives to enhance the quality of life for current and future generations within the Corridor. Celebration and interpretation of the culture would be interwoven throughout implementation of this management plan.

The following three pillars and bulleted list of objectives for each form the core of the management approach.

Education

Increase understanding and awareness of Gullah Geechee people, history, and culture.

- Promote knowledge and awareness of Gullah Geechee history and culture.
- Communicate Gullah Geechee history, culture, and heritage through interpretation within Gullah Geechee communities and throughout the Corridor.
- Encourage research and other activities designed to expand the body of knowledge on the culture and history of Gullah Geechee people.
- Develop and enhance links, associations, and connectivity between Gullah Geechee communities, resources, themes, and cultural traditions.

Economic Development

Support heritage-related businesses and promote preservation of the land and natural resources needed to sustain the culture.

- Promote Gullah Geechee community-supported industries and businesses that have positive consequences for Gullah Geechee culture.
- Promote and assist Gullah Geechee communities in preserving Gullah Geechee land and waterways through economic development.
- Advocate for immediate cleanup of contaminated sites in Gullah Geechee communities.

Documentation and Preservation

Preserve Gullah Geechee resources, primarily through documentation.

- Document tangible and intangible resources to provide a foundation for preservation of assets, educational opportunities, and increased heritage tourism.
- Preserve tangible and intangible resources for the benefit of current and future generations.

Linking Planning Issues to the Management Approach

Throughout the planning process, the Commission has based its decisions about the management approach on how best to address the issues identified during the public scoping process. See chapter 5 for more information about public scoping. Table 14 outlines the planning-related issues that were identified at meetings with the public and potential partners and how each is addressed in this plan.

FIGURE 12. THE MANAGEMENT APPROACH

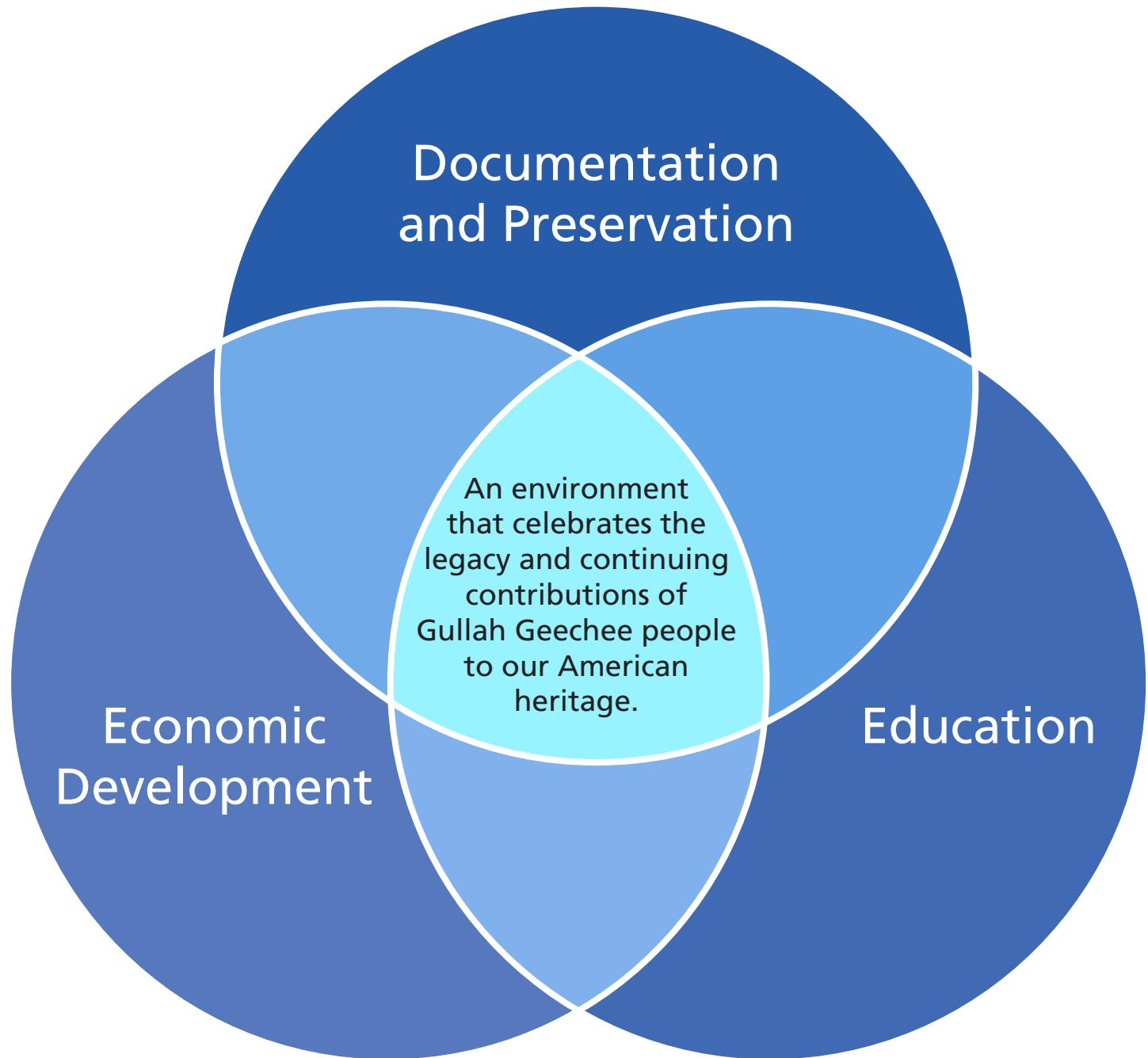


TABLE 14. LINKING PLANNING ISSUES TO THE MANAGEMENT APPROACH

Planning Issues (see "Planning Issues" in Chapter 1)	How the Management Approach Addresses Planning Issues
Cultural Resources; Natural Resources Lack of understanding and awareness about cultural and natural resources	Fostering public awareness and facilitating greater understanding and awareness of the significance of Gullah Geechee history and culture within Gullah Geechee communities and educating the public on the value and importance of Gullah Geechee culture are integral elements of this plan. The development of comprehensive education and interpretation programs and products in cooperation with the public and partners would be a key element of implementation.
Cultural Resources Lack of documentation of cultural resources and historical inaccuracies	A key component of implementation is additional research about and documentation of Gullah Geechee cultural resources (ethnographic resources, archeological resources, structures and districts, cultural landscapes, and museum collections) both by Gullah Geechee people and by cultural resource professionals.
Cultural Resources; Natural Resources; Development and Urbanization Loss or degradation of historic, cultural, and natural resources	The Commission encourages preservation of resources through increasing the understanding and awareness of the significance and value of the resources, as well as through more direct methods, in cooperation and collaboration with partners. Education and training opportunities about how to retain land would also help preserve resources at risk to being lost due to development and urbanization.
Land Issues Lack of access to traditional areas	The Commission is committed to working with the public and partners in innovative ways to promote reasonable access to traditional areas.
Land Issues; Development and Urbanization Property ownership and land retention (heirs' property)	Educating is a key method by which the Commission can assist in sustaining land within the Corridor. The Commission would work with communities, stakeholders, and partners to provide education and training opportunities, including information and tools for how to retain land.
Economic Development Lack of economic opportunities and the challenge of balancing economic development with retention of cultural identity	One of the three pillars of the management approach is to support Gullah Geechee heritage-related businesses and promote preservation of the land and natural resources needed to sustain the culture, with the goal of enhancing the quality of life for current and future generations. A critical component of enhancing quality of life is ensuring economic opportunities. The Commission would work in cooperation with the public and partners to develop innovative ways to reach this goal during implementation.
Education to Build Awareness; Visitor Experience/Facilities Lack of coordinated interpretation and visitor opportunities	The Commission has developed a process to develop and formalize relationships with partners and partner sites. This process would effectively implement programs and projects in a fair manner that could be monitored and tracked over time. See appendix E.
Management Structure and Oversight Plan for addressing long-term management of the Corridor given that the federally appointed Commission is set to terminate in 2016	Prior to termination of the Commission in October 2016, the Commission will seek the passage of new legislation reauthorizing the Commission as the "local coordinating entity" of the Corridor. In addition, the Commission would seek out a cooperating agreement with the Gullah Geechee Sustaining Fund to serve as the Commission's fiscal agent.

ORGANIZATIONAL STRUCTURE

The organizational structure for management of the Corridor would consist of, (a) the Commission as the “local coordinating entity”; (b) local advisory committees composed of members of the public; (c) the National Park Service National Heritage Area program, which would provide limited financial and technical assistance; and (d) a fiscal agent to manage and account for Commission funds.

The Commission

The Commission would continue to operate as the “local coordinating entity” until its termination date on October 12, 2016. The overall management of the Corridor would be the Commission’s responsibility, including implementation of the management plan and compliance with the designating law.

To further the purposes of the Corridor, the Commission’s duties until the point of termination would continue to be the following:

- Assist units of local government and other persons in implementing the approved management plan by
 - carrying out programs and projects that recognize, protect, and enhance important resource values within the Corridor
 - establishing and maintaining interpretive exhibits and programs within the Corridor
 - developing recreational and educational opportunities in the Corridor
 - increasing public awareness of and appreciation for the historical, cultural, natural, and scenic resources of the Corridor
 - protecting and restoring historic sites and buildings in the Corridor that are consistent with the themes identified in this plan
 - ensuring that clear, consistent, and appropriate signs identifying points of public access and sites of interest are posted throughout the Corridor
 - promoting a wide range of partnerships among governments, organizations, and individuals to further the purposes of the Corridor
- Consider the interests of diverse units of government, business, organizations, and individuals in the Corridor in the implementation of the management plan.
- Conduct meetings open to the public at least quarterly regarding implementation of the management plan.
- Submit an annual report to the Secretary of the Interior for any fiscal year in which the Commission receives national heritage area funds, setting forth its accomplishments, expenses, and income, including grants made to any other entities during the year for which the report is made.
- Make available for audit for any fiscal year in which it receives national heritage area funds, all information pertaining to the expenditure of such funds and any matching funds, and require all agreements authorizing expenditures of federal funds by other organizations, that the receiving organization make available for audit all records and other information pertaining to the expenditure of such funds.
- Encourage, by appropriate means, economic viability that is consistent with the purposes of the Corridor.

In addition, the Commission would

- Enter into a cooperative agreement with the Gullah Geechee Sustaining Fund, or another suitable fiscal agent, outlining the manner and processes by which the two entities would work together to effectively implement the management plan.
- Enter into agreements with partners.
- Develop an annual work plan and distribute to NPS Southeast Region NHA Office for concurrence.
- Ensure the fiscal viability of the organization, including raising funds for implementing programs and projects in accordance with the matching requirement in the designating law.
- Realize the vision, mission, and goals of the Corridor.

"What we need from the Gullah Geechee Corridor Commission are two things: We need resources and we need a repository. We have the stories, but we don't have a place to put them."

Barbara Fordham Collier
Mount Pleasant, SC – June 2009 Meeting

Reauthorization

The Commission is scheduled to terminate on October 12, 2016. Termination of the Commission would eliminate a named entity that can legally receive national heritage area funds distributed by the National Park Service. As such, the Commission would seek the passage of legislation to reauthorize the Commission as the “local coordinating entity.” The Commission’s duties, terms of service, and bylaws could be adjusted in the reauthorizing law.

Local Advisory Committees

To enhance its connection to the pulse of the public, the Commission would establish local advisory committees. The committees would be developed in a manner that would give voice to all portions of the Corridor, from north to south and east to west. They would not make policies for the Commission, but rather would facilitate the flow of communication and information between the public and the Commission. They would be composed of local citizens—preference would be given to Gullah Geechee people. Duties of the local advisory committees are to

- keep the Commission apprised of local issues, events, activities, etc.
- serve in accordance with the bylaws established for the committees

National Park Service, National Heritage Area Program

The NHA program would continue to provide limited financial and technical assistance according to the requirements of Public Law 109-338, based on congressional appropriations and program stipulations. Duties of the NHA program are to

- Distribute NHA program funds, as authorized by Congress.
- Provide technical assistance.
- Review and approve annual work plan.
- Enter into agreement with the Commission and Gullah Geechee Sustaining Fund, as appropriate, to effectively facilitate all aspects of implementation.



