



Chapter 6

CHOICES FOR THE FUTURE



This chapter examines alternative futures for the African Burial Ground. It describes four possible management scenarios, along with facilities and staffing requirements. Expanded programming from that currently offered is assumed in all alternatives, and estimated costs are discussed for each. Costs include facilities and associated staffing, and are expressed in 2005 dollars. The NPS technical assistance team conducted a charrette with architects, exhibit designers, and interpretive professionals to estimate space, exhibit and staffing needs for each alternative. Facilities needs resulting from the charrette were also confirmed utilizing a model developed by the National Park Service to determine visitor facility requirements in units of the National Park System. The relationship of the alternatives to interpretation and educational programming is more fully discussed in Chapter 7 of this report.

While recognizing that many possible management alternatives exist, the NPS technical assistance team believes that continued, but vastly improved governmental stewardship of the site is a primary element for future success. The recognized national and international significance of the African Burial Ground, the importance of the stories it represents to the history of this nation, the opportunities it provides for public discourse on the meanings and impacts of slavery and the quest for freedom—all of these reasons argue for continued public stewardship.

The future character and management of the African Burial Ground will be important factors in stimulating wide-spread public understanding and appreciation of its historic and social significance to the American people and to those who may visit from around the world. Visitor facilities, worthy of the magnitude of the importance of the African Burial Ground, must be capable of accommodating the intellectual and physical needs of all who seek an understanding of

the site, its history, the people interred there, the times in which they lived, and the burial ground's continuing relevance to today's society. The manager of the African Burial Ground must be capable of nothing short of excellence in providing interpretive and educational programming at the memorial, within the National Historic Landmark boundary, through educational and community-based partnerships, and with related resources in the City of New York, the nation, and beyond.

The site's management must be financially sustainable, capable, inclusive, outreaching, and receptive to interpreting the many and multi-layered meanings of the African Burial Ground to the human mosaic that is our present world's society. It must also be committed to partnerships with knowledgeable scholars and Americans of African descent in continuing the research that has led to our recent knowledge of those interred, and the circumstances in which they lived and died.

Throughout the course of this assignment, the NPS technical assistance team has attempted to widen the scope of public involvement in determining the selection of an African Burial Ground Memorial, defining the significance and meanings of the burial ground and the stories that should be told, and how citizens of all nations may better understand the lives of those interred and their contributions to New York City and our society. Any future management entity for the African Burial Ground should consider inclusion of an effective vehicle for continued and expanded community involvement in the development and implementation of programming and to assist in decision making for the site. The value of an advisory body was widely identified, both to provide advice in future operations, and to provide an additional, more dynamic process for continuing public engagement. The symbolism of the African Burial Ground to so many, along with its past and most recent history, argues for an actively engaged citizenry in determining its future.



Current Conditions

The African Burial Ground National Historic Landmark comprises seven acres in Lower Manhattan (refer to map on page 8). To the public that may visit intentionally, or simply find it by chance discovery, it is temporarily marked and visible only as a small, green space on Duane Street, around the corner from heavily traveled Broadway. This green space will be the site of the forthcoming African Burial Ground Memorial. No identification marks the boundaries of the remainder of the NHL.

If one knows it exists beforehand, and is up to venturing through the security screening procedure into the Federal Building at 290 Broadway, floor and wall artwork and statuary can be viewed. These are works that interpret the African experience in New York City and beyond.

Educational programming for the site is implemented through a current GSA contract that provides, among other tasks, for OPEI to develop educational materials, implement events and program planning, and conduct educational group tours within and outside of 290 Broadway. OPEI sponsors events and film festivals, provides materials and holds classes and tours at the site. It employs a corps of dedicated staff and volunteers in its endeavors. OPEI is provided office space in a separate GSA building at 201 Varick Street. It utilizes the lobby and meeting space on upper floors in 290 Broadway on an as needed basis for programs and school group events. Present costs to GSA for the services provided by OPEI are approximately \$1 million per year, not including the provision of office space and meeting facilities.

There are currently no completed facilities at the site permanently dedicated for use by visitors.

