

I Implementation & Action Plan

Implementation must be viewed from a long term, strategic perspective. The size and diversity of the heritage area alone is daunting and will easily overwhelm the resources of local governments and community organizations attempting to act independently. The capital, organizational and leadership requirements demand an action plan with clearly discernible milestones aimed at ensuring success. These milestones will enable the heritage area to evaluate progress toward achieving the goals of the plan. This feedback will further inform decisions on how to expend resources for specific plan goals or initiatives, and may also suggest the need to modify the plan as deemed necessary.

Currently, the National Coal Heritage Area is in its start-up phase. In broader terms, however, communicating the coal heritage story through physical artifacts, cultural traditions, and personal stories has never ceased. Coal heritage initiatives and destinations are evidenced throughout many of the coal counties, but no coherent management or interpretation strategies are in place. The geographic breadth of the area and multitude of coal communities, each with a story to tell, complicate the predictability and consistency that visitors look for in their travels. Grass roots based coal-themed destinations dot the coal heritage landscape but are not differentiated by theme or geography. Achieving the dual objectives of building the capacity of community organizations to tell their stories and developing a strong and unified “product” and “brand” presents a significant challenge.

Bringing the overall coal heritage theme and identity into sharper focus is critical to meeting this challenge. This will require a linking of efforts and resources in a regional partnership to achieve long range benefits. Coal-themed destinations, such as the Beckley Exhibition Coal Mine, and organizations, such as the Coal Heritage Trail Association, must work in concert to build a strong, coherent identity. Formalizing partnerships, implementing a strong organizational and leadership structure, and reaching consensus on investment strategies will be necessary. This will be particularly challenging in a region where a fierce pride in self-sufficiency and independence is evident and valued. Furthermore, the plan must acknowledge that new coal heritage destinations and organizations will emerge in the future, and the plan must therefore be structured to accommodate growth.



Strengthening linkages between existing destinations and planning for new organizations and destinations is a priority. NCHA

11.1 Phasing Strategy

A four-phase implementation plan is recommended. Action items within each phase link plan elements that pursue multiple management objectives. The phasing plan creates strategic linkages among improvements in the regional transportation system, increased capacity of local sponsors and organizations, and the preservation of key physical artifacts and resources. Much of the rich cultural, physical and community resources are in remote areas. Completing strategic road corridors, particularly the Coalfields Expressway, is the key to unlocking valuable coal heritage resources for a broader audience.

Assuming a 2001 initiation of Phase I, the 10-year phasing strategy could be largely implemented by the anticipated phase-out of federal heritage funding in 2012. By this time, a strong and seasoned staff and management structure will be in place, visitor destinations and venues will be completed and key conservation, preservation and interpretation efforts will be in progress or completed. The action plan, both for programmatic and capital projects, is illustrated at the end of this chapter. Proposed expenditures are consistent with the mission and goals of the NCHA, and they are in accordance with public and community input received during the planning process.



The phasing strategy has been informed by organizational support, availability of visitor services and ease of accessibility, Gary Powerhouse, McDowell County. NCHA



**11.2 Phase I: Organizational
Realignment, Partnership Outreach
and Identity Development**

**11.2.1 Establish Coal Heritage
Commission**

A dynamic and flexible state-sponsored commission designed to achieve the multiple objectives of preservation, capacity development, partnering and economic development will oversee the activities of the National Coal Heritage Area. The commission should be sufficiently broad to include major economic stakeholders such as the coal, transportation, recreation, and hospitality industries. Training the management structure to focus critical resources and build alignment within the leadership is a high priority. Local government, regional associations, tourism professionals, and organized labor should also be represented. Evolving the current steering committee into a Coal Heritage Commission should be completed as soon as possible. Additionally, the organization of a parallel Friends Group should be initiated.

**11.2.2 Increase NCHA Office Staffing
and Establish a Satellite Office**

The executive director position should be supplemented with administrative, marketing and promotions, and preservation and conservation staff as resources permit and as activities increase. After the state-commission has been stabilized, the need for a satellite office in the project area should be evaluated.

**11.2.3 Execute Intergovernmental
Agreements**

Success of the NCHA will require county and municipal governments to work together in pursuing the vision expressed in this plan. This commitment should be formalized in an interlocal agreement or memorandum of understanding, committing local governments to supporting the activities of the heritage area and targeting resources to support plan initiatives. All eleven counties will nominate representatives to sit on the commission or a committee that meets periodically to advise the NCHA on plan activities. This advisory committee also serves as a link between local organizations and NCHA management in providing support and leveraging resources in local conservation, preservation and development initiatives.