**QUARTERLY BUSINESS MEETING
BURGAW, PENDER COUNTY, NC, AUGUST 2011**



**QUARTERLY BUSINESS MEETING
CHARLESTON, CHARLESTON COUNTY, SC, MAY 2010**



**QUARTERLY BUSINESS MEETING
BRUNSWICK, GLYNN COUNTY, GA, NOVEMBER 2010**



**QUARTERLY BUSINESS MEETING
JACKSONVILLE, DUVAL COUNTY, FL, FEBRUARY 2009**

Fiscal Agent

The Commission would seek a cooperative agreement with the Gullah Geechee Sustaining Fund, or another suitable fiscal agent, to serve as the Commission's fiscal agent. The basic duties of the fiscal agent working on behalf of the Commission would be the following:

- Be responsible for receiving, accounting for, and safeguarding national heritage area funds, grant monies, and donations.
- Establish separate revenue and checking accounts for Commission funds and expenditures.
- Maintain and retain appropriate financial records, including:
 - Maintain separate records of disbursements of the funds by fund type.
 - Keep receipts for all funds received for at least three years.
- Make available all financial records upon request.
- Disburse funds received for the Commission solely at its request.

- Maintain and make available to the Commission, upon request, all books, records, documents, and other evidence of funds received and distributed in the event of an audit.
- Maintain and make available to the Commission, upon request, all books, records, documents, and other evidence pertaining to the costs and expenses related to serving as fiscal agent.

FIGURE 13. GULLAH GEECHEE CULTURAL HERITAGE CORRIDOR ORGANIZATIONAL CHART

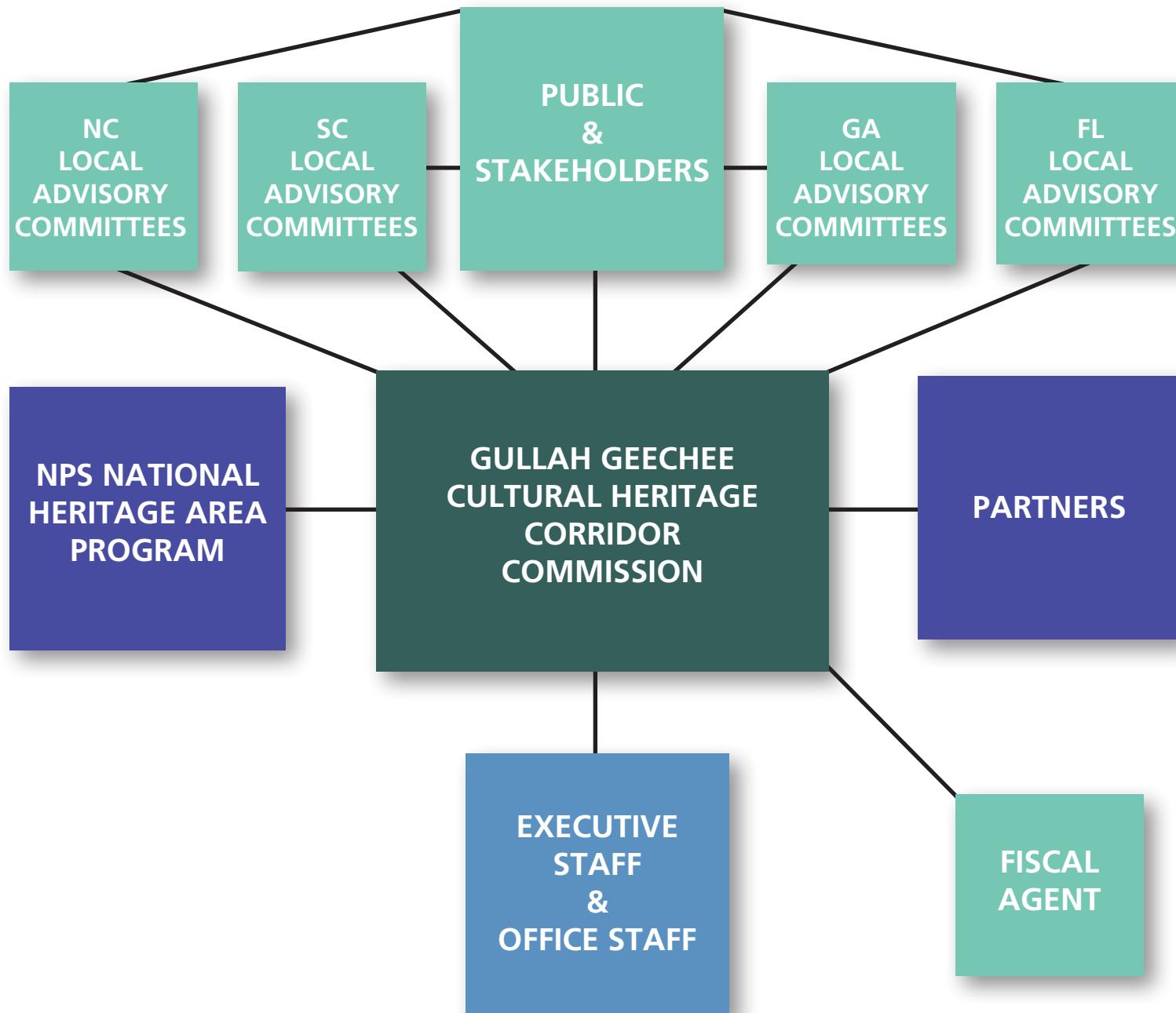


TABLE 15. ORGANIZATIONAL DEVELOPMENT

	Initial Actions Through 2013	Mid-term Actions 2014–2016	Long-term Actions 2017–2021	
1.	Seek the passage of legislation reauthorizing the Commission as the “local coordinating entity” after October 2016.	<ul style="list-style-type: none"> ▪ Work with congressional delegation to prepare draft legislation. 	<ul style="list-style-type: none"> ▪ Seek passage of new legislation reauthorizing the Commission. 	<ul style="list-style-type: none"> ▪ No long-term actions identified.
2.	Secure funding to match federal appropriations via partners and stakeholders.	<ul style="list-style-type: none"> ▪ Identify and apply for applicable grants. ▪ Utilize partnership and partner site application process to identify appropriate funding sources. ▪ Develop cooperating agreement between the Commission and Gullah Geechee Sustaining Fund to serve as the Commission’s fiscal agent. 	<ul style="list-style-type: none"> ▪ Commission to develop five-year fundraising plan. ▪ Identify and apply for applicable grants each year. ▪ Continue to utilize partnership and partner site application process to identify appropriate funding sources. 	<ul style="list-style-type: none"> ▪ Identify and apply for applicable grants. ▪ Continue to utilize partnership and partner site application process to identify appropriate funding sources.
3.	Secure office space, hire staff, and develop volunteer program.	<ul style="list-style-type: none"> ▪ Secure executive level staff to carry out Commission operations. ▪ Secure office space. ▪ Begin developing a Corridor volunteer program. 	<ul style="list-style-type: none"> ▪ Secure key staff to implement mid- and long-range strategies. ▪ Continue to enhance the volunteer program to leverage the work of paid staff. 	<ul style="list-style-type: none"> ▪ Continue to enhance the volunteer program to leverage the work of paid staff.
4.	Develop a comprehensive, consistent marketing and outreach strategy for the Corridor.	<ul style="list-style-type: none"> ▪ Enhance Web site – hierarchy, design, features, and content. ▪ Work with partners to establish legal protection for a logo and Corridor graphics to authenticate and validate the work of the Corridor. ▪ Hold public outreach events and activities to increase understanding of and interest in the Corridor. ▪ Reach out to partners to garner implementation commitments. ▪ Begin identifying projects and efforts that can be undertaken immediately by volunteers. 	<ul style="list-style-type: none"> ▪ Develop a comprehensive community outreach strategy. ▪ Work with partners to develop a media outreach strategy. ▪ Continue to enhance the Web site. 	<ul style="list-style-type: none"> ▪ Continue to refine the media outreach strategy. ▪ Continue to develop innovative methods to reach out to communities within and outside the Corridor. ▪ Continue to enhance the Web site.

TABLE 15. ORGANIZATIONAL DEVELOPMENT

	Initial Actions Through 2013	Mid-term Actions 2014–2016	Long-term Actions 2017–2021
5. Develop a Commission-sponsored grant program.	<ul style="list-style-type: none">▪ No initial actions identified.	<ul style="list-style-type: none">▪ Develop guidelines and criteria for grant distribution.▪ Develop topical areas for priority funding (i.e., genealogy, land preservation, etc.).▪ Distribute grants to qualifying organizations and individuals.	<ul style="list-style-type: none">▪ Continue to distribute grants to qualifying organizations and individuals.
6. Create local advisory committees.	<ul style="list-style-type: none">▪ Determine the number of local advisory committees and geography covered by each.▪ Develop bylaws, structure, roles, and responsibilities, etc., of the local advisory committees.	<ul style="list-style-type: none">▪ Local advisory committees are seated and begin to serve in the capacity outlined in the initial actions.	<ul style="list-style-type: none">▪ Continue to work with local advisory committees to effectively implement the strategies in the implementation plan.

IMPLEMENTATION FRAMEWORK

BUILDING RELATIONSHIPS WITH PARTNERS

Some of the strategies and actions identified in the management plan would be implemented by the Commission itself; however, given that the Commission does not own or have regulatory authority over land within the Corridor, much of the implementation would be accomplished through partnerships.

The Corridor has identified a long list of potential agencies and organizations with which it intends to seek partnership agreements. These include all levels of government agencies, Native American tribes, nonprofit organizations, educational institutions, and businesses. Please see appendix K.

In addition to potential governmental partners with which the Commission would make individual agreements, the Commission has also developed a process by which to formalize relationships with organizations, businesses, and individuals. Throughout implementation, the Commission would work to develop a network of sites and other partners to assist in implementation. This network of partnerships would be composed of entities designated as either a partner site or a partner. See chapter 4, part 2 for more information about interpretive partners.

IMPLEMENTATION FRAMEWORK OVERVIEW

The Commission developed a broad framework to guide future decision making about how to prioritize actions and whether to get involved with other local/community efforts across the Corridor. The framework is designed to ensure that implementation is effective and focused on the three management plan goals (see table 17).

Nine partnership programs have been developed to guide implementation. Applicants completing the partner site or partnership applications would need to identify one or more programs under which the project best fits. Specific projects and actions would then be filtered through the following principles for implementation, project selection criteria, and best management practices. Meeting the goals of the Corridor would be achieved by leading or partnering on projects identified in the annual work plan, by promoting the efforts of partners, and/or by providing technical assistance. Assistance would also be provided to other significant efforts by distributing grant funding.

Priority would be given to strategies or actions that are specifically recognized in the implementation matrix, which outlines actions currently identified for implementation over the life of the plan. Implementation principles and project criteria would be evaluated and updated, as appropriate, to ensure effective execution of this plan. Actions would primarily be accomplished in collaboration with partners.

PARTNERSHIP PROGRAMS

The nine partnership programs developed by the Commission are directly aligned with the three pillars of the overall management approach for the Corridor—education, economic development, and documentation/preservation (see table 16). Implementation of these programs would support the protection, preservation, and restoration of tangible and intangible community resources with

historical and cultural significance, and would enhance the quality of life within the Corridor. Partnership programs would also foster public awareness and appreciation of the history and contributions of Gullah Geechee people in the United States and their connections to the African diaspora and other cultures.