Criteria for Design of Management Alternatives

The management alternatives presented below are all designed to enable implementation of

the suggested mission of the African Burial Ground outlined in Chapter 4, and achieve the suggested mission goals discussed in Chapter 5. Each alternative is identifiably different in approach or management, and each achieves the site's suggested mission. They differ in organization and scale, emphasis and capacity to deliver a full range of visitor services. All, however, meet the following basic criteria in varying levels:

- capability and capacity to manage
- protection of the basic resources associated with the African Burial Ground
- provision of interpretation, education and quality visitor experiences
- safe and accessible facilities for visitor use
- ability to achieve operational efficiencies
- ability to undertake partnerships and cooperative actions
- research is a component of implementation
- public participation in planning and programming as an important element of management

Management Alternatives

Four management alternatives appear to offer feasible pathways for future administration of the African Burial Ground. The first two operate within the present National Historic Landmark designation of the African Burial Ground and the last two involve potential designation of the African Burial Ground as a National Monument or National Memorial. The latter two alternatives would provide a permanent role for the National Park Service in administering the site as a unit of the National Park System. Discussions with state, city, and Manhattan Borough officials, as well as state and federal elected officials, emphasized the need to develop a management system that would be the optimal national park



and partnership system. Appropriate federal executive or congressional authorizations would be required leading to any future designation of the site beyond its current NHL status, and for any permanent operational role involving the NPS.

Alternative A

National Historic Landmark with Continuation of GSA Administration and Implementation of Present Plans in Existing Space at 290 Broadway

Under this alternative, GSA ownership, responsibility for management, and maintenance of the monument would continue with the addition of an interpretation/educational facility on the ground floor of 290 Broadway. The space in 290 Broadway would be completed as presently planned for exhibits and visitor contact. GSA would either hire staff to manage the facility and provide visitor services or contract with a nonprofit organization, similar to OPEI, to provide for services. Should GSA choose the latter option, it would be necessary for them to ensure that its contracted entity is exceptionally qualified with capabilities and extensive experience in providing quality visitor services and equally extensive capabilities and experience in providing quality interpretive and educational programming. The agency should seek an experienced educational or museum affiliated institution for this role should this alternative be implemented. GSA should also consider establishing an appropriately representative advisory body for continuing participation in the planning, programming and activities associated with the African Burial Ground. Limited partnerships with other related sites are envisioned, as well as outreach to schools and community organizations.

The facility would be in operation only on weekdays due to GSA security concerns and lack of available security staff on weekends. The African Burial Ground visitor experience envisioned by this alternative would involve visiting the newly constructed memorial and completion of a small interpretive/education facility in approximately 2,000 square feet of space on the ground floor of 290 Broadway.

Limited exhibits and educational materials and programs would be available at the site, and tours would be conducted at the memorial, within the larger NHL, and to related resources in the City of New York. Access would require visitors to pass through security into 290 Broadway. Additional orientation and meeting space in 290 Broadway would need to be provided for larger school and visitor groups. Office space for staff would have to be provided by GSA, or be contributed to in overhead as part of the costs of the contractual relationship between GSA and the contracted managing organization.

While the implementation of this alternative would provide a higher level of public understanding and appreciation of the African Burial Ground than currently available, the ground floor space in 290 Broadway, at 2,000 square feet, would not provide adequate accommodations for larger numbers of visitors, therefore limiting the opportunities for many to comfortably experience the exhibits inside the building. While visitors could enter the federal building to visit the center and view the lobby artwork and statuary, many casual or passing-by visitors would likely choose not to enter due to the requirement that they pass through security screening at the entrance. With outside interpretive talks and programming made available, additional visitors would be provided with a more complete experience at the memorial.

The 2,000-square-foot facility at 290 Broadway would need to be designed to provide space for exhibits, orientation and information desk, interpretive sales and storage, staff restrooms and internal pedestrian circulation.

Space would be required outside of the 2,000 square feet at 290 Broadway for a visitor seating area in the adjacent lobby, an educational programs and demonstration space provided on an as-needed basis, a staff library, storage for items left at the memorial, visitor restrooms, staff offices, an interpretive work area, a conference room, general storage, a staff break room, and a staff locker room and changing area.