11.2.4 Create Identity and Wayfinding Materials

Creation of an identity master plan for the NCHA is a priority matter. The relative isolation of the area and the rural landscape requires a high visibility and easily recognizable graphics communications package. The graphic master plan will include a logo, color system, and consistent design elements (such as typography and icons) that feature local landmarks and destination centers. The system will be used in interpretive exhibits, marketing and organizational communications, directional signage, and website materials.

11.2.5 Fund Early Action Projects

Early action projects should continue to support local initiatives through a competitive grantmaking cycle for projects in alignment with the NCHA's mission and goals. Grant awards that target organizational development and capacity building initiatives, or that serve as project match to leverage other funding sources should receive priority funding. Early action project grants should be phased out, beginning at the completion of Phase II, and replaced with grant and loan program.

11.2.6 Develop Events Guide

Vestiges of the rich immigrant culture survive in the events and festivals held in the heritage area. Many visitors to these events are the descendants of miners and their families and present an opportunity for word-of-mouth marketing of the area. Developing a directory

of events and activities will help to promote and support activities and increase the visibility of coal heritage resources and destinations.

11.2.7 Explore Multi-state Initiatives

The NCHA's proximity to coalfields in other states provides opportunities to develop multi-state coal heritage programs with its neighbors. Initiatives to explore coal heritage conservation and interpretation in the coalfields of southwestern Virginia have begun. Major historical events in the coalfields, such as the coal strike of 1894 or the Pocahontas mine disaster of 1914, had impacts in both Virginias. Additionally, the histories of southern West Virginia and eastern Kentucky overlap, particularly in reference to the Hatfield-McCoy feud. Partnership opportunities should be identified seeking ways to target resources in conserving, developing and interpreting a shared history.



Pocahontas, Tazewell County, Virginia. ERCA



11.3 Phase II: Visitor Attraction, Resource Protection, Marketing and Education

11.3.1 Collaborate in Attracting Visitors

Because it is expensive to construct and operate orientation centers along major corridors and at regional gateways, collaborative partnerships with current State of West Virginia and National Park Service visitor centers are recommended. Collaborative opportunities could include loans of physical artifacts and historic materials from cultural institutions. These materials,



State of West Virginia Welcome Center, Cabell County.

along with printed guides, multimedia kiosks and related materials can help to attract and direct visitors. Proposed visitor centers near Charleston and Sandstone Falls should be programmed and designed to support this effort.

11.3.2 Support Education Development

The NCHA will communicate a story of national and international significance. One of the most important audiences for the story is the populace of the region, young people in particular. Destination centers and experience zones are educational laboratories that communicate a personal history within a regional context. School age children can develop a better understanding of the forces that shaped the region and inform their future. Exhibits, brochures and age appropriate materials should be available at destination centers.

11.3.3 Update Endangered Resources Survey

Valuable resources are being lost to demolition, neglect and vandalism. Each year more irreplaceable resources are gone forever. In partnership with the State Historic Preservation Office, regular updates on the inventory and evaluation of unique and endangered structures should be conducted. This survey program will help to target resources and actions that support historic preservation and conservation efforts.



11.3.4 Support Acquisition and Stabilization of Key Resources

As envisioned, the NCHA will not own real property or structures. Grass roots organizations, units of local government, and not-for-profit groups will own and manage the physical inventory. However, it is possible that key resources or physical artifacts may be lost unless an organized entity, such as the NCHA Friends Group, intervenes and acquires resources on an interim basis or until local sponsors can be identified.

11.3.5 Prepare Marketing Plan and Materials

Promoting heritage areas is challenging, even when the subject matter is well known and has visitor interest. In promoting coal heritage, traditional negative associations of coal and coal mining creates obstacles to development of a desirable image. Coordinated marketing among the many coal-related destinations and organizations will be critical in developing a strong identity and image. Marketing new and improved visitor venues, events, and programs will increase visibility and activity at destination centers and in experience zones. Marketing plans should use traditional print media, the internet and linkages with recreation tourism destinations to build identity and visitor interest in coal heritage resources. Marketing targeted to groups now living in other locations whose forebears once worked in the coalfields offers good potential.