TABLE 16. PARTNERSHIP PROGRAMS

Program	Description
Education	This program educates all age groups across the Corridor about Gullah Geechee history and culture.
Research	This program builds upon the existing research about Gullah Geechee history and culture.
Interpretation	This program enhances interpretation and awareness of Gullah Geechee history and culture.
Business Development	This program enhances existing businesses and generates new ones.
Explore the Corridor	This program develops and promotes visitor and resident opportunities to experience the Corridor.
Community Outreach and Training	This program enhances public engagement, involvement, and participation in sustaining Gullah Geechee culture.
Environmental Sustainability	This program promotes environmental conservation, education, and awareness within the Corridor.
Cultural Documentation	This program documents Gullah Geechee history and culture.
Preservation	This program preserves tangible and intangible Gullah Geechee resources.



**COMMISSION PLANNING WORKSHOP
DENVER, CO, SEPTEMBER 2009**

PRINCIPLES FOR IMPLEMENTATION

The Commission has identified four overarching principles to guide implementation of the management plan. These principles (table 17) are intended to guide the Commission and partners throughout implementation. All program-level implementation or project-specific implementation, whether direct or in cooperation and collaboration with partners, should adhere to the following four principles.

PROJECT SELECTION CRITERIA

The five criteria in table 18 would assist the Commission in selecting projects that best meet the management plan's goals. The criteria would be given equal weight in evaluating potential projects.

BEST MANAGEMENT PRACTICES

Throughout implementation of this plan, the most current best management practices in many subject areas would be followed by the Commission. These subject areas include, but are not limited to, general project implementation, historical education, and resource preservation (a preliminary, nonexhaustive list can be found in table 19), as well as heritage tourism development (included in chapter 4), interpretation, and visitor use.



**COMMISSION PLANNING WORKSHOP
CHARLESTON, CHARLESTON COUNTY, SC
MAY 2010**

TABLE 17. PRINCIPLES FOR IMPLEMENTATION

Principle	Description
Consistency with Vision and Mission	Projects receiving the support of the Commission should be consistent with the foundation of the Corridor, including the vision, mission, purpose, goals, and primary interpretive themes.
Authenticity and Sense of Place	The Corridor has a distinct history and culture that contribute to a unique sense of place. While the Corridor continues to evolve, its identity should remain intact. Priority would be given to projects that enhance the sense of place in the Corridor through preservation of both tangible and intangible resources. A focus on authenticity contributes to cultural preservation, which both benefits local communities and makes a lasting impression on visitors.
Regional Impact	Projects would be given priority if they (a) beneficially impact more than the immediate area in which they are implemented, (b) enhance the identity of the Corridor as a whole, and (c) demonstrate a broad base of support from public and private entities.
Connections	Projects should promote connections among sites, attractions, and resources within the Corridor. Projects connecting geographic locations through one or more of the six primary interpretive themes (see chapter 4, part 2) would be given priority.

TABLE 18. PROJECT SELECTION CRITERIA

Project Criteria	Implementation Process
1. Quality and Authenticity	All projects and programs should demonstrate a high degree of quality and professionalism and strive to retain the authenticity of the heritage resources of the Corridor through: <ul style="list-style-type: none"> ▪ operating transparently and in the public arena to benefit Gullah Geechee people first ▪ adhering to professional standards and best practices (archeology, anthropology, ethnography, engineering, architecture, planning, design, etc.) ▪ evaluating and understanding the existing conditions, integrity, and significance of resources prior to acting, and ensuring that mitigation measures are utilized to limit any potential impacts on resources
2. Realistically Achievable	A project or program would be considered to be realistically achievable if it has demonstrated the following characteristics: <ul style="list-style-type: none"> ▪ already planned, approved, or underway ▪ in need of additional funds, technical expertise, services, or attention to complete ▪ proposed by an organization(s) that has demonstrated the ability to implement projects of similar scope or complexity ▪ involving individuals with expertise appropriate to the project or program ▪ the ability to be achieved in a reasonable timeframe
3. Funding and Local Investment	In order to make the most effective use of the Commission's available funding, projects would be given priority if they demonstrate: <ul style="list-style-type: none"> ▪ an available funding stream that would make a significant contribution to overall funding needs ▪ the ability to leverage in-kind contributions, including volunteer commitments ▪ plans to utilize services of local individuals and businesses ▪ plans to employ traditional cultural skills and use local materials ▪ ability to accurately account for, track, and report on the specific use(s) of all funds
4. Visibility	To effectively promote awareness of the Corridor, emphasis would be placed on projects or programs that: <ul style="list-style-type: none"> ▪ highlight the Commission as a valuable partner ▪ demonstrate the ability to inspire participation by others ▪ provide a key investment for creating momentum for future projects ▪ create Corridor-wide systems or programs ▪ attract sustained public interest and local or regional participation
5. Other Project Considerations	On an ad-hoc basis, projects or programs would be prioritized to respond to immediate needs that are not identified in the annual work plan or typical project review cycle. These needs could result from immediate threats, natural disasters, catastrophic events, or other crises. Projects and programs could be supported that: <ul style="list-style-type: none"> ▪ protect or restore threatened Corridor resources ▪ create immediate economic benefits to Gullah Geechee communities in crisis as a result of such events ▪ can be equitably distributed to a variety of organizations in the threatened or affected area, to the extent practicable

TABLE 19. BEST MANAGEMENT PRACTICES

General Project Implementation, Historical Education, and Resource Preservation	
General Project Implementation	
<ul style="list-style-type: none"> ▪ Identify the specific problem or need the project is designed to address. ▪ Ensure that the project plan (schedule, cost, participants, roles, responsibilities, etc.) is clear and understood by all parties and meets the principles for implementation and project selection criteria above. ▪ Develop a clear and measurable goal(s) and time line for evaluating success for each project. ▪ Identify information needs to monitor, track, and evaluate performance. <ul style="list-style-type: none"> – Develop standard forms to monitor and track progress. – Establish check-in dates as needed based on complexity of project, dollar amount of project, and risk level. – Maintain a record of all applications, supporting documents, agreements or contracts, screening process, type and amount of assistance, and other pertinent documents, in the event of an audit or need for information at a later date. ▪ Establish clear guidelines or requirements regarding actual or perceived conflicts of interest for staff and others providing services or funding. ▪ Identify what steps, if any, need to be taken to secure funding (loans, etc.), if necessary. ▪ Ensure that a signed contract or agreement is in place with all relevant parties. <ul style="list-style-type: none"> – Identify a process for dealing with noncompliance. ▪ Establish project closeout process based on the initial project plan. ▪ Identify lessons learned and adjust guidelines and policies as necessary. 	
Historical Education	
<ul style="list-style-type: none"> ▪ Immerse learners in "historical thinking"—allow them to learn from the perspective of historical figures. <ul style="list-style-type: none"> – Use primary sources to the extent possible. Teach interactively and provide for first-person involvement. – Provide learners of all ages the opportunity to experience history first hand through service learning (e.g., The Journey Through Hallowed Ground, "Of the Student, By the Student, For the Student™) programs. ▪ Bring the learners to the community and the community to the learners. 	
Resource Preservation	
<ul style="list-style-type: none"> ▪ Base decisions about cultural resources on scholarly research and scientific information, and consult with the state historic preservation officer, other organizations, and members of Gullah Geechee communities, as appropriate. Note: the historic integrity of properties listed in or eligible for listing in the National Register of Historic Places would be protected. ▪ Base decisions about projects that could impact natural resources on scholarly research and scientific information, and consult with the state departments of natural resources, wildlife and fisheries, U.S. Fish and Wildlife Service, other agencies, and members of Gullah Geechee communities, as appropriate. ▪ Encourage resource management that balances preservation and conservation needs with sustainable economic uses. ▪ Encourage adaptive use of historic structures, when appropriate. ▪ Encourage partners to consult the state historic preservation office and members of Gullah Geechee communities when implementing projects affecting historic buildings or in historic districts. ▪ Base decisions about digital resource preservation on current industry standards, with regard to organization, storage media, digital formats (including lifespan assessment), metadata, resource discovery (identification and verification of authenticity), and intellectual property rights. 	

IMPLEMENTATION MATRIX

Three Pillars

Actual on-the-ground implementation would be guided by the management approach in conjunction with implementation framework. In addition, implementation of any action would have to meet one of the objectives and goals established for the Corridor. The Corridor's implementation matrix is organized around the goals and objectives of the Corridor (table 20). A separate table is provided for each of the following three pillars:

1. Education
2. Economic Development
3. Documentation and Preservation

Objectives, Strategies, and Phasing

The objectives associated with the three pillars in each table are included in the left-hand column and identified by roman numerals. The strategies and actions associated with each objective are included from left to right according to the approximate time frame in which they are expected to be implemented. Although these strategies and actions are organized into a specific time frame for completion, flexibility may be needed in their implementation in order to capitalize on opportunities that may be presented by potential partners or funding opportunities.

Initial Actions

The implementation of initial actions would be an essential step in achieving Corridor goals. Many of these actions focus on developing the organizational structure and establishing strong working partnerships with various partners throughout the region. These are the strategies and actions that are a priority for the Commission to achieve through 2013.

Mid-term Actions

The mid-term actions would build on the initial actions. The time frame for the implementation of these mid-term actions would be 2014–2017.

Long-term Actions

The long-term actions identified in the implementation matrix represent the final stage of the life of this plan. These actions are intended to lead to a self-sustaining and empowered organization equipped with the tools for continued management and success in the future. Implementation of long-term actions would take place between 2018 and October 12, 2021, at which point funding from the Secretary of the Interior would terminate.

COASTAL HERITAGE CENTERS

To comply with the requirements in the law that designated the Corridor and to provide an interpretation and experiential anchor, one or more Coastal Heritage Centers would be developed in each state, per the phasing in table 21. The center(s) would be sited and developed in the future based on adequate funding, partnerships, and community support.

A Coastal Heritage Center is “a community anchor that focuses on a living group of people and connects the past and the present through interaction and outreach across generations; a physical space that embodies the vision and mission of the Corridor.” The physical space, combined with the knowledge and ideas of the community, would instill pride, understanding, and awareness; sustain and preserve language and cultural assets; and serve as a vehicle to tell the Gullah Geechee story to the American people and the world.

The criteria for site selection, the management entity, and facility construction for Coastal Heritage Centers are included in table 21.

POTENTIAL PARTNERS AND RELATED PLANS

Given that the Corridor spans four states along the Atlantic coast, there are numerous partnership opportunities with a diverse group of federal, state, county, and local agencies, as well as with Native American tribes and nonprofit organizations. Appendix K highlights potential partners and related plans. The Commission has considered many planning documents and has consulted with many potential partners throughout the planning process. Due to the vast number of potential partners and planning documents related to areas within the Corridor, not all are included in appendix K.

