



South Carolina National Heritage Corridor Evaluation Findings

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Table of Contents

<u>Section</u>	<u>Page</u>
Executive Summary.....	1
Section 1: Introduction	14
Section 2: Overview of the South Carolina National Heritage Corridor and Coordinating Entity.....	24
Section 3: The South Carolina National Heritage Corridor Corporation Structure and Organization	37
Section 4: Public/Private Investments in SCNHC and their Impact	78
Section 5: SCNHC Coordinating Entity Sustainability	87

Tables

Table 1 Crosswalk of Heritage Area Purposes, Goals, and Current Activities.....	3
Table 2.1 SCNHC Timeline	28
Table 3.1 Crosswalk of Heritage Area Purposes, Goals, and Current Activities.....	40
Table 3.2 Cumulative SCNHC Grant Awards per Year to Partner Sites	43
Table 3.3 Grants Awarded to Preservation of Historic Structures.....	45
Table 3.4 Grants to Sites for Natural Resource Preservation	51
Table 3.5 Grants to Sites for Cultural Resource Preservation.....	52
Table 3.6 SCNHC Coordinating Entity Trainings and Number of Participants in 2009-2011	60
Table 3.7 Grants Awarded for Educational and Interpretive Activities	61
Table 3.8 Grants Awarded for Tourism and Marketing.....	68
Table 4.1 Direct Financial Investments in SCNHC, Total and by Year.....	79
Table 4.2 Overview of Federal Funds Awarded, Federal Funds Expended, Matching Contributions and Match Ratio by Year.....	80
Table 4.3 Overview of NPS Funds and Matching Contributions by Year.....	81
Table 4.4 SCNHC Coordinating Entity Operational Spending by Year	83
Table 4.5 SCNHC Coordinating Entity Reported Programming Expenses by Program Type	84
Table 4.6 Grant Funding Awarded to Sites by Program Area	84
Table 5.1 Federal Funds Received, Non-Federal Funds Received, Total Revenue and Total Expenses by Year	94

Table of Contents

<u>Chapter</u>	<u>Page</u>
----------------	-------------

Figures and Graphs

Figure 2.1	South Carolina National Heritage Corridor and its Regions.....	26
Figure 2.2	Organizational Chart for SCNHC	34
Figure 3.1	National Heritage Area Logic Model– South Carolina National Heritage Corridor	39
Figure 3.2	South Carolina National Heritage Corridor Website Visitation	73
Figure 3.3	South Carolina National Heritage Corridor Website Actions.....	73
Figure 4.1	SCNHC Match Results by Year	81
Figure 4.2	Percent of Grant Funding Awarded by Program Area.....	85

Appendices

Appendix 1	South Carolina National Heritage Corridor Evaluation Legislation.....	98
Appendix 2	South Carolina National Heritage Corridor Authorizing Legislation.....	99
Appendix 3	South Carolina National Heritage Corridor Evaluation Methodology	104
Appendix 4	South Carolina National Heritage Corridor Discussion Protocols.....	115
Appendix 5	Timeline of South Carolina National Heritage Corridor Key Events 1993-2010.....	142
Appendix 6	South Carolina National Heritage Corridor Partner Sites	146
Appendix 7	Sample Conference Agenda Hosted by the South Carolina National Heritage Corridor	152

Executive Summary

Purpose of the Report

In 1996, United States Congress through Public Law 110-229 officially designated nine National Heritage Areas (NHAs). An NHA can be any size and is intended to encourage historic preservation and an appreciation of the unique natural, cultural, historic, and scenic resources that represent a nationally important American story. The South Carolina National Heritage Corridor (SCNHC) is one of the nine designated areas. The SCNHC coordinating entity began receiving Federal funds in 1998.

In May 2008, Congress mandated that an evaluation, under the auspices of the Secretary of the Interior, be conducted of each of the nine NHAs to review accomplishments made over the approximately 15 year period in which they operated. Based on the findings from each evaluation, the Secretary of the Interior will prepare a report to Congress with recommendations regarding the future role of NHAs with respect to NPS.

Key Evaluation Questions

The key findings from the SCNHC evaluation are organized by the three questions introduced in Section 1 and derived from the legislation, Public Law 110-229, that serve as a framework for this evaluation:

1. Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?
2. What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?
3. How do the heritage area's management structure, partnership relationships, and current funding contribute to its sustainability?

Key Findings

Evaluation Question 1: **Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?**

As outlined in Table 1, the legislated purposes for the SCNHC and the goals of the management plan were articulated into four strategy areas of activities that framed our inquiry. **Over the last 15 years, the South Carolina National Heritage Corridor nonprofit organization, as the coordinating entity, has fulfilled its legislated purposes and goals outlined in the management plan through the federal resources provided.** Its efforts have centered on the following four strategy areas: resource preservation; education, interpretation, and technical assistance; tourism, recreation and economic development; and marketing, advertising and outreach. The accomplishments and impacts in each of these areas are briefly described below. A more complete assessment of each of the areas is provided in Section 3.