11.3.6 Provide Training and Technical Support

Acquisition, conservation and interpretation of coal heritage resources will take place at the community level. Local organizations will require financial and technical support in organizational development, strategic planning, grant writing, project management, and preservation and conservation. The NCHA will organize training sessions and provide technical support to local community organizations when necessary.

11.3.7 Visitor Center Improvements - Fayette Station Road

On the spectacular six-mile Fayette Station Road, visitors descend into the New River Gorge and cross the original 1889 bridge, which provides access and interpretation to remains of the Fayette and Kaymoor mine sites. Recommended improvements include interpretive exhibits, roadside safety improvements, pull-offs and walking trails.



Kaymoor Trailhead, Fayette Station Road,



11.3.8 Strengthen Existing Coal Heritage Destinations

Thematically linked destination centers form the interpretive framework of the heritage area. The initial round of capital investment seeks to build upon existing interpretation venues that have organizational structures already in place. Key projects in this category are described below. Each has the potential to greatly increase coal heritage visibility and activity and will help to complete initial improvements that are already in place.

11.3.8.1 Beckley Exhibition Coal Mine

Enhancement of this established educational and interpretive resource is a priority. Authentic coal camp structures, churches, houses and schools are all physical reminders of the routines of coal community life. Tours led by former miners interpret the evolution of mining technology, from the handloading era to current longwall practices. Several improvements are recommended to expand, physically reorganize, and improve access to this well-established destination. Relocation of the central parking lot, adding additional authentic buildings such as a tipple and creating a visitors center (providing interpretation, museum store, ticketing and visitor services) modeled on a company store are suggested. A master plan to pursue this strategy is required.

11.3.8.2 Bramwell to Coopers to Pocahontas Journey

This four-mile corridor on the West Virginia-Virginia state line offers tremendous opportunities to explore several coal heritage themes through a succession of linked venues. Bramwell was a center of coalfield wealth. Visitors can walk the historic downtown's streets and tour coal baron homes to understand the wealth that coal created. A short distance away, Coopers, home of the Mill Creek Coal Company, permits a self-directed tour of an intact archetypal coal community, with homes, churches, and a company store. Visitors will be able to hike, bike or ride an excursion train between Bramwell and Pocahontas, Virginia, home of the world's first exhibition coal mine. An update to the excursion train feasibility study and master plan for the corridor is recommended.



Former Coopers Post Office, Mercer County.



11.3.8.3 Nellis

The Nellis Archives project provides the framework for the conservation and interpretation of this intact coal community. The Nellis Community Church, built by Armco Steel in the 1920s, will house the archives, which will be a records repository and research site. Visitors can research mining and family records. In addition, a National Coal Miners' Memorial is planned, which will pay homage to those who lost their lives working in the coal mines. Visitors to the memorial will be able to experience first hand numerous detailed exhibits and displays, accompanied by videos, oral histories and other documents about coal mine disasters.

11.3.9 Natural Resources Protection

Coal extraction, processing and transportation has left visible impacts on the landscape. Population loss, depressed economic conditions and uneven waste disposal practices have compounded negative visual impacts. As a result, blight and clutter is commonplace in the form of abandoned buildings and poor land maintenance. Efforts to mitigate blight should be actively pursued, including litter control before and after events, property maintenance codes, incentive-based development regulations, and removal of abandoned structures and vehicles. Local governments in partnership with the West Virginia Department of Environmental Protection should provide the initial leadership.



The spectacular natural setting is threatened by uneven land management practices within the heritage area.



11.4 Phase III: Expanding Preservation and Interpretive Initiatives, National Coal Museum and Miners Memorial

11.4.1 Local Assistance Programs

Community organizations planning historic renovation, tourism development, and related projects will require financing assistance. Historic tax credits could be available if projects meet U.S. Secretary of the Interior Standards for Rehabilitation. Foundations channelled through the Friends organization may be a source of capital for small projects or of match for federal projects. A low interest loan and grant program should be created to bring together state, local and private support to economic development, tourism, and conservation and preservation projects.

11.4.2 Enhancing Destination Centers

Corridor G, a recently opened four-lane highway running from Charleston to Williamson, links destination centers in the western portion of the heritage area. Communities along or near Corridor G, including Nellis, Holden and Matewan, would be the focal points and visitor destinations. These communities are linked both physically and thematically as each community explores different facets of the regions cultural and historic themes.