Staffing for this alternative would require an estimated 13 full-time positions including:

- 1 Site Manager
- 1 Chief of Visitor Services
- 1 Education Specialist
- 1 Interpretive Support Specialist
- 5 On-site Interpretive Guides
- 2 Educational Outreach Specialists
- 1 Museum Technician
- 1 Administrative Assistant

The costs associated with this alternative are estimated at approximately \$2 million for construction, exhibits and related work at the 290 Broadway facility, plus slightly over \$565,000 for construction of additional office, meeting, and educational programming space in 290 Broadway or at another location in close proximity. The estimated annual rental cost for the necessary \pm 1,900 square feet of space outside of the 290 Broadway interpretive/educational facility is estimated at slightly over \$108,000. Annual costs for staffing, expressed in 2005 dollars, are estimated at slightly over \$1,115,000 including a figure representing 20 percent of staff salaries for operating expenses.

Alternative B

National Historic Landmark with Implementation of Present Plans in Existing Space at 290 Broadway, Administration by a State or Municipal Agency and Conveyance of the African Burial Ground Memorial Under the Historic Surplus Property Program

Under this alternative, GSA would complete its plans for the 2,000 square feet of space in 290 Broadway as an interpretive/educational facility. GSA would request that an agency of the State of New York (for example the Office of Parks, Recreation and Historic Preservation - OPRHP), or the City of New York (for example the Department of Parks and Recreation - NYCDPR) operate and manage the facility, providing interpretive and educational programming comparable to that outlined in Alternative A. OPRHP operates numerous historic sites in the State of New York and NYCDPR operates parks, monuments and historic houses, the latter through the Historic House Trust, a nonprofit corporation.

Any required federal, state or municipal executive and/or legislative authorizations would also need to be obtained by the respective governmental entities. The managing state or local agency could choose to establish its own expanded visitor facilities outside of 290 Broadway, although the expense may be higher than utilizing GSA space for this purpose. Office and meeting space for educational programs would be required in addition to the approximately 2,000 square feet of space at 290 Broadway.

GSA could also convey the newly completed African Burial Ground Memorial adjacent to 290 Broadway, to either OPRHP or NYCDPR, under the Historic Surplus Property Program. The Historic Surplus Property Program allows state, county and local governments to obtain surplus federal properties at no cost if the property is listed, or eligible for listing, on the National Register of Historic Places.

The Historic Surplus Property Program is a partnership jointly administered by the National Park Service and the General Services Administration that identifies federal historic properties eligible to be transferred. Applications for transfers of historic surplus property are reviewed by the National Park Service. The primary component of the required application is the "Program of Preservation and Utilization," which includes three major sections: a preservation plan, a use plan, and a financial plan.

The visitor experience, conducted only on weekdays under this alternative (unless the space at 290 Broadway is not used), would be comparable in type and scope to that provided under Alternative A. Staffing requirements are anticipated to be the same as presented in Alternative A.

This alternative also anticipates that either the state or local managing agency would establish a formal representative advisory board to assist in planning and developing programs and activities at the African Burial Ground.



Costs associated with construction, exhibits, furniture, and required additional space for offices, a meeting room for group educational purposes, etc., are expected to be comparable, as well. Staffing requirements are anticipated to be basically the same as presented in Alternative A.

Alternatives C and D

Management by the National Park Service

The African Burial Ground would potentially be designated either as a National Monument, a National Memorial or a National Historic Site and would become a unit of the National Park System, administered by the NPS. Units of the National Park System can be designated in two different ways: by Presidential Proclamation (National Monument) under the Antiquities Act of 1906, or by legislation enacted by Congress (National Parks, National Memorials, National Historic Sites, etc.) and signed by the President. Units of the National Park System established by Presidential Proclamation may only consist of land or structures currently owned by the federal government. Congress, however, can enact legislation establishing a unit that also comprises additional areas.

In the case of the African Burial Ground, establishment of a National Monument by Presidential Proclamation could include only the African Burial Ground Monument, the memorial site, and any federally owned properties that may be associated with the monument, such as visitor facilities at 290 Broadway. Alternatively, with congressional designation, the entire African Burial Ground NHL could, potentially, be placed within the boundary of the unit. Being within a boundary does not necessarily require additional land or building acquisition by the National Park Service, nor are there generally additional regulatory requirements for private or other public agency property owners or tenants. Legislation (S-970 and H.R. 3581) was introduced in the U.S. Senate and U.S. House of Representatives in 2005 to designate the African Burial Ground as a National Historic

Site to be administered by the National Park Service.