TABLE 20. IMPLEMENTATION MATRIX

EDUCATION: Increasing Understanding and Awareness of Gullah Geechee People, Culture, and History			
	Initial Actions Through 2013	Mid-term Actions 2014-2017	Long-term Actions 2018-2021
1. Promote knowledge and awareness of Gullah Geechee history and culture.	<ul style="list-style-type: none"> ▪ Begin developing partnerships with post-secondary institutions to provide programs related to Gullah Geechee culture. 	<ul style="list-style-type: none"> ▪ Work with partners to establish "Culture Forums," to promote/share Gullah Geechee history, culture, and cultural traditions. ▪ Inventory existing K-12 curriculum, by state, related to Gullah Geechee history, culture, people, traditions, etc. ▪ Work with partners to develop a "teach-the-teachers" program. ▪ Develop curriculum guides for use in K-12 school systems. ▪ Distribute curriculum guides (first phase of distribution would be to teachers that have participated in a "teach-the-teachers" program). ▪ Develop a Gullah Geechee Corridor Field Trip Guide. ▪ Develop scholarship program guidelines. ▪ Work with partners to develop a Cultural Training Program focused on arts, crafts, language, etc. (a portion of this program would focus on transgenerational education as a means of preservation). ▪ Work with partners to develop interactive youth programs (arts, crafts, language, music, dance, etc.). ▪ Continue working with partners to institute post-secondary classes on Gullah Geechee history and culture. 	<ul style="list-style-type: none"> ▪ Work with partners to distribute Gullah Geechee curriculum guides to areas outside the Corridor's boundary. ▪ Update the Gullah Geechee Corridor Field Trip Guide. ▪ Provide interactive youth programs to primary education students in the Corridor. ▪ Work with partners to enhance culture forums. ▪ Work with partners to enhance the "teach-the-teachers" program. ▪ Provide cultural training opportunities at Coastal Heritage Center(s). ▪ Distribute scholarships based on the established guidelines.
2. Communicate Gullah Geechee history, culture, and heritage through interpretation within the Gullah Geechee community and throughout the Corridor.	<ul style="list-style-type: none"> ▪ Begin the process of reaching out to potential partners and partner sites by distributing information about how to formalize a relationship with the Corridor (see appendix E). 	<ul style="list-style-type: none"> ▪ Continue to reach out to potential partners and partner sites and formalize relationships. ▪ Work with partners and partner sites to enhance interpretation of Corridor's themes and to link themes across the Corridor. ▪ Use diverse media to share primary interpretive themes. ▪ Work with partners to develop, promote, and distribute interpretive exhibits (fixed or traveling). ▪ Work with key partners to develop "Gateway" sites (locations such as museums or visitor centers that appeal to a national or regional audience and have high visitation) to enhance interpretation and understanding of Gullah Geechee history, culture, and people. 	<ul style="list-style-type: none"> ▪ Continue to reach out to potential partners and partner sites and formalize relationships. ▪ Promote exhibits, story-telling, community meetings, etc., at Coastal Heritage Center(s).
3. Encourage research and other activities designed to expand the body of knowledge on the culture and history of Gullah Geechee people.	<ul style="list-style-type: none"> ▪ Inventory locations where Gullah Geechee research is currently performed. ▪ Identify community-based research opportunities. ▪ Review historical concepts of Gullah Geechee culture to more clearly articulate its historical evolution and contemporary manifestations. 	<ul style="list-style-type: none"> ▪ Establish internship and fellowship pathways under the Research Program. ▪ Develop Gullah Geechee post-secondary research topic list. ▪ Raise money to fund interns and fellows. ▪ Work with partners to institute community-based research efforts in the Corridor. 	<ul style="list-style-type: none"> ▪ Provide scholarship money to fund research, field time, office time, etc., of interns and fellows.
4. Develop and enhance links, associations, and connectivity between Gullah Geechee communities, resources, themes, and cultural traditions.	<ul style="list-style-type: none"> ▪ Distribute requests for proposals to develop a signage plan. 	<ul style="list-style-type: none"> ▪ Identify existing facilities that could potentially serve as a Coastal Heritage Center. ▪ Develop a Coastal Heritage Center Plan outlining budget, scope, interpretation needs, equipment, staffing needs, community outreach strategy, etc. ▪ Develop agreements with partners to institute Coastal Heritage Centers. ▪ Award contract and complete signage plan. ▪ Work with partners to begin erecting signs in appropriate locations. ▪ Partner with state and local transportation organizations to explore obtaining scenic byway designation along US 17/A1A. 	<ul style="list-style-type: none"> ▪ Open one Coastal Heritage Center in North Carolina, South Carolina, Georgia, and Florida. ▪ Partners continue to erect signage in appropriate locations.

TABLE 20. IMPLEMENTATION MATRIX

ECONOMIC DEVELOPMENT: Supporting Heritage-related Businesses and Promoting the Preservation of the Land and Natural Resources Needed to Sustain the Culture			
	Initial Actions Through 2013	Mid-term Actions 2014–2017	Long Term Actions 2018–2021
1. Promote Gullah Geechee community-supported industries and businesses that have positive consequences for Gullah Geechee culture.	<ul style="list-style-type: none"> ▪ Identify all relevant festivals and list them on the Corridor Web site. ▪ Begin process of reaching out to potential partners and partner sites by distributing information about how to formalize a relationship with the Corridor (see appendix E). ▪ Consult with appropriate partners in each state about a Gullah Geechee heritage tax credit program for culturally appropriate businesses/industries. 	<ul style="list-style-type: none"> ▪ Compile and distribute information about: community-supported agriculture (this could include links to farmers markets, best practices documents, etc.); local shopping and dining establishments; festivals; etc. ▪ Continue to reach out to potential partners and formalize relationships. ▪ Consult with appropriate partners in each state about the creation of heritage enterprise zones. ▪ Work with partners to establish a Gullah Geechee heritage tax credit program in at least one location. 	<ul style="list-style-type: none"> ▪ Continue to reach out to potential partners and formalize relationships. ▪ Develop and distribute a guide book that includes farmers markets, local shopping and dining establishments, culturally appropriate businesses, festivals, etc.). ▪ Work with partners to establish a Gullah Geechee heritage tax credit program in one location in each of the four states.
2. Promote and assist Gullah Geechee communities in preserving Gullah Geechee land and waterways through economic development.	<ul style="list-style-type: none"> ▪ Consult with partners on appropriate methods to retain property ownership. ▪ Work with partners to develop training curriculum about property ownership and retention (especially heirs' property). ▪ Work with partners to hold listening sessions in conjunction with elected officials. 	<ul style="list-style-type: none"> ▪ Advocate for the protection/preservation of natural resources for cultural, traditional, and subsistence uses. ▪ Work with partners to assist Gullah Geechee people in retaining access to important sites. ▪ Develop educational outreach programs to raise awareness of the impact of development using best practices. ▪ Work with partners to implement training opportunities about property ownership and retention. ▪ Promote traditional recreational activities on land and waterways through demonstrations, events, etc. 	<ul style="list-style-type: none"> ▪ Utilize the Coastal Heritage Center(s) as a location for community outreach activities, to include training, meetings, etc. ▪ Continue to promote traditional recreational activities on land and waterways through demonstrations, events, etc.
3. Advocate for rapid cleanup of contaminated sites in Gullah Geechee communities.	<ul style="list-style-type: none"> ▪ Identify contaminated sites in the Corridor. ▪ Begin development of an "action alert" tool to distribute information about environmental issues impacting Gullah Geechee people and communities. 	<ul style="list-style-type: none"> ▪ Implement and continue updating and improving the action alert tool. ▪ Consult with partners to discuss environmental contamination issues and seek mutually agreeable solutions. 	<ul style="list-style-type: none"> ▪ Continue using, updating, and improving the action alert tool.

TABLE 20. IMPLEMENTATION MATRIX

DOCUMENTATION AND PRESERVATION: Preserving Gullah Geechee Resources, Primarily Through Documentation			
	Initial Actions Through 2013	Mid-term Actions 2014–2017	Long-term Actions 2018–2021
1. Document tangible and intangible Gullah Geechee resources to provide a foundation for the preservation of assets, educational opportunities, and increased heritage tourism.	<ul style="list-style-type: none"> ▪ Continue to expand the resource inventory geodatabase developed during early implementation. ▪ Develop evaluation criteria to assist in identifying Gullah Geechee properties, sites, facilities, and programs. ▪ Establish a working group to document suggested revisions to national register/national landmark criteria to facilitate protection of Gullah Geechee resources. ▪ Consult with partners to establish an oral history program. 	<ul style="list-style-type: none"> ▪ Develop a draft report that includes the suggested revisions to national register/national landmark criteria and rationale for the suggestions. ▪ Distribute draft report to appropriate reviewers. ▪ Finalize report and distribute to the National Park Service and National Trust for Historic Preservation. ▪ Continue to expand the resource inventory geodatabase developed during early implementation. ▪ Implement an oral history program (includes gathering, recording, and archiving oral histories). ▪ Develop and distribute "Most Endangered Gullah Geechee Resources" list . 	<ul style="list-style-type: none"> ▪ Continue to implement an oral history program in cooperation with partners. ▪ Continue to distribute "Most Endangered Gullah Geechee Resources" list. ▪ Develop and distribute "Formerly on the Most Endangered Gullah Geechee Resources" list.
2. Preserve tangible and intangible resources for the benefit of current and future generations.	<ul style="list-style-type: none"> ▪ Consult with partners on logistical requirements to establish an online archive. 	<ul style="list-style-type: none"> ▪ Develop an online digital repository for resources, in conjunction with Corridor Web site (this could include links to existing digital repositories). ▪ Develop one or more physical repositories for resources. 	<ul style="list-style-type: none"> ▪ Develop a network of physical repositories for resources. ▪ Continue to update and enhance the digital repository. ▪ Utilize the Coastal Heritage Center(s) as locations to display physical archives and present digital archives.

TABLE 21. COASTAL HERITAGE CENTERS GENERAL DECISION CRITERIA

Criteria for Site Selection, The Management Entity, and Facility Construction
<p>Site Selection Criteria: The following criteria would guide the Commission in choosing the most appropriate locations for Coastal Heritage Centers.</p> <ul style="list-style-type: none"> ▪ The center(s) must be within the Corridor. ▪ The center(s) location(s) must have a strong connection to Gullah Geechee history and culture. <ul style="list-style-type: none"> – Factors to consider in determining a strong connection to the history and culture include, but are not limited to: <ul style="list-style-type: none"> • the historic presence of Gullah Geechee people in the area • reliable documentary evidence of rice production • discernible evidence of the spoken Gullah Geechee language • evidence of historic connection to Gullah Geechee culture • family and personal narratives supporting the connection to Gullah Geechee history and culture • comments and testimony from public meetings supporting the connection to Gullah Geechee history and culture • aspects of Gullah Geechee culture are taught, practiced, and celebrated on a regular basis ▪ Land and structures utilized would be publicly owned, donated, or purchased from a willing seller. <ul style="list-style-type: none"> – Preference would be given to existing buildings. – Joint use facilities would be encouraged. – Preference would be given to sustainable buildings, landscapes, and processes that have a minimal impact on the environment. ▪ Nearby Gullah Geechee communities would be supportive of a center in their area. ▪ Local/state governmental entities would be supportive of a center in the identified area. ▪ The center(s) would have ample space for learning about and experiencing Gullah Geechee culture. ▪ Preference would be given to locations outside major metropolitan areas. ▪ Preference would be given to sites able to interpret, present, and share the culture. ▪ The center(s) would be geographically spaced to allow visitation, access, and exposure of the broadest geographical range within the Corridor boundary. ▪ The center(s) would have access to major highways and/or transportation hub(s) with sufficient volume to ensure the center(s) are easily accessible and fully utilized.
<p>Management Entity Criteria: The following criteria must be met by the management entity of the facility(ies) selected to be Coastal Heritage Center(s):</p> <ul style="list-style-type: none"> ▪ Demonstration of the ability to contribute to the vision, mission, and goals of the Corridor, as identified in the management plan. ▪ Demonstration of a commitment to the longevity and sustainability of Gullah Geechee culture. ▪ Demonstration of the technical capacity to appropriately interpret all of the themes identified in the interpretation framework and provide for cultural experiences. ▪ Willingness to engage and involve the local Gullah Geechee community in Coastal Heritage Center programs. ▪ Demonstration of compliance with federal, state, regional, and local laws, regulations, codes, and guidelines. ▪ Demonstration of a high-quality, strategic plan to assist the Commission in attracting residents and visitors interested in Gullah Geechee history, culture, stories, and resources to the center(s). ▪ Willingness to sign a memorandum of agreement (or similar agreement) to promote the Corridor, in partnership with the Commission, as well as to: <ul style="list-style-type: none"> – utilize the Corridor logo and other marketing materials produced by the Commission or partner organizations/agencies/entities – distribute interpretive and/or promotional materials ▪ Willingness to place and maintain visible Corridor-specific signage on or near the facility that is easily viewable by passersby and those entering the Coastal Heritage Center. ▪ Willingness to assist the Commission in evaluating the effectiveness of interpretation and interpretive materials used or distributed at the facility (i.e., development and distribution of visitor surveys, etc.) on a limited basis, on the request of the Commission. ▪ Demonstrate proof of financial viability.