11.4.2.1 Coalwood

Visitors to Coalwood can experience the self-reliant and close knit community tucked away into the mountains as portrayed by Homer Hickam, Jr. in *Rocket Boys* and *The Coalwood Way*. Many of the structures described by Hickam still stand, including the Carter Company Clubhouse, the location of many scenes in Hickam's books. Structures could be returned to the period of Hickam's youth, and the stories of growing up in a community where aspects of life were associated with coal and coal mining could be communicated. Coalwood's size and scale lends itself to both guided and self-directed walking tours.



11.4.2.2 Holden

The Island Creek Coal Company Store is the dominant structure in Holden. While company houses and community buildings have been either lost or altered from their original function and appearance, the store stands virtually intact. Acquisition of the store and its contents is recommended. Still containing much of the original furnishing and equipment, visitors can better understand the organization and efficiency that was brought to extracting and transporting coal.

11.4.2.3 Matewan

For almost 20 years, Matewan has worked to share its bloody and violent history with a national audience. The Matewan Development Center, Inc. has provided local leadership in planning, revitalization and preservation efforts. The NCHA should team with the development center to expand interpretation opportunities in the downtown. Matewan provides the appropriate backdrop for interpreting labor struggles in the coalfields, including the Battle of Blair Mountain. Matewan is also significant as the epicenter of the Hatfield-McCoy story.

11.4.3 National Coal Miners Museum Feasibility Study

The museum would be the signature destination of the coal heritage area. As a threshold to the communities and destinations throughout the region, the center would offer interpretive, educational and related programs and activities. A feasibility study is an essential first step in this effort. The study should assess organizational support, describe a program of potential uses, and evaluate capital requirements and operating costs. A description of site requirements and evaluation of potential sites is also required.



11.5 Phase IV: The Heart of Coal Country

11.5.1 Ultimate Destination Centers – Journey Through the Heart of Coal Country

Wyoming and McDowell counties claim perhaps the richest collection of coal heritage sites, stories and resources within the heritage area. The dominant constraint to telling these stories is poor access, compounded by scarce visitor services. The pace with which these resources can be enhanced and promoted depends upon transportation improvements, particularly the Coalfields Expressway. As segments of the roadway are placed into service, destinations such as Itmann, Coalwood, and Welch become significantly more accessible and better able to support the costs of preservation and interpretation. Until this occurs, protecting and conserving key physical structures and artifacts is a critical requirement.

11.5.1.1 Itmann

The Itmann Company Store, the most architecturally significant structure remaining from the coal-boom era, is the centerpiece of a planned town of homes and community buildings. Despite the loss of industrial artifacts, such as the high bridge, and the alteration of miners' homes, an intact core of resources remains. The company store is an excellent venue to tell the stories of the men and women who built the communities, worked the mines and maintained their traditions through social and religious activities. First-hand accounts of miners and their families, oral histories, and interpretive exhibits can be experienced in an authentic structure within an accurate context. A feasibility study has been proposed, which includes evaluating partnership opportunities.



UMWA Building, Itmann, Wyoming County.



11.5.1.2 Welch

Welch is essential to telling another facet of the coal heritage story – post-industrial decline. Dubbed “little Chicago” during its boom days as a distribution and service center for the coalfields, Welch illustrates how towns survived the drastic population losses that followed the mechanization of coal mining. Welch’s narrow streets and long corridors of red brick building were once alive with commerce and activity. Today, they offer a poignant reminder of the effects of technological change on communities and people.

11.5.2 National Coal Miners Museum

As a landmark for the NCHA and related coal-heritage initiatives, this center would be thematically linked and provide support to destination centers and experience zones through out the area. It is recommended that the museum be placed in a location which provides high traffic levels, good visibility, access to food and lodging places, and support for nearby tourist venues and destination centers.