The NPS technical assistance team evaluated the African Burial Ground in relation to existing units of the National Park System and other protected sites to determine if comparable historic resources and similar thematic content to that suggested in this report are already represented in the National Park System or protected by other public and non-public organizations. The analyses disclosed that while there are a number of units of the National Park System and programs administered by the NPS, and other sites that address African American history and slavery, none focus comprehensively on slavery in the north or at such an early period in the history of the United States. The analyses concluded that the African Burial Ground is a resource with a compelling national story that is not already adequately represented in the National Park System or protected and interpreted by other organizations.

The team also analyzed the feasibility of NPS administration of the site. The area of the African Burial Ground NHL is certainly of a size and configuration that can be managed efficiently. Costs associated with administering the site, given its national importance and location in New York City, appear to be feasible assuming that anticipated costs are consistent with current and future NPS budget priorities. Effective public/private partnerships and associated fund raising to augment any future federal investments would, of course, assist in accelerating completion of capital improvements and in expanding any federally funded programmatic offerings.

Alternative C

National Monument/National Memorial Designation with Emphasis on Extensive Educational Outreach

Under this alternative, the African Burial Ground would be designated a National Monument, National Memorial or National Historic site and would become a unit of the



National Park System, administered by NPS. Management of the memorial would be conveyed by GSA to the NPS.

This alternative would significantly externalize the programming associated with the African Burial Ground through outreach, community-based education, guided and self-guided tours of the memorial and NHL, and cooperative programming with related sites within the City of New York and elsewhere. In this scenario, the lobby space at 290 Broadway, adjacent to the memorial, would serve as a visitor contact station with additional exhibit panels, and the approximately 2,000 square feet would house an educational outreach hub. The building would be open during weekdays, but staff would have access on weekends and outreach programming at other locations could occur seven days a week.

This alternative would provide basic services for a national park experience. If necessary, the currently available space could be modified to ensure that basic park needs are met for the foreseeable future without additional facilities. Given fiscal constraints and the demands from existing national park units, this alternative would require the least federal investment in the near term, if the decision is made to transfer management to the National Park Service.

Visitors would explore the memorial and the NHL, as well as related sites in Lower Manhattan. Partnerships would include extensive programming with the New York City Board of Education, primary and secondary schools throughout the metropolitan region, universities and colleges, community and youth organizations and many other organizations and institutions within the region, the nation and the world.

Under this alternative, the thrust of African Burial Ground interpretive and educational programming would be less focused at 290 Broadway, itself. Rather, the majority of programming would be provided off-site through educational, community and institutional partnerships. The development of a marked New York City African Experience Trail, linking

sites in Lower Manhattan related to the meanings and stories associated with the African Burial Ground and the African and African American experience in the City, complete with self-guided tours, signage, wayside exhibits and interpretive and educational materials, could be an important additional focus. Use of the Internet and distance learning techniques would permit those unable to visit the site to learn of its history, meanings and lessons.

A key element of the alternative would be the establishment of an African Burial Ground Federal Advisory Commission to continue and expand the civic engagement that has so effectively focused the public's attention on the significance and meanings associated with this site in the past decade and a half. Comprised of civic leaders, historians, educators, researchers, and other committed and knowledgeable persons, the Commission would act as a catalyst for continued citizen involvement. It would be charged with the responsibility to advise the NPS on planning and construction of facilities, exhibits, and the myriad partnership, interpretive and educational initiatives and events that should be undertaken to increase public understanding and appreciation of the African Burial Ground. It could be given the authority, too, to accept monetary and other donations to enhance facilities, programs and partnerships associated with the site and its meanings. The establishment of an endowment for the African Burial Ground would greatly add to its long-term fiscal well-being.

Implementation of this option could significantly increase the visibility of the African Burial Ground and widen the understanding of its significance and meaning in the City of New York, the metropolitan region, the nation and the world. It offers extensive opportunities to forge relationships here, nationally, and abroad to bring to citizens of our own and other nations an understanding of the meanings and impacts of slavery, segregation, discrimination and freedom.

Design of the approximately 2,000 square feet



at 290 Broadway would be allocated for staff operations with space for a staff library, archival and collections storage, offices, interpretive work space, general storage, staff break room, staff locker and changing space, staff restrooms, and internal pedestrian circulation.