TABLE 21. COASTAL HERITAGE CENTERS GENERAL DECISION CRITERIA

Criteria for Site Selection, The Management Entity, and Facility Construction
<ul style="list-style-type: none"> ▪ Willingness and ability to provide documentation of continuous visitor services and hours of operation (must be or agree to be open to the public more than 1,560 scheduled hours per year (approx. 30 hours/week), operating budget, and safety record over the past three years. ▪ Proof of liability insurance (\$1,000,000 per occurrence) or letter stating self-insured.
<p>Facility Construction Criteria:</p> <p>The Commission's preference is to use existing structures within the Corridor. New construction would only be considered as a last resort, if partnership options do not materialize in a viable manner. If new construction becomes necessary, appropriate legal compliance would be completed. New construction considerations include the following:</p> <ul style="list-style-type: none"> ▪ The building design must meet professionally accepted, high-quality design standards, including green building practices and processes. ▪ Appropriate legal compliance (National Environmental Policy Act, National Historic Preservation Act, etc.) must be followed. ▪ Land utilized must be publicly owned, donated, or purchased from a willing seller. ▪ The local Gullah Geechee community must be engaged in the conceptual and physical design and layout of the Center.

FUNDING AND EARLY IMPLEMENTATION

PAST FUNDING

The Commission's budget since inception is based on receipts from the National Park Service NHA program and in-kind contributions. Initial allocations were to provide technical assistance to establish the Commission. Actual funding received from the NHA program has been approximately \$150,000 per year.

The Commission used allocations in fiscal year 2008 before beginning the planning process. The National Park Service provided technical assistance regarding the components of a successful national heritage area management plan and legal compliance needs. Allocations from fiscal year 2009 to 2011 were used to develop the management plan in accordance with the designating law, National Environmental Policy Act, and other relevant laws and policies.

TABLE 22. PAST CORRIDOR FUNDING

Funding		Years			
Income		2008	2009	2010	2011
National Heritage Area Program Funds		\$148,000	\$148,000	\$150,000	\$147,000
Public Support		\$0	\$0	\$100	\$0
Other (previous year balance)		\$0	\$51,542	\$29,976	\$6,660
Totals:		\$148,000	\$199,542	\$180,076	\$153,660
Expenditures					
Management Planning		\$45,000	\$90,000	\$115,000	\$115,000
Quarterly Business Meetings, Public Meetings, Other Meetings/Conferences		\$48,075	\$57,578	\$41,666	\$26,956
Administration and Operations (Alliance of National Heritage Area dues, admin assistance, office supplies, postage, bank charges, legal fees, etc.)		\$3,383	\$21,988	\$16,750	\$11,704
Others (outstanding accounts payable)		\$0	\$0	\$0	\$0
Totals:		\$96,458	\$169,566	\$173,416	\$153,660
Balance		\$51,542	\$29,976	\$6,660	\$0

*all figures rounded to the nearest dollar

EARLY IMPLEMENTATION ACTIVITIES

During the development of the management plan, the Commission accomplished a number of early implementation actions. These actions were based on best practices for heritage areas developed by the Alliance for National Heritage Areas and to address specific issues that arose during the planning process. See appendix F for more information.

2009

McLeod Plantation, James Island, South Carolina. One of the key early implementation actions of the Commission was to formally express the need for McLeod Plantation and the associated slave cabins on James Island to be preserved. The College of Charleston was considering purchasing the plantation for academic and recreational activities in 2009–2010, but through the efforts of the Commission and others, the College of Charleston withdrew its offer. The Commission wrote a letter to the president of the college, met personally with college officials, and issued a statement that said McLeod should be preserved, protected, and interpreted because of its importance to the history and culture of Gullah Geechee people.



**MCLEOD PLANTATION
JAMES ISLAND, CHARLESTON COUNTY, SC**

The Commission collaborated with the college, the Friends of McLeod Plantation, Historic Charleston Foundation, and others to preserve this piece of history. In the spring of 2010, the Charleston County Park and Recreation Commission finalized a proposal to acquire McLeod Plantation from the 20-year owner, Historic Charleston Foundation. In late February 2011, the Charleston County Park and Recreation Commission acquired the historic site. See appendix F to view the letter to the president of the College of Charleston and the Commission's position statement about this issue.

Resource Inventory GIS Database. The Commission was the recipient of special funding from the NPS Heritage Documentation Program, Cultural Resource GIS Facility (CRGIS). CRGIS staff worked with the Commission to develop a GIS database to document known resources related to Gullah Geechee culture. The CRGIS staff used inventory lists developed by the Commission (in part based on comments from public meetings), the National Register of Historic Places, the Geographic Names Inventory System and other sources to verify the items on the inventory, the level of confidence in the geographic information, and the strength of the connection to Gullah Geechee culture. This database would eventually be used to share nonsensitive place data on maps and on the Corridor's Web site. The initial database was completed in the fall of 2010, yet can be easily updated throughout implementation as more information is gathered and more research is completed. During implementation of this plan, the Commission could again partner with the CRGIS to enhance the initial database.

2010

International Heritage Development Conference. From June 27 to July 1, the Commission co-sponsored the 2010 International Heritage Development Conference in Charleston, South Carolina, with the South Carolina National Heritage Corridor and Alliance of National Heritage Areas. This biennial conference is put on by the Alliance of National Heritage Areas and provides a venue for

education and information sharing about best practices and innovations related to heritage preservation and development.

- The Commission co-sponsored “A Dialogue on Diversity” at the conference.
- The Commission sponsored the Gullah Geechee Culture & Traditions Pre-Conference Tour. The tour provided conference attendees a “taste of our history” and served to educate and raise awareness of Gullah Geechee history and culture.

2011

Gullah Geechee Cultural Heritage Corridor Web Site. The Commission partnered with The Art Institute of Atlanta to develop a comprehensive, interactive Web site that serves as the virtual portal to the Corridor. The Web site can be accessed online at www.gullahgeechecorridor.org.

Interstate 526 Resolution. At its quarterly business meeting (August 19, 2011), the Commission unanimously passed a resolution expressing its opposition to the proposed extension of South Carolina Interstate (I) 526. The Commission is opposed to the proposed extension because it would devastate the already threatened Gullah Geechee culture and would be inconsistent with the management plan’s emphasis on protecting and preserving Gullah Geechee culture. The letter sent to the Charleston County Council chairman and the resolution is included in appendix F.

Francis Marion National Forest Land Protection. The Commission sent a letter to the supervisor of the Francis Marion and Sumter National Forests in support of their request for Land and Water Conservation Fund monies in fiscal year (FY) 2013 to protect portions of Fairlawn Plantation. Fairlawn Plantation is an important Gullah Geechee resource. The site includes the original plantation house site and outbuildings, slave settlements, a rice mill, and canal. The letter is included in appendix F.

South Carolina Longleaf Landscape, Longleaf Focal Area. The Commission sent a letter to Secretary Ken Salazar (Department of the Interior) and Secretary Tom Vilsack (Department of Agriculture) in support of the Francis Marion National Forest and Cape Romain National Wildlife Refuge in their request for Land and Water Conservation Fund monies in FY 2013 to support the Longleaf Pine restoration efforts and America’s Great Outdoors. The letter is included in appendix F.

Lorenzo Dow Turner Exhibit. The Commission, along with the College of Charleston’s Avery Research Center for African American History and Culture, the City of Charleston’s International African American Museum, and the National Park Service partnered to bring the *Word, Shout, Song: Lorenzo Dow Turner Connecting Communities through Language* exhibit to the Avery Research Center in January 2012. Turner’s work examined connections between Gullah Geechee and other cultures of the African diaspora.

The Commission assisted in bringing the exhibit to the Corridor to bring to life the story of Dr. Lorenzo Dow Turner, a pioneer in the study of Gullah Geechee language and culture. This early implementation effort on the part of the Commission is directly aligned with two of the Corridor’s management pillars—Education and Documentation and Preservation. This first visit of a Smithsonian Institution exhibit to the Corridor serves as a testament to Turner’s legacy. The exhibit highlights the significance of Gullah Geechee culture to the American experience and underscores the importance of the establishment of the Corridor in 2006.

Support for the Harris Neck Land Trust Proposal. In 1942, the U.S. government condemned lands in the Harris Neck community in McIntosh County, Georgia, for strategic military defense purposes, which resulted in the construction of the Harris Neck Army Airfield. As a result, approximately 75 families living on the property were dislocated from their homes, land, and access to sacred sites for traditional spiritual practices. Although the families had expected to return to their land after the war, the War Assets Administration (the federal agency that dealt with surplus property after World War II) gave the property to McIntosh County in 1947 for guardianship and use as a municipal airport. As a result of county mismanagement, the land was later transferred to the Federal Aviation Administration. Then on May 25, 1962, the U.S. Bureau of Sport Fisheries and Wildlife (forerunner of the U.S. Fish and Wildlife Service) acquired the property and established the area as a migratory bird refuge—the Harris Neck National Wildlife Refuge.

In December 2011, the Commission sent a letter to the U.S. House of Representatives, Committee on Natural Resources in support of the Harris Neck Land Trust's recent proposal (see appendix F). Under the proposal, the Harris Neck Land Trust (the Trust) would acquire and exclusively own the 2,687 acres, but would partner with the U.S. Fish and Wildlife Service. The U.S. Fish and Wildlife Service would maintain its presence on Harris Neck and continue certain activities such as monitoring water levels in the ponds and ensuring wildlife and habitat protection. Throughout development of the proposal and the Trust's Community Development Plan the Trust has reached out to a large number of individuals, organizations, government agencies, businesses, and universities. Implementation of the Community Development Plan for Harris Neck would be completed with the assistance of the Trust's partners, including the McIntosh County Commissioners.

The Commission supports this proposal because it would preserve this area of importance to Gullah Geechee people, an area that embodies critical cultural and environmental assets. It would ensure that the U.S. Fish and Wildlife Service would continue to play a critical role, yet would allow for each of the surviving families to return to their land. In addition, the Community Development Plan has outlined a future development approach that would minimize the community's environmental impact and simultaneously contribute to the "green" commercial sector and generate tax revenue.

ESTIMATED START-UP COSTS

The Commission recognizes the need to plan operating costs for the first five years after this plan is approved. The amount of money required in 2013 and 2014 would truly be start-up costs, but from 2015 to 2017, these costs represent the baseline operational costs that the Commission would build on to ensure effective implementation of this plan. The estimated costs include direct operational costs such as staff (salaries and benefits), office space, and furnishings. These costs also address publicity needs—Web site maintenance, marketing, and other public outreach costs. Initial legal fees are estimated as well.

The low end of the Commission's estimated start-up cost range in 2013 is expected to be about \$92,000. The projected costs in 2014 are expected to be higher, primarily because of the expectation that one staff member would be hired in 2014 to assist the executive director and the need for more office space to accommodate the new staff member. Although some of these costs may be covered by future NHA program funds received, the Commission would use funds raised to leverage the basic, foundational outlays for staff, office space, and public outreach to begin to implement more specific efforts.

IMPLEMENTATION COSTS

The estimated administrative, nonprogrammatic expenses in table 23 do not reflect the total amount of funding that would be required to successfully implement the management plan and ensure financial sustainability and self-sufficiency. Rather, table 23 is a conservative figure that only incorporates estimated start-up and administrative costs.

The implementation matrix (see table 20) serves as a blueprint for implementation. It outlines the objectives, strategies, and phasing for implementation efforts related to each of the three pillars. Specific cost estimates for items in table 23 and future plans, studies, and research needs are not included in this document. The specific cost of individual implementation efforts would be determined in the future, in conjunction with partners.

TABLE 23. ESTIMATED ADMINISTRATIVE, NONPROGRAMMATIC EXPENSES

Expense	2013	2014	2015	2016	2017
Executive Director Salary/Benefits	\$50,000 to \$85,000	\$55,000 to \$85,000	\$55,000 to \$90,000	\$55,000 to \$90,000	\$60,000 to 95,000
Staff (1)	\$ 0	\$30,000 to \$50,000	\$30,000 to \$50,000	\$30,000 to \$50,000	\$30,000 to \$55,000
Office Space	\$10,000	\$25,000	\$25,000	\$25,000	\$25,000
Web site Enhancements and Maintenance	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Marketing	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Public Outreach	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Graphic Identity	\$10,000	\$3,000	\$3,000	\$3,000	\$3,000
Legal Fees	\$10,000	\$5,000	\$1,000	\$1,000	\$1,000
TOTAL	\$92,000–\$127,000	\$130,000–\$180,000	\$126,000–\$181,000	\$126,000–\$181,000	\$131,000–\$191,000

2013 Office Space = donated, but includes cost of furniture, computer, phones, etc.

2014 Office Space = based on 1,000 square feet

Web site – maintained by staff

Marketing/Public Outreach – could include small levels of financial assistance for one or more culturally appropriate events, etc.