Table 1 **Crosswalk of Heritage Area Purposes, Goals, and Current Activities**

Purposes as Specified In Legislation	SCNHC Management Plan Goals	Current SCNHC Goals/ Activities
To protect, preserve, conserve, restore, promote, and interpret the significant land and water resource values and functions of the Corridor;	To preserve the diverse types of historic resources, which portray the range of settings and activities significant to the entire Corridor and its individual communities. To educate residents/ visitors about the history of the Heritage Corridor and its regions, building appreciation for the special qualities of man-made and natural landscapes as well as its culture and people.	Resource Preservation Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development Marketing, Advertising and Outreach
To encourage and support, through financial and technical assistance, the State of South Carolina, the units of local government of the State, and the private sector in the development of a heritage plan for the Corridor to ensure coordinated public and private action in the Corridor area in a manner consistent with subsection ;	To define programs and projects, which can achieve economic benefits from increased tourism throughout the Corridor.	Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development
To provide, during the development of an integrated heritage plan, Federal financial and technical assistance for the protection, preservation, and conservation of land and water areas in the Corridor that are in danger of being adversely affected or destroyed;	To facilitate and expand recreational and cultural tourism by South Carolinians and out-of-state visitors, capitalizing on the Corridor's rich historical, natural and human resources.	Resource Preservation Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development
To encourage and assist the State of South Carolina and the units of local government of the State to identify the full range of public and private technical		Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development

Purposes as Specified in Legislation	SCNHC Management Plan Goals	Current SCNHC Goals/Activities
and financial assistance programs and services available to implement the heritage plan;		
To encourage adequate coordination of all government programs affecting the land and water resources of the Corridor; and		Resource Preservation Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development
To develop a management framework with the State of South Carolina and the units of local government of the State for planning and implementing the heritage plan; and developing policies and programs that will preserve, conserve, protect, restore, enhance, and interpret the cultural, historical, natural, economic, recreational, and scenic resources of the Corridor.		Resource Preservation Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development Marketing, Advertising and Outreach

Resource Preservation: *Support and preservation of physical improvements to historic resources throughout the Corridor region and the promotion and retention of unique aspects of cultural heritage resources unique to the Heritage Corridor communities.*

Evidence of the impact of the SCNHC coordinating entity's resource conservation efforts across the Corridor can be seen in all four regions. The evidence was gathered through site visits to the four regions comprising the NHA; key informant interviews; document reviews; and intercept interviews with members of the community. This evidence documents the preservation efforts funded by the SCNHC coordinating entity grant program, including the restoration of historic structures and natural conservation activities. The grant program is a key vehicle for sites wishing to conduct historic preservation activities. The SCNHC coordinating entity has been involved in work

since the NHA designation to assist and facilitate the renovation of a variety of different historic structures operated by partners throughout the Corridor. The SCNHC has never acquired historic properties; rather, the NHA uses the grant program to provide partner sites with financial resources to assist in the restoration of historic structures or natural resources. As the grant funding is used to preserve and restore historic structures, the coordinating entity views these efforts as promoting culturally relevant stories that are unique to the rural communities within the Heritage Corridor. Examples of these resource preservation activities include:

- Helping to restore the Belton Center for the Arts, a community-supported Arts Center in Anderson County, SC that features the works of local and regional artists and hosts art classes and special events in the community;
- Providing grant support to Drayton Hall, a historic plantation built in 1738, for landscaping the plantation grounds, renovating the historic African American Cemetery on the property, and renovating of the second floor in the main house;
- Providing grant support to Hagood Mill Historic Site and Folklife Center, a 1826 mill site that is listed on the National Register of Historic Places, to fund a Rock Art Interpretive Center with recently discovered mill site petroglyphs;
- Providing grant support to restore the outdoor property of Historic Ballenger House, built circa 1925, in downtown historic Seneca, SC;
- Providing grant funding to assist sites in preserving natural resources in the Heritage Corridor, such as sites with parks, gardens, or museums with recreational areas; and
- Providing grant funding to assist sites in preserving some aspect of cultural heritage or cultural art unique to South Carolina.

Sources note that the contribution of the SCNHC coordinating entity includes not only the initial investment, which acts as seed money for other investors, but consultation, technical assistance and strategic planning by the SCNHC coordinating entity staff. The decrease in funding for grants was noted by partners and many indicated that this funding was important to their abilities to share their sites and other important resources with the public.

Education, Interpretation, and Technical Assistance: *Educate residents and visitors about the history of the Heritage Corridor and its regions, building appreciation for the special qualities of its man-made and natural landscape, as well as its culture and people.*

The SCNHC coordinating entity has supported and implemented Education and Interpretation activities throughout the NHA. The SCNHC coordinating entity was involved in the opening of three Discovery Centers in three regions of the NHA, developing educational curriculum for school children, and providing technical assistance through conferences, workshops, and consultation to individual partner sites. The SCNHC coordinating entity has funded over 25 sites for education and interpretation grants throughout the NHA, for up to \$20,000 per project. Several partners in the regions where Discovery Centers had been installed told the evaluation team that the Discovery Centers were a positive asset to their communities because the centers served as a gateway for visitors to learn about the local resources available. Due to funding restrictions, the three Discovery Centers that were opened in the NHA were closed or transferred to counties within their respective regions. The closing/transfer of Discovery Centers was noted as a loss by residents of those communities interviewed for this evaluation.