Space requirements outside of this location would be required for exhibit panels in the lobby, administrative space and a conference room.

Staffing for this alternative would require an estimated 15 full-time positions including:

- 1 Site Manager
- 1 Chief of Visitor Services
- 1 Educational Specialist
- 1 Interpretive Support Services Specialist
- 1 Community Planner
- 8 Park Rangers (Education/Outreach)
- 1 Administrative Technician
- 1 Museum Technician

The costs associated with this alternative are estimated at approximately \$1,226,000 for construction, furniture, 25 external wayside exhibits, and related work within the 2,000 square feet at 290 Broadway. Additional costs of approximately \$400,000 will be necessary for exhibit panels in the lobby of 290 Broadway and for construction of administrative office space in 290 Broadway or at another location in close proximity to the memorial. The estimated annual rental cost for the necessary ± 720 square feet of space outside of the 290 Broadway educational hub is estimated at approximately \$26,500. Annual costs for staffing, expressed in 2005 dollars, are estimated at approximately \$1,312,000 including a figure representing 20 percent of staff salaries for operating expenses.

Alternative D

National Monument/National Memorial Designation with Expanded African Burial Ground Facilities, Programming, and Visitor Center

Under this alternative, as in Alternative C, the African Burial Ground would be designated a

National Monument, National Memorial or National Historic Site and would become a unit of the National Park System, administered by NPS. Management of the memorial would be conveyed by GSA to the NPS.

This alternative addresses limitations posed by 290 Broadway for visitor use, in terms of its adequacy of space and accessibility, and most important, its potential limitations on the quality of the visitor experience. While the previous alternatives conform, in large part, to the constraints of existing GSA planned space and building security concerns, this alternative responds to the probability that a nationally significant site, as internationally linked as the African Burial Ground, will attract sizeable levels of visitation. Those who journey here, whether from near or far, will seek facilities and programming that are easily accessible and capable of portraying the true essence and scale of importance of the history, meanings and implications of the African Burial Ground to our national story. The alternative enhances the programming outlined in Alternatives A, B, and C with additional visitor facilities located in close proximity to the site. It provides a more complete visitor experience for those seeking to understand the African and African American experiences in New York City, and their lasting impacts on the world's collective human experience.

This option would have to be phased in over time, given that the development of an additional site would be subject to the availability of funds and would be subject to the availability of appropriations and may need to compete with other federal projects.

Under this alternative, the facilities would be open seven days a week, the approximately 2,000 square feet on the ground floor of 290 Broadway would serve as an education center and student laboratory, primarily used for organized school and youth group visits. Another visitor facility, comprising up to 9,000 square feet, would be located within the NHL boundary in space to be determined and contain exhibits, a multi-purpose space, book store and adequate comfort facilities to serve an



expanded visitor base. Interpretive, educational and administrative staff would also be housed at the new facility. This visitor facility, like the Independence Visitor Center in Philadelphia (which is outside of the security screening area for the Liberty Bell and Independence Hall), would not require the extensive security procedures now necessary for entry into the federal building at 290 Broadway.

Plans for any additional facility would have to go through a thorough review by the NPS Development Advisory Board and be ranked according to the NPS construction priority-setting process before any funds would become available. Significant changes, including size, scope, and location could occur as a result of these reviews.

Outreach programming would be somewhat less than that provided in Alternative C, but the addition of adequate facilities for the African Burial Ground would provide significantly expanded opportunities for on-site educational programming and interpretation of the memorial, the NHL and related resources in Lower Manhattan, including the development of a New York City African Experience Trail. The focus of interpretation and education would be more evenly divided between on-site and externally directed programming. A recent survey conducted by GSA at the NPS technical assistance team's request, confirms that adequate rental space for an alternative visitor facility is available in very close proximity to the site of the future African Burial Ground Memorial.

The African Burial Ground Federal Advisory Commission suggested in Alternative C is also an integral part of this alternative. The availability of more adequate facilities and wider programming will increase the challenges, but enhance the opportunities available to the Commission.

Under this alternative the design of the approximately 2,000 square feet at 290 Broadway would be allocated for educational use and include a memorial viewing area, a history and science laboratory, library, rest-

rooms, interpretive work area, and storage. The alternative also calls for exhibit panels to be placed in the adjacent lobby of 290 Broadway.