National Coal Heritage Area

Estimates of Probable Programmatic and Capital Costs

Programmatic Costs

PHASE YEAR	I				II			III			IV		
	1	2	3	4	5	6	7	8	9	10			
Organizational Realignment Establish the Coal Heritage Commission. Update and revise operating policies and procedures. Leadership recruitment.	\$15,000												
Organization of Friends Group		\$5,000											
Management Training Conduct bi-annual training and strategic planning retreat for Commission management and staff. First year focus on training, organizational development and outreach activities. Subsequent retreats focus on strategic planning, program evaluation, project development, etc.	\$15,000		\$15,000		\$15,000		\$15,000		\$15,000				
NCHA Staffing Increase staffing as budgets and activities permit. (Labor costs are burdened and assume a 5% annual increase) Executive Director - directs day to day activities implementing management policies and leading plan implementation. Administrative Staff (20 hours/wk) Marketing and Promotions Position Cultural and Historic Preservation Position	\$80,300	\$84,300	\$88,600	\$93,000	\$97,600	\$102,400	\$107,500	\$112,900	\$118,600	\$124,600			
Identity and Wayfinding Materials Development of graphic master plan for NCHA and participating organizations and jurisdictions. Design vocabulary would be used on all authorized NCHA exhibits, sites, marketing, signage and website materials.	\$50,000												
Events Guide Develop a directory of events to enhance visibility and promote current activities and events.		\$5,000											
Multi-State Initiative Begin discussion with Commonwealths of Virginia and Kentucky in integrating preservation, conservation, marketing and development activities related to coal heritage. Consider a multi-state legislative initiative to develop common objectives and strategies.			\$5,000										



PHASE	I			II			III			IV		
	YEAR	1	2	3	4	5	6	7	8	9	10	
<p>Intergovernmental Cooperation Creation of intergovernmental collaborative to advise NCHA on plan implementation and related activities. Supports annual meetings.</p>		\$5,000	\$5,000	\$5,000		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
<p>Visitor Center Partnering Develop partnering agreements with state of West Virginia and regional institutions for loan of historic artifacts, materials and documents to attract visitors at WVDOT, NPS and WV Turnpike welcome centers.</p> <p>I-77 Visitors Center (Princeton) Develop informative and marketing materials to promote coal heritage journeys. Provide for artifacts and materials made available through partnering.</p> <p>Tamarack (Beckley) Develop informative and marketing materials to promote coal heritage journeys. Provide for artifacts and materials made available through partnering.</p> <p>I-64 (Huntington Welcome Center) Develop informative and marketing materials to promote coal heritage journeys. Provide for loan artifacts and materials available through partnering.</p> <p>Canyon Rim Visitors Center Update and enhance coal heritage artifacts promoting understanding and exploration of coal heritage.</p> <p>I-64 near Sandstone Falls. Collaborate in planning and design of proposed visitor center to provide for coal heritage artifacts and marketing and promotion activities.</p> <p>I-77/I-64 (South Charleston/Cheyman Vicinity) Collaborate in planning and design of proposed visitor center to provide for coal heritage artifacts, materials and marketing efforts.</p>		\$10,000		\$25,000								
<p>Fundraising Coordinate with the Friends Group to develop a strategic fundraising plan. Explore opportunities for participation of partnering organizations in public and private funding initiatives.</p> <p>Conduct capital campaign to fund projects and activities.</p>			\$60,000		\$110,000							



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PHASE YEAR	II				III			IV		
	I 1	2	3	4	5	6	7	8	9	10
Education Development Maintain an enhanced and regularly updated NCHA website. Develop NCHA CD-based computer journeys and interpretive materials for use in area schools. Forge partnerships between area colleges (such as Concord College) and the hospitality industry in workforce development and training.	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Marketing Plan Development of a marketing strategy that includes activities, milestone, partners and performance measures for an integrated advertising, public relations and communicatons.		\$40,000								
Marketing Materials Creation of materials to support marketing strategy. Marketing materials can include, guides and brochures, media buys, interactive, "fam" tours and cross marketing initiatives.			\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Training and Technical Support Provide technical, organizational and management training to local groups and organizations supporting destination center initiatives or experience zone communities.			\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Resources Database Develop a printed and internet available directory of planning, conservation and preservation, funding and technical resources. Update bi-annually.		\$15,000		\$5,000		\$5,000		\$5,000		\$5,000
Local Assistance Loan Program Establish low interest loan and grant program to support project and programs consistent with plan goals.					\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Sub-Total	\$172,300	\$266,100	\$444,900	\$554,000	\$925,300	\$922,900	\$901,100	\$900,200	\$929,900	\$930,300