Legal Fees – assumes a combination of paid and pro bono legal work

Staff – one staff member from 2014 to 2017

Once the management plan has been approved by the Secretary of the Interior, the Commission would continue to be eligible for NHA program funds. These funds are intended to be seed money that would be leveraged during implementation.

The amount of overall NHA program funding is subject to congressional appropriations and NHA program distribution formulas.

POTENTIAL SOURCES OF FUNDING

In addition to any funds received through the NHA program, the Commission would seek sources of funding from a variety of entities, including government agencies, nonprofit organizations, foundations, private businesses, and individuals to not only match the NHA program funds, but to effectively implement the strategies and actions in this plan and other opportunities that arise.

The potential universe of funding sources is too large to include here. It is important to note that “in-kind” services can be documented and used to satisfy the federal matching requirement.

Therefore, table 21 is included to showcase a sample of potential funding sources that the Commission or partners could seek to obtain. The Commission may or may not be the primary applicant on grants, they may only serve in a technical advisory role.

Some of the potential funding sources listed in table 24 are only available to individual artists, fellows, or property owners; the Commission would work with partners and individuals, to the extent possible, to obtain funding that would meet the mission and goals of the Corridor. Not all of the potential funding sources included here are distributed on an annual basis. The due date may be for the most recent, or known, application deadline as of the printing of this document.

TABLE 24. POTENTIAL SOURCES OF FUNDING AND TECHNICAL ASSISTANCE

Grant Program or Technical Assistance	Agency or Organization	Application Period and/or Due Date	Max Amount	Description	Web Site
Federal					
PTT Grants Program	National Park Service: National Center for Preservation Technology & Training (NCPTT)	September 1 to October 15	\$25,000	The PTT Grants Program funds projects that develop new technologies or adapt existing technologies to preserve cultural resources. NCPTT does not fund bricks and mortar projects or straight-forward documentation projects using well-established methods.	http://www.ncptt.nps.gov/grants/
Rivers, Trails, and Conservation Assistance Program (RTCA)	National Park Service	August 1 (assistance the following fiscal year)	Negotiable	The mission of the RTCA is to assist community-led natural resource conservation and outdoor recreation initiatives. RTCA staff provides guidance to communities so they can conserve waterways, preserve open space, and develop trails and greenways. RTCA does not provide financial assistance to support project implementation.	http://www.nps.gov/ncrc/programs/rtca/contactus/cu_apply.html
Environmental Justice Small Grant Program	Environmental Protection Agency	January to March	Negotiable	The purpose of the Environmental Justice Small Grants Program is to support and empower communities that are working on local solutions to local environmental and/or public health issues.	http://www.epa.gov/environmentaljustice/grants/ej-smgrants.html
The Gerald E. & Corinne L. Fund Award	American Folklife Center Library of Congress	Applications accepted annually	\$2,000	The purpose of the fund is to increase awareness of the ethnographic collections at the Library of Congress and to make the collections of primary ethnographic materials housed anywhere at the library available to the needs and uses of those in the private sector. Awards may be made either to individuals or to organizations in support of specific projects	http://www.loc.gov/folklife/grants.html
The Henry Reed Fund	American Folklife Center Library of Congress	Applications accepted annually; Henry Reed Fund awarded every other year	\$2,000	The Henry Reed Fund Award subsidizes folklorists programs and workshops. The purpose of the fund is to provide support for activities directly involving folk artists, especially when the activities reflect, draw upon, or strengthen the collections of the American Folklife Center.	http://www.loc.gov/folklife/grants.html

TABLE 24. POTENTIAL SOURCES OF FUNDING AND TECHNICAL ASSISTANCE

Grant Program or Technical Assistance	Agency or Organization	Application Period and/or Due Date	Max Amount	Description	Web Site
North Carolina					
Federal Historic Preservation Grants	North Carolina State Historic Preservation Office	November through end of January	Unknown	Most federal historic preservation grants have been made to local governments that are designated as Certified Local Governments by the National Park Service and to organizations, for architectural and archeological surveys, national register nominations, and preservation planning.	http://www.hpo.ncdcr.gov/grants.htm
Tax Credits for Historic Preservation	North Carolina State Historic Preservation Office: Restoration Services Branch		Up to 40% tax credit against project costs	Federal income tax incentives for the rehabilitation of historic structures of 20% credit for the qualifying rehabilitation of income-producing historic properties, combined with 20% credit from the State of North Carolina for those taxpayers who receive the federal credit. In addition, the state provides a 30% credit for the rehabilitation of nonincome-producing historic properties, including private residences.	http://www.hpo.ncdcr.gov/tchome.htm
Artist Fellowships	North Carolina Arts Council	November	\$10,000	The program operates on a two-year cycle; choreographers and visual, craft, and film/video artists are eligible one year, and songwriters, composers and writers are eligible the next. Fellowships support the creative development of North Carolina artists and the creation of new work. Fellowship funds may not be used to support academic research or formal study toward an academic or professional degree.	www.ncarts.org/grants_resources.cfm

TABLE 24. POTENTIAL SOURCES OF FUNDING AND TECHNICAL ASSISTANCE

Grant Program or Technical Assistance	Agency or Organization	Application Period and/or Due Date	Max Amount	Description	Web Site
South Carolina					
Tourism Advertising Grant	South Carolina Department of Parks, Recreation Tourism	Mid-April	\$6,000 for a festival or event; \$40,000 for an attraction; \$90,000 for a destination	The Tourism Advertising Grant (TAG) is a reimbursable, matching funds grant program whose mission is to expand the economic benefits of tourism across the state by providing competitive, matching grant funds to qualified tourism marketing partners for direct tourism advertising expenditures. TAG offers three categories in which qualified partners may apply for grant funding: festivals and events, attractions, and destinations.	http://www.scprt.com/our-partners/grants/tag.aspx
Destination-specific Tourism Marketing Grant Program	South Carolina Department of Parks, Recreation Tourism	July to August	Minimum of \$250,000	The Destination-specific Tourism Marketing Grant Program is a matching funds grant for marketing programming.	http://www.scprt.com/our-partners/grants/dstm.aspx
Federal Historic Preservation Grants; Technical Assistance	South Carolina Department of Archives and History: State Historic Preservation Office	February	\$30,000	The office administers historic preservation grants and offers assistance in meeting standards for eligibility for federal, state, and local tax incentives for historic preservation. Historic preservation grants are available for the following types of projects: survey and planning, planning for historic districts and multiple properties, preservation education, planning for individual historic properties, and stabilization projects.	http://shpo.sc.gov/programs/Pages/Grants.aspx
Federal and State Historic Rehabilitation Tax Credits	South Carolina Department of Archives and History: State Historic Preservation Office		20% federal tax credit, 10% state tax credit, 10% federal tax credit	20% Federal Historic Rehabilitation Tax Credit, 10% State Historic Rehabilitation Tax Credit. Owners of historic buildings in South Carolina who meet the requirements for the 20% Federal Historic Rehabilitation Tax Credit may also qualify for a state income tax credit. Taxpayers do not have to go through a separate SHPO application process. Successfully completing the federal application process qualifies them for the state credit. There is also a 10% federal tax credit for nonhistoric building preservation for buildings put into service before 1936.	http://shpo.sc.gov/programs/tax/Pages/Income.aspx

TABLE 24. POTENTIAL SOURCES OF FUNDING AND TECHNICAL ASSISTANCE

Grant Program or Technical Assistance	Agency or Organization	Application Period and/or Due Date	Max Amount	Description	Web Site
State Tax Credit 25% of Rehabilitation Expenses	South Carolina Department of Archives and History: State Historic Preservation Office		25% state income tax credit	State income tax credit equal to 25% of allowable historic building rehabilitation expenses.	http://shpo.sc.gov/pubs/Documents/htln1112.pdf
Local Property Tax Abatement	South Carolina Department of Archives and History: State Historic Preservation Office			Local property tax abatement. The property is assessed on the pre-rehabilitation fair market value for the length of the special assessment (up to 20 years, length set by the local government).	http://shpo.sc.gov/pubs/Documents/htln1112.pdf
Folk Life & Traditional Arts Grant	South Carolina Arts Commission	March 15	\$6,000	The Folklife & Traditional Arts grant supports nonprofit organizations that seek to promote and preserve the traditional arts practiced across the state. Priority for funding is given to projects that provide recognition and support for South Carolina's traditional art forms and their practitioners.	http://www.southcarolinaarts.com/grants/organizations/folklife.shtml
Georgia					
State and Federal Historic Preservation Grants; State Tax Incentives for Historic Preservation; Federal Tax Incentives for Historic Preservation	Georgia Department of Natural Resources: Historic Preservation Division		25% federal tax credit, 25% state income tax credit, 8-year property tax freeze	State and federal tax incentives are available to private property owners to encourage the adaptive use of historic buildings and the revitalization of historic neighborhoods and commercial areas.	http://www.georgiaashpo.org/incentives/grants#hpf
Georgia Heritage Grant Program	Georgia Department of Natural Resources: Historic Preservation Division	Unknown	Unknown	Eligible projects include both development and predevelopment projects. Development projects may include bricks and mortar activities, such as roof, window and foundation repair, or brick repointing. Predevelopment projects may include construction documents, feasibility studies, historic structure reports, or preservation plans.	http://www.georgiaashpo.org/sites/uploads/hpd/pdf/GA%20HERITAGE%20FACTSHEET%202012-11.pdf

TABLE 24. POTENTIAL SOURCES OF FUNDING AND TECHNICAL ASSISTANCE

Grant Program or Technical Assistance	Agency or Organization	Application Period and/or Due Date	Max Amount	Description	Web Site
Historic Preservation Fund Grant	Georgia Department of Natural Resources: Historic Preservation Division	February	\$15,000	The Historic Preservation Division receives funds annually from the National Park Service to carry out a statewide historic preservation program in participation with state and local governments, organizations, and the citizens of Georgia. Each year, 10% of that federal allocation is given out in the form of the grants to Georgia's Certified Local Governments.	http://www.georgiashpo.org/sites/uploads/hpd/pdf/HPF_grants_fs.pdf
Florida					
Historic Preservation: Special Category Grants	Florida Department of State: Division of Historical Resources	July to August	\$350,000	The purpose of special category grant funding is to assist major site-specific archeological excavations, the major restoration or rehabilitation of historic buildings or structures, and major museum exhibits involving the development and presentation of information on the history of Florida.	http://www.flheritage.com/grants/categories/special.cfm
Historic Preservation: Small Matching Grants	Florida Department of State: Division of Historical Resources	October through December 15	\$50,000	The purpose of small matching grants is to assist in the identification, excavation, protection, and rehabilitation of historic and archeological sites in Florida; to provide public information about these important resources; and to encourage historic preservation in smaller cities through the Florida Main Street program.	http://www.flheritage.com/grants/categories/smallmatching.cfm
Individual Artist Fellowship	Florida Department of State: Division of Cultural Affairs	June	\$5,000	The Individual Artist Fellowship Program recognizes the creation of new artworks by individuals of exceptional talent and demonstrated ability. Fellowship awards support the general artistic and career advancement of the individual artist. Discipline categories include choreography, interdisciplinary, literature, media arts, music composition, theater, and visual arts.	http://www.florida-arts.org/documents/guidelines/2012.fellowship.guidelines.cfm