The up to 9,000-square-foot off-site visitor facility in close proximity to the memorial would be designed to provide an entry foyer, space for visitor orientation, hearing device distribution, interpretive materials storage, information desk, an exhibit area, multi-purpose/auditorium space, new discovery use, audio/visual storage, and computer learning center. Space would also be provided for memorial memento storage, interpretive sales and storage, restrooms, offices, interpretive work space, general storage, and staff break and locker rooms. The facility would be a full service visitor center.

Staffing under D would require an estimated 17 full-time positions including:

- 1 Superintendent
- 1 Chief of Visitor Services
- 1 Education Specialist
- 1 Interpretive Support Services
- 1 Community Planner
- 7 Park Rangers (on-site)
- 3 Park Rangers (education/outreach)
- 1 Administrative Technician
- 1 Museum Technician

Costs associated with this alternative for an educational center and student laboratory at 290 Broadway are approximately \$1,721,500. Costs for a new visitor facility in close proximity to the African Burial Ground Memorial are approximately \$5,200,000. The estimated annual rental cost for the new facility, is approximately \$484,300.

Annual costs for staffing, expressed in 2005 dollars, are estimated at approximately \$1,500,000 including a figure representing 20 percent of staff salaries for operating expenses.

Any potential NPS management of the African Burial Ground would also have to be considered in light of competing priorities for existing units of the national park system and other programs.



	ALTERNATIVE A	ALTERNATIVE B	ALTERNATIVE C	ALTERNATIVE D
MANAGEMENT ALTERNATIVE	<i>NHL - Continuation of GSA Administration and Implementation of Present Plans in Existing Space at 290 Broadway.</i>	<i>NHL – Implementation of Present Plans in Existing Space at 290 Broadway With Administration by a State or Municipal Agency and Conveyance of the African Burial Ground Memorial Under the Historic Surplus Property Program.</i>	<i>National Monument/National Memorial Designation With Emphasis on Extensive Educational Outreach.</i>	<i>National Monument/National Memorial Designation With Expanded African Burial Ground Facilities, Programming, and Visitor Center</i>
OWNERSHIP AND OPERATION	GSA Continues to Manage and Operate African Burial Ground Memorial and Visitor Facility at 290 Broadway, or Contracts Operations of Visitor Facility and Programming to Nonprofit Corporation.	GSA Conveys African Burial Ground Memorial to State or Local Agency Under Historic Surplus Property Program. State or Local Agency Manages and Operates Visitor Facility and Programming at 290 Broadway.	GSA Conveys African Burial Ground Memorial to NPS. NPS Manages and Operates Facilities at 290 Broadway Primarily as an Educational Outreach Hub with Extensive External Programming.	GSA Conveys African Burial Ground Memorial to NPS. NPS Manages and Operates Facility at 290 Broadway as Education Center and Student Laboratory and Develops and Operates a Full Service Visitor Center in Close Proximity to Memorial.
290 BROADWAY	Serves as Interpretive/Educational Facility, and is Completed as Currently Planned with Limited Exhibits and Programs. Additional Space Required.	Serves as Interpretive/Educational Facility, and is Completed as Currently Planned with Limited Exhibits and Programs. Additional Space Required.	Serves as Educational Outreach Hub for External Programming and Visitor Contact. Additional Space Required for Limited Exhibits.	Serves as Education Center and Student Laboratory. Additional Lobby Space Required.
CORE PROGRAMMING	Primarily at 290 Broadway Facility with Limited Exhibits, Interpretation of the Memorial, and Continuation and Expansion of Current Educational Programs, Tours and Events.	Primarily at 290 Broadway Facility with Limited Exhibits, Interpretation of the Memorial, and Continuation and Expansion of Current Educational Programs, Tours and Events.	Primarily at Off-Site Locations Through Extensive Educational Programming and Cooperative Activities with Related Sites. Self-Guided Tours of the Memorial and to Related Sites along African Descendant Experience Trail.	Youth Educational Programs at 290 Broadway Center/Lab. Interpretive Walks/Talks, Exhibits, Special Programs and Events at New Visitor Facility. Guided Tours to Related Sites along African Descendant Experience Trail.