Capital Costs	PHASE	II				III			IV		
	YEAR	1	2	3	4	5	6	7	8	9	10
<p>Early Action Projects</p> <p>Continue to fund early action initiatives, Phase out early action initiatives when low-interest loan and grant program is underway.</p>	\$75,000	\$75,000	\$75,000	\$75,000							
<p>Building and Structures Condition Survey</p> <p>Prepare an update to the 1992 survey of historic coal related sites. Coordinate with SHPO with regard to surveying existing conditions and potential threat to physical heritage of the area.</p>		\$100,000									
<p>Acquisition and Stabilization of Key Resources</p> <p>Actively seek to acquire and stabilize critical structures that are at risk of loss through vandalism, neglect or by removal by the coal industry.</p>			\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
<p>Visitor Center Improvements - Fayette Station Road</p> <p>Construct new wood guardrails.</p> <p>Finalize interpretive plan, design, fabricate and install signs, publish brochure.</p> <p>Construct pull-offs.</p> <p>Replace metal guard rail with wood barriers.</p> <p>Construct stone or rock walls.</p>		\$1,600,000	\$175,000	\$275,000	\$1,500,000			\$1,200,000			
<p>Destination Center Development</p> <p>Beckley Exhibition Coal Mine</p> <p>Develop master plan for expansions of coal mine complex.</p> <p>Land acquisition and improvements necessary to reconfigure traffic and pedestrian circulation and relocate parking areas.</p> <p>Construct "company store" themed interpretation center including visitor services and exhibition facilities, located within a new central plaza.</p> <p>Construct visitor accessible mantrip "shops" and new underground mine visitor staging area. Site additional authentic coal camp buildings.</p>		\$50,000	\$100,000	\$2,540,200		\$528,000					



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PHASE	I				II			III			IV		
	YEAR	1	2	3	4	5	6	7	8	9	10		
<p>Bramwell/Cooper/Pocahontas Journey Prepare excursion train feasibility study, costs, revenues, operations and maintenance, sponsoring requirements, long term sustainability.</p> <p>Improve termini, construct railroad bridge, upgrade track and acquire rolling stock.</p> <p>Enhance interpretive opportunities at Coopers, restore miners houses, company store and former post office. Improve pedestrian links and links along river corridor. Develop visitors interpretive guide.</p> <p>Plan and prepare cost estimate for non-motorized trail between Bramwell, Coopers and Pocahontas.</p>		\$100,000											
				\$3,000,000									
				\$300,000									
						\$75,000							
<p>Nellis Develop archives center at Nellis Community Church.</p> <p>Partner with Boone County Commission to develop National Coal Miners' Memorial</p>		\$150,000				\$5,000,000							
Expanded Destination Centers													
<p>Coalwood Preservation of physical, cultural and industrial structures and artifacts for interpreting the era of Coalwood native and author Homer Hickam, Jr.</p>						\$2,000,000							
<p>Holden Acquire Island Creek Coal Company Headquarters and all interior furnishings and equipment, stabilize building.</p> <p>Renovate building as interpretive and visitors center.</p>		\$50,000				\$3,015,375							
<p>Matewan Enhance interpretive exhibits and materials in describing mine wars, labor strife and Hatfield-McCoy Feud.</p>							\$200,000						
National Coal Miners Museum Feasibility Study							\$150,000						



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	PHASE	II				III			IV			
	YEAR	1	2	3	4	5	6	7	8	9	10	
Destination Centers - A Journey Through Coal Country												
Itmann Development of a self-guided walking tour centered around the landmark Itmann Company Store and Offices. Renovation of the store for interpretive and visitor services. Renovation of important local architecture (UMWA Building) Stabilization and renovation of miners houses, pedestrian and associated physical improvements. Develop plan and cost estimate of a hiking trail between Itmann and Twin Falls State Park.								\$4,567,200	\$1,000,000	\$75,000		
Welch Interpretive walks and tours illustrating Welch's role as a coalfields service center and the vibrant community coal created. Preservation of stories and sites that illustrate the impacts of depopulation.										\$200,000		
National Coal Miners Museum Development of a signature coal heritage project. State of the art interpretive and educational complex. Informs and directs visitors to coal heritage destinations and communities throughout the region.									\$40,000,000			
Sub-Total		\$75,000	\$2,125,000	\$4,175,000	\$2,865,200	\$11,840,375	\$1,128,000	\$6,017,200	\$41,250,000	\$525,000	\$250,000	
Annual Totals	YEAR	1	2	3	4	5	6	7	8	9	10	
		\$247,300	\$2,391,100	\$4,619,900	\$3,419,200	\$12,765,675	\$2,050,900	\$6,918,300	\$42,150,200	\$1,454,900	\$1,180,300	
Summary by Phase	PHASE	I	II				III			IV		
		\$247,300	\$10,430,200				\$21,734,875			\$44,785,400		
Grand Total		\$77,197,775										