TABLE 24. POTENTIAL SOURCES OF FUNDING AND TECHNICAL ASSISTANCE

Grant Program or Technical Assistance	Agency or Organization	Application Period and/or Due Date	Max Amount	Description	Web Site
Nonprofit and Other					
America's Historical and Cultural Organizations: Implementation Grants Program	National Endowment for the Humanities	January 12 and August 17, depending on project start date	\$400,000	The America's Historical and Cultural Organizations: Implementation Grants program support projects in the humanities that explore stories, ideas, and beliefs in order to deepen our understanding of our lives and our world. The Division of Public Programs supports the development of humanities content and interactivity that excite, inform, and stir thoughtful reflection upon culture, identity, and history in creative and new ways.	http://www.neh.gov/grants/guidelines/AHCO_ImplementationGuidelines.html
Documenting Endangered Languages Grant Program	National Endowment for the Humanities and the National Science Foundation	September 15	Unknown	This program seeks to develop and advance knowledge concerning endangered human languages. Awards support fieldwork and other activities relevant to recording, documenting, and archiving endangered languages, including the preparation of lexicons, grammars, text samples, and databases.	http://www.neh.gov/grants/guidelines/del.html
Sustaining Cultural Heritage Collections Grant Program	National Endowment for the Humanities	December	\$50,000 for planning \$350,000 for implementing	Sustaining Cultural Heritage Collections helps cultural institutions meet the complex challenge of preserving large and diverse holdings of humanities materials for future generations by supporting preventive conservation measures that mitigate deterioration and prolong the useful life of collections.	http://www.neh.gov/grants/guidelines/ SCHC.html
Digital Humanities Start-up Grants	National Endowment for the Humanities	September	\$25,000 for Level I; \$50,000 for Level II	This program is designed to encourage innovations in the digital humanities. By awarding relatively small grants to support the planning stages, National Endowment of the Humanities aims to encourage the development of innovative projects that promise to benefit the humanities.	http://www.neh.gov/grants/guidelines/digitalhumanitiesstartup.html

TABLE 24. POTENTIAL SOURCES OF FUNDING AND TECHNICAL ASSISTANCE

Grant Program or Technical Assistance	Agency or Organization	Application Period and/or Due Date	Max Amount	Description	Web Site
National Trust Preservation Fund	National Trust for Historic Preservation	Unknown	\$5,000	National Trust Preservation Funds provide two types of assistance to nonprofit organizations and public agencies: (1) matching grants for preservation planning and educational efforts, and (2) intervention funds for preservation emergencies. Matching grant funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development and law as well as to provide preservation education activities to educate the public.	http://www.preservationnation.org/resources/find-funding/
Johanna Favrot Fund for Historic Preservation	National Trust for Historic Preservation	Unknown	\$10,000	The fund aims to save historic environments in order to foster an appreciation of our nation's diverse cultural heritage and to preserve and revitalize the livability of the nation's communities.	http://www.preservationnation.org/resources/find-funding/foundant-documents/johanna-favrot-fund.html
Partnership-in-Scholarship Grants for African American Historic Places	National Trust for Historic Preservation	April	Negotiable	The program is designed to improve public access to African American historical and cultural resources at historic places, strengthening teaching and education at colleges and universities through historic places, and promote research related to African American history and culture.	http://www.preservationnation.org/resources/find-funding/grants/AAHPI-Partnership-Grant-Guidelines-2011.pdf
Museum Grants for African American History and Culture	Institute for Museum and Library Services	January 17	\$150,000	The program is intended to enhance institutional capacity and sustainability through professional training, technical assistance, and other tools. Eligible applicants include museums whose primary purpose is African American life, art, history, and/or culture.	http://www.imls.gov/applicants/detail.aspx?GrantId=12

ONGOING AND FUTURE ACTIONS

ONGOING PUBLIC OUTREACH AND ENGAGEMENT

The Commission is committed to continuing to engage with and learn from the public throughout implementation of the management plan. The Commission understands that true implementation of this plan requires broad engagement of various segments of the public with divergent interests. The Commission cannot implement this plan on its own and urges community engagement outside of meetings or activities organized by the Commission, which at a basic level requires neighbors to talk to neighbors and friends to talk to friends about the plan and ways to assist in its implementation.

Public engagement formally began with the distribution of a newsletter and public meetings across the Corridor in 2009. Throughout the planning process, the public was kept apprised of Corridor developments, planning-related or otherwise, at quarterly public business meetings, through press releases, radio and television interviews, and with the distribution of Newsletter 2.

A number of ways in which the Commission intends to continue to rely on and engage the public in the short-, mid-, and long-term are included here. Actual implementation and continued involvement of and interaction with members of the public and partners would present additional opportunities that are unforeseen at this time. The Commission intends to remain flexible and capitalize on new ideas and ways to effectively reach out to and engage the public. This topic could be revisited during the mid-term phase of implementation to develop a comprehensive community outreach strategy based on successes and opportunities identified during the initial actions phase.

Initial Actions

The Commission would continue to hold quarterly business meetings, with an opportunity for public comment at each meeting. One meeting would be held in each state annually; meeting dates, locations, and times would be posted on the Web site at www.gullahgeecheecorridor.org in advance of meetings. Initially, the Commission would use these meetings as an opportunity to discuss and explain the management plan and answer questions about the plan.



**QUARTERLY BUSINESS MEETING
JACKSONVILLE, DUVAL COUNTY, FL, FEBRUARY 2009**

The Commission could also use initial public meetings to gather additional information from the public to facilitate implementation. Such topics could include: (a) specific and immediate threats to Gullah Geechee resources, which would assist in developing the “Most Endangered Gullah Geechee Resources List,” (b) shovel-ready projects that could use the support of partners, which would assist in prioritizing scarce resources, (c) identify volunteers, (d) identify community-based research opportunities, and (e) other related topics such as upcoming festivals, events, and learning opportunities. In the mid- and long-term, business meetings and/or other Commission meetings could also be used to discuss or focus on these and other topics.

The Commission would hold public outreach events and activities in addition to the Commission's quarterly business meetings. Events and activities would be arranged and/or promoted to increase understanding and interest in the Corridor.

The existing Corridor Web site (www.gullahgeecheecorridor.org) would continue to be enhanced throughout implementation. Enhancements could include new and more effective means of communicating with and engaging the public, including new social networking tools and applications. In the short term, the Commission would continue to upload content developed during the planning process or from events.

Mid-term Actions

In the mid-term, the Commission would develop a comprehensive public outreach strategy to include meetings, events, Web site, and other media publications. During this time period the Commission would continue to enhance the Corridor Web site.

The Web site would continue to provide content about Gullah Geechee history and culture as part of the ongoing enhancement of online material associated with the primary interpretive themes. Interactive engagement would be possible on the Web site once the story board is finalized. The story board would allow people to post their story or stories of their relatives to the Web site; would serve as a digital repository for such stories; and would allow for quick and easy dissemination to a wider audience—those that visit the story board. The Web site would also eventually include a calendar of events and have a built in action alert tool to notify people of important issues and/or meetings, etc., in their neighborhood or town. The Web site would have photos, videos, and maps that would provide additional means by which the Commission can engage and interact with the public.

Another means of engaging the public would be through the development of local advisory committees, described earlier in chapter 3. The local advisory committees would begin to be developed during the initial actions phase. They would serve as another vehicle for the public to engage with the Corridor and feed information, ideas, concerns, and suggestions to the Commission.

Long-term Actions

Public outreach and engagement would remain a long-term focus of the Commission. The Commission would continue to refine and enhance the media outreach strategy, adjusting the strategy based on both needs and results. Innovative methods of community outreach and engagement would continue to be developed within and outside the corridor boundary. The Web site would continue to evolve; enhancements would be ongoing, based on need.

Upon the potential establishment of one or more Coastal Heritage Centers, these centers would be expected to provide space and opportunities for community meetings and story-telling sessions, among many other community-related opportunities. They would serve as a community gathering space.

The possible universe of engagement and outreach strategies during implementation of this plan has not been included here. In order to meet the goals and work toward realizing the vision and mission, the Commission would continue to strive to provide as many opportunities for as many people as possible to assist in implementing this plan.

FUTURE PLANS, STUDIES, AND RESEARCH

One of the three pillars of Corridor management is documentation and preservation of both tangible and intangible resources. The list of potential future plans, studies, and research to document and preserve resources is long. The following list is not intended to be comprehensive, but is included to highlight the fact that much more work is needed and to provide guidance to all potential partners about known needs.

Ethnographic Research

- Ethnographic Overview and Assessment
- Cultural Affiliation Study
- Critical Social Research
- Socioeconomic Conditions and Trends
- Ethnographic Landscape Study and Ethnographic Resource Inventory
- Traditional Use Study (tangible and intangible)
- Genealogical Research

Historical Research

- Oral Histories
- Historical Events and People
- Historical Process
- Cross-Sectional Comparative Research
- Cultural Landscape Reports
- Other Historical Research
- Archeological Research
- Prehistoric Archeology
- Archeological Surveys
- Early Settlement
- Other Archeological Research

Linguistic Research

- Phonological Research
- Morphology
- Syntax Research
- Semantics, Pragmatics, and Sociolinguistics Research

Heritage Tourism Research

- Heritage Tourism Market Research
- Cultural Heritage Travelers Research

MONITORING PROGRESS

Monitoring and Evaluation

The Commission would assess the management plan's effectiveness on an ongoing basis and track its progress in meeting the goals and implementing the programs and actions in this plan. The Commission would use conventional planning, budgeting, and benchmarking tools to monitor progress toward achieving plan goals and long-term sustainability. The implementation plan allows for adjustments to be made along the way. These adjustments, along with any federally legislated modifications, would be called out in an annual work plan and in the annual report submitted to the NHA program coordinator in the National Park Service Southeast Regional Office.

Annual Report

The Commission would prepare an annual report that would describe and evaluate the progress toward achieving its implementation plan, and the overall effectiveness of the management plan's strategies for

- carrying out programs and projects that recognize, protect, and enhance important resource values within the Corridor
- establishing and maintaining interpretive exhibits and programs within the Corridor
- developing recreational and educational opportunities in the Corridor
- increasing public awareness of and appreciation for the historical, cultural, natural, and scenic resources of the Corridor
- protecting and restoring historic sites and buildings in the Corridor that are consistent with the primary interpretive themes

The annual report may include a spotlight on success stories, such as completed projects, innovative programs, and key partnerships contributing to plan implementation. The annual report would be prepared in conjunction with the Commission's recurring and nonrecurring federal appropriations requests, and would specifically address how its performance is affected by budget changes. Annual reports would be made available to the Secretary of the Interior and Congress upon request, and to the public on the Corridor's Web site.

Tracking Progress

Tracking progress in meeting the Corridor's goals and working to realize the vision and mission is extremely important to future success. The evaluation criteria in table 25 would be used to monitor and track success and make more informed decisions on an annual basis, which would be included in the annual work plan. In so doing, the Commission would be able to document success over time and adjust the annual work plan as needed to ensure the effective use of resources. By monitoring and tracking progress, the Commission would be able to remain flexible, able to adjust to changing partners and funding sources, and able to capitalize on opportunities as they arise. Tracking progress

on an annual basis as part of the annual report would also provide documentation for evaluation of the success of the Commission.