	ALTERNATIVE A	ALTERNATIVE B	ALTERNATIVE C	ALTERNATIVE D
MANAGEMENT ALTERNATIVE	<i>NHL - Continuation of GSA Administration and Implementation of Present Plans in Existing Space at 290 Broadway.</i>	<i>NHL – Implementation of Present Plans in Existing Space at 290 Broadway With Administration by a State or Municipal Agency and Conveyance of the African Burial Ground Memorial Under the Historic Surplus Property Program.</i>	<i>National Monument/National Memorial Designation With Emphasis on Extensive Educational Outreach.</i>	<i>National Monument/National Memorial Designation With Expanded African Burial Ground Facilities, Programming, and Visitor Center</i>
GSA ROLE	Management and Continuing Financial Responsibility for Memorial and 290 Broadway Interpretation/Educational Facility. Contracts with Nonprofit for Operations and Programming.	Maintains 290 Broadway Interpretation/Educational Facility and Permits State or Local Agency to Operate Center Through Cooperative Agreement. Conveys Memorial Through Historic Surplus Property Program.	Maintains 290 Broadway Facility and Permits NPS to Operate Educational Outreach Hub and Contact Station. Conveys Memorial to NPS.	Maintains management of 290 Broadway Facility and Permits NPS to Operate Education Center/Student Laboratory. Conveys memorial to NPS.
NPS ROLE	Limited Technical Assistance Under existing Authorities.	Limited Technical Assistance Under Existing Authorities. State or Local Operator of Memorial May Qualify for Save America's Treasures or Challenge Cost Share Grants.	NPS Assumes Full Management and Operations of 290 Broadway Facility and management of Memorial.	NPS Assumes Full Management and Operations of 290 Broadway Facility, New Visitor Center, and management of Memorial.
PARTNERSHIPS	Continuation and Limited Expansion of Existing Partnerships.	Type and Scale of Partnerships Determined by State or Local Agency.	Full Range of Educational and Interpretive Partnerships with Schools, Universities and Community Organizations, as well as with Managers of Related Resources. National and International Partnerships.	Full Range of Educational and Interpretive Partnerships with Schools, Universities and Community Organizations, as well as with Managers of Related Resources. National and International Partnerships.



	ALTERNATIVE A	ALTERNATIVE B	ALTERNATIVE C	ALTERNATIVE D
MANAGEMENT ALTERNATIVE	<i>NHL - Continuation of GSA Administration and Implementation of Present Plans in Existing Space at 290 Broadway.</i>	<i>NHL – Implementation of Present Plans in Existing Space at 290 Broadway With Administration by a State or Municipal Agency and Conveyance of the African Burial Ground Memorial Under the Historic Surplus Property Program.</i>	<i>National Monument/National Memorial Designation With Emphasis on Extensive Educational Outreach.</i>	<i>National Monument/National Memorial Designation With Expanded African Burial Ground Facilities, Programming, and Visitor Center</i>
CIVIC ENGAGEMENT PROVISIONS	Existing Advisory Groups Serve Out Intended Purposes. Possibly, Representative Community Advisory Body Created for Planning and Programming Assistance.	Representative Community Advisory Body Created for Planning and Programming Assistance.	African Burial Ground Federal Advisory Commission Created for Planning, Development and Programming. Authorized to Receive Donations for African Burial Ground Related Activities.	African Burial Ground Federal Advisory Commission Created for Planning, Development and Programming. Authorized to Receive Donations for African Burial Ground Related Activities.
ANNUAL STAFFING COSTS (2005 Dollars)	13 Full-Time Staff @ \$1,115,000	13 Full-Time Staff @ \$1,115,000	15 FTEs @ \$1,312,000	17 FTEs @ \$1,500,000
FACILITIES AND ANNUAL OFF-SITE or 290 BROADWAY ADDITIONAL SPACE RENTAL COSTS (2005 Dollars)	Construction – 290 Broadway - \$2,563,000 Rental (± 1900 sq. ft.) \$108,000	Construction - 290 Broadway - \$2,565,000 Rental (± 1900 sq. ft.) - \$108,000	Construction – 290 Broadway - \$1,632,250 Rental (± 720 sq. ft.) \$26,500	Construction – 290 Broadway – \$1,721,500 Construction – New Facility – \$5,200,000 Rental (± 9,000 sq. ft.) \$484,300