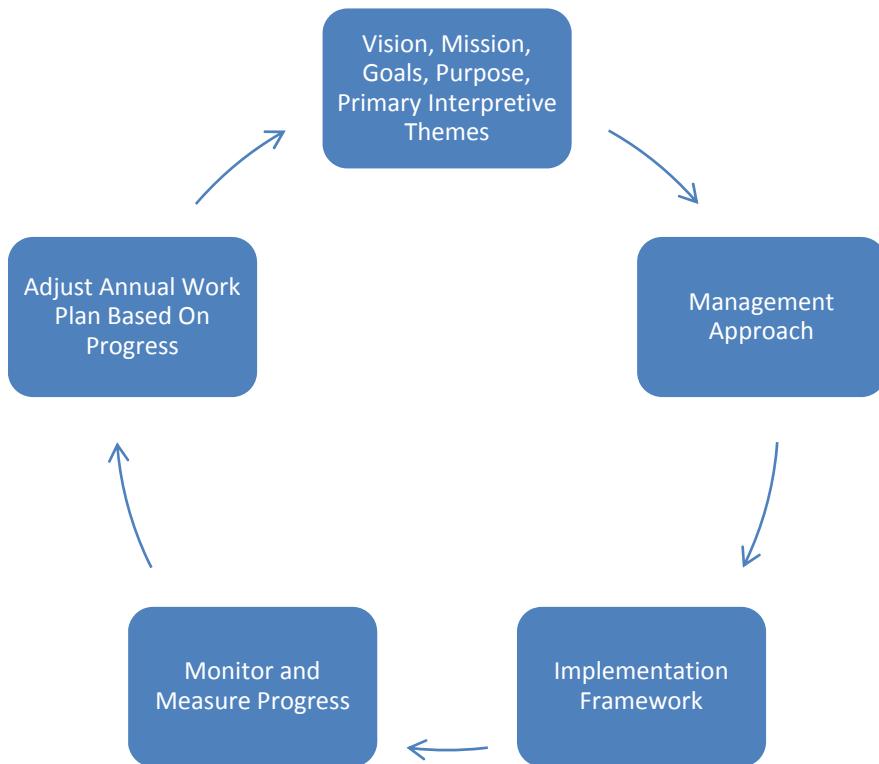


FIGURE 14. IMPLEMENTATION IS A FLEXIBLE, ADAPTABLE PROCESS

The Commission would monitor those supporting implementation efforts, such as designated partners or partner sites and the number of volunteers and volunteer hours. The effectiveness of outreach efforts such as the Web site (number of hits), media exposure, and progress toward the overall outreach strategy, as well as progress toward financial self-sufficiency, including contributions and ongoing funding would also be tracked and reported. Grants and other contributions from the Commission to support Corridor efforts would be accounted for.

Regarding economic development, the Commission would report the number of states or communities with tax credit programs, and number of Gullah Geechee guidebooks distributed. Land retention training, partners, and related efforts would also be tracked.

To demonstrate progress in the area of education and interpretation, the Commission would report items such as the number of partner sites interpreting one or more primary interpretive themes and the number of teachers, youth, and others participating in Corridor education opportunities. Other important items to track include the number of interns, researchers or fellows; interpretive exhibits supported by the Commission; community meetings and listening sessions held; scholarship funding distributed; research projects supported by the Commission; existing facilities serving as gateway sites; and the number of Coastal Heritage Centers established.

Documentation and preservation efforts would be monitored, including updates to the resource inventory, the progress toward digital and physical repositories, the creation of a “Most Endangered Gullah Geechee Resources List” and a “Formerly on the Endangered Gullah Geechee Resources List,” along with how this list is being shared across the Corridor. These documents would be provided on the Corridor Web site.

Evaluation

While the Corridor designation is permanent, the enabling legislation only authorizes the Secretary of the Interior to provide assistance to the Corridor until October 2021. As this date approaches, the Commission or its successor would conduct an evaluation or sustainability study of its operations and work to date with an eye toward options for the future.

This analysis would include a review of the accomplishments of the Commission and partners to date; an assessment of how effective federal funds invested in the heritage area have been leveraged; an evaluation of the local coordinating entity; and identification of further actions and commitments needed to fulfill the legislative intent. The evaluation would include the following assessments set forth in Public Law 110-229, May 8, 2008, Section 462, the NPS evaluation criteria for heritage areas in the Heritage Partnerships Program:

- Progress of the local management entity (the Commission) in accomplishing the purposes of the authorizing legislation and in achieving the goals and objectives in the approved management plan.
- Analysis of the impact of investments by federal, state, tribal, and local government and private entities.
- Identification of critical components for heritage area sustainability.

This information would be used to help determine the best option for continued operations after 2021.

Table 25 outlines the evaluation criteria for each implementation action. All strategies would be implemented in cooperation and collaboration with partners, and tracking would occur on an ongoing basis and documented at least annually.

TABLE 25. TRACKING PROGRESS THROUGHOUT IMPLEMENTATION

Implementation Action	Evaluation Criteria
Develop a Corridor endowment that would eventually be self-sustaining	<ul style="list-style-type: none"> ▪ Annual interest earned
Develop a volunteer program to leverage the work of paid staff	<ul style="list-style-type: none"> ▪ Number of volunteer hours per year
Develop and enhance a comprehensive Corridor marketing/outreach strategy	<ul style="list-style-type: none"> ▪ Number of Web site hits per month/year; web content/design/functionality updates completed per year ▪ Number of partners/locations identified by the Commission as Gateway sites ▪ Documented media exposure (number of official Commission media interviews, speaking engagements, appearances in published articles, etc.)
Develop a comprehensive community outreach strategy	<ul style="list-style-type: none"> ▪ Number of documented formal partnerships ▪ Number of meetings held
Develop a Commission-sponsored grant program	<ul style="list-style-type: none"> ▪ Annual grant funding distributed by goal (education, economic development, documentation/preservation)
Develop formal partnerships with agencies, counties, municipalities, and organizations across the Corridor	<ul style="list-style-type: none"> ▪ Number of documented, formal partnerships by goal (education, economic development, documentation/preservation) ▪ Number of advisory councils/boards served
Open one Coastal Heritage Center in each Corridor state	<ul style="list-style-type: none"> ▪ Number of Coastal Heritage Centers established
Develop a Teach the Teachers Program	<ul style="list-style-type: none"> ▪ Number of teachers having participated in the program; participant feedback
Develop and distribute Gullah Geechee Curriculum Guides and Field Trip Guides throughout the Corridor	<ul style="list-style-type: none"> ▪ Number of Curriculum Guides and Field Trip Guides developed and/or distributed ▪ Documented media exposure about these guides
Develop interactive youth programs	<ul style="list-style-type: none"> ▪ Number of programs developed and/or number of youth participants; participant feedback
Develop a Cultural Training Program	<ul style="list-style-type: none"> ▪ Number of program participants per year; participant feedback
Develop, promote, and distribute interpretive exhibits (fixed or traveling)	<ul style="list-style-type: none"> ▪ Number of interpretive exhibits promoted, developed, and/or distributed
Develop internship and fellowship programs	<ul style="list-style-type: none"> ▪ Number of Corridor interns and/or fellows ▪ Amount of funding raised to hire/support interns and/or fellows ▪ Amount of scholarship funding distributed to interns and/or fellows
Institute community-based research and post-secondary research in the Corridor	<ul style="list-style-type: none"> ▪ Number of Corridor research projects promoted and/or funded ▪ Amount of research funding raised and/or received ▪ Participant feedback
Install signage in appropriate locations	<ul style="list-style-type: none"> ▪ Number of signs installed (target would be those locations identified in cooperation with partners)
Establish a Corridor partner and partner site process	<ul style="list-style-type: none"> ▪ Number of designated partners and partner sites

TABLE 25. TRACKING PROGRESS THROUGHOUT IMPLEMENTATION

Implementation Action	Evaluation Criteria
Establish a Gullah Geechee heritage tax credit program in one or more states	<ul style="list-style-type: none"> ▪ Number of heritage tax credit programs instituted ▪ Number of participating businesses
Develop and distribute a Corridor business and event guide book—hard copy or digital—could include farmers markets; local shopping/dining establishments; Gullah Geechee businesses, events, festivals, etc.	<ul style="list-style-type: none"> ▪ Number of Gullah Geechee guide books distributed (eventually including new editions and updates) ▪ Number of businesses, events, festivals, etc., linked to via the Web site
Develop and distribute property ownership and retention curriculum and information (could include training sessions/events)	<ul style="list-style-type: none"> ▪ Number of partners worked with to develop information and curriculum ▪ Number of training sessions/events organized/held/sponsored
Promote ideas for demonstration and creation of traditional recreational activities on land and waterways	<ul style="list-style-type: none"> ▪ Number of partners worked with ▪ Documented publicity of traditional recreational activities
Continue to expand the resource inventory	<ul style="list-style-type: none"> ▪ Number of inventory items documented per year
Develop a Corridor oral history program	<ul style="list-style-type: none"> ▪ Number of oral history program participants; documented media exposure
Develop an online digital repository for resources in conjunction with the Corridor Web site	<ul style="list-style-type: none"> ▪ Number of inventory items added to the online digital repository per year
Develop and distribute the Most Endangered Gullah Geechee Resources list	<ul style="list-style-type: none"> ▪ Number of agencies, organizations, and individuals distributed to ▪ Documented media exposure
Develop one or more physical repositories for resources	<ul style="list-style-type: none"> ▪ Number of objects, artifacts, etc., displayed, contributed, donated ▪ Number of partners/locations participating in the Corridor physical repository network (including Coastal Heritage Centers)

OTHER REQUIREMENTS OF THE COMMISSION

REQUIREMENTS FOR RECIPIENTS OF FEDERAL FUNDING

Partners receiving federal or state funds for Corridor projects are required to comply with the following laws and policies, as applicable:

- Section 106 of the National Historic Preservation Act (www.achp.gov/work106.html)
- Native American Graves Protection and Repatriation Act (www.cr.nps.gov/nagpra)
- Secretary of the Interior's Standards for Treatment of Historic Properties (http://www.nps.gov/history/local-law/arch_stnds_8_2.htm)
- National Environmental Policy Act (www.epa.gov/compliance/nepa/index.html)
- Office of Management and Budget (OMB) Circulars. The Commission would be required to follow circulars as applicable (<http://www.whitehouse.gov/omb/circulars/index.html>)

States, local governments, and Native American tribes follow:

- A-87: Cost Principles for State, Local, and Indian Tribal Governments; Relocated to 2 CFR, Part 225
- A-102: Grants and Cooperative Agreements with State and Local Governments, and Nonprofit Organizations
- A-133: Audits of State, Local Governments, and Nonprofit Organizations

Educational institutions (even if part of a state or local government) follow:

- A-21 for Cost Principles, Relocated to 2 CFR, Part 220
- A-110 for Administrative Requirements, Relocated to 2 CFR, Part 215
- A-133 for Audit Requirements

Nonprofit organizations follow:

- A-122 for Cost Principles, Relocated to 2 CFR, Part 230
- A-110 for Administrative Requirements, Relocated to 2 CFR, Part 215
- A-133 for Audit Requirements

A nonprofit organization, if it received federal funds to assist with an implementation project, would be required to comply with:

- OMB Circular A-110: Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and other Nonprofit Organizations
- Davis-Bacon Act for construction contracts over \$2,000 (<http://davisbacon.fedworld.gov/>)
- Department of the Interior 43 CFR 12 (Subpart F for Nonprofit Organizations)
- State Coastal Management Plans

ALLOWABLE COSTS

The Commission would have to meet the following allowable cost criteria throughout implementation:

- Demonstrate a clear tie to Corridor authorizing legislation, management plan, and annual work plan and budget.
- Be consistent with policies and procedures that apply to both federally financed and other activities of the organization.
- Be reasonable (not exceed the fair market value).
- Be given consistent treatment with other costs incurred for the same purpose in like circumstances.
- Be in accordance with generally accepted accounting principles.
- Meets OMB and NPS program requirements (i.e., cannot use the NHA program funds to acquire real property).
- Not be included as a cost to meet matching requirements of any federally financed program.
- Be adequately documented and verifiable from Corridor records.
- Be incurred during the period of the cooperative agreement (unless an exception has been approved by the National Park Service to allow “pre-award costs” or “pre-agreement costs”).

MATCHING FUNDS REQUIREMENTS

The basic rule for federal matching funds is that the nonfederal matching share must equal the federal contributions. The matching share must also be:

- directly related to the project
- necessary to achieve the project objective as outlined in the work plan, the legislative mandate of the Corridor and/or management plan
- reasonable for the proper and efficient accomplishment of project objectives

The nonfederal matching share can be cash and needed noncash donations of services, equipment, or supplies. Cash is defined as donations, nonfederal income, local or state government contributions, and foundation grants or corporate contributions. In-kind contributions are calculated at the value of donated services or goods.