The SCNHC coordinating entity developed educational materials for school children through the Calhoun's Kids Club, which was designed to highlight sites of historical or cultural relevance within the Corridor. The materials were used by as many as 600 students throughout the state in 20 classrooms over the course of two years. Due to time constraints and competing priorities, the education projects have been discontinued for the time being. However, the SCNHC coordinating entity staff reported great interest in continuing with the programs in the future.

Partners interviewed from all regions and types of organizations indicated that they had benefitted from trainings coordinated by the SCNHC coordinating entity, including those related to marketing, social media, and grant writing. The SCNHC coordinating entity has been actively involved in organizing conferences to promote tourism, heritage activity, and economic development in rural communities. Recent conferences have had attendance of up to 182 participants. Participants noted that the educational opportunities provided through conferences and cross site learning developed through partnerships improved their abilities to meet their site's mission. Partners reported these educational opportunities connected them with others with similar missions, taught them new skills (e.g., social media), and improved their understanding of how best to attract and support visitors. The SCNHC website is an education and interpretation tool, providing historical information.

Tourism, Recreation and Economic Development: *Define programs and projects that can achieve economic benefits from increased tourism throughout the Corridor.*

SCNHC coordinating entity efforts activities have promoted heritage tourism, especially for rural, economically constrained communities throughout the Corridor, and in turn supported the economic development of these areas. The Heritage Corridor has designed a number of recreation and tourist themed destinations with the goal of bringing increased awareness to local resources and promoting economic development for communities.

For example, SCNHC coordinating entity staff facilitated and organized a Farmers' Association of local farms from each of the four regions in the Corridor interested in pursuing agricultural tourism. The SCNHC coordinating entity assisted 32 association members in developing strategies to showcase their farms as tourist destinations, improve attractions at the working farms, and market their products to visitors. The SCNHC coordinating entity staff has promoted farming events, such as their "Farm to Table" initiative, in which visitors can sample locally grown food at dinner events. These activities provide revenue to farms in the area. The SCNHC coordinating entity organizes bus tours and motor coach tours to sites within the NHA to spur economic development in rural communities. They are also involved in promoting international efforts with tourism and economic development with their work with the Barbados Ministry of Tourism.

All partners interviewed indicated that they did not have the resources to collect quantitative data about economic benefits or visitors that came as a result of involvement with the Heritage Corridor. Respondents provided anecdotal reports that consulting services, interpretive services, and promotional activities organized by the SCNHC coordinating entity staff about local town festivals and events brought more people to the area than had come when they attempted to promote these activities on their own. They cited the connection to community partners throughout the Corridor, advertisement on the SCNHC website, and other promotional activities to highlight tourism as activities that may increase the number of visitors to their area. Bus tours were also reported as having a positive effect on increasing public awareness of the site within the community and bringing visitors to invest financial resources in the site or town. Many respondents noted that the grant opportunities provided by the SCNHC coordinating entity had helped bring in more tourists by promoting their site and the visitor experience.

Several other respondents noted however, that at times, SCNHC promotional activities, materials, and bus tours through their sites were limited. For these respondents, particularly those who had access to other resources for promotion, they noted that services provided from grant funding from the SCNHC coordinating entity were not "mission critical" and that they did not perceive these improvements as significantly increasing tourism to the site.

Marketing, Advertising and Outreach: *Initiating high impact projects that can expand the visibility and sense of presence of the Corridor.*

Given that tourism is one of the central missions of the SCNHC coordinating entity, marketing, promotion and outreach are complementary activities that support this goal. **The SCNHC coordinating entity has developed marketing products for partners throughout the Corridor to support tourism.** The SCNHC coordinating entity developed individual brochures and pamphlets for Discovery Routes, guides to the four regions, resources for specific recreational activities (e.g., birding in the Corridor, tours of plantations and mill villages), niche trails (e.g., African American Heritage routes, Garden Destinations), and scenic driving tours. The SCNHC coordinating entity designed a quarterly newsletter, *Heritage Happenings*, for constituents and more recently, the SCNHC coordinating entity staff developed a biennial Travel Guide that is a compilation of all promotional activities for partner sites throughout the Corridor.

The staff at the SCNHC coordinating entity reported that they have been more involved in promoting partners and less focused on promoting the SCNHC coordinating entity and its accomplishments. As a result, they indicated that they perceive that the SCNHC may not be well recognized by the general public. This view was also reflected by partner reports and by intercept interviews with individuals in the community.

Evaluation Question 2: What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?

The SCNHC coordinating entity's audited financial statements indicate that between 1998 and 2011, over \$19 million in financial resources were directed toward SCNHC-related activities. **The SCNHC coordinating entity has met the 50 percent Federal funding match requirement over the entire funding period. As of 2011, it expended \$9.2 million worth of NPS Federal funding and has \$9.7 allowable matching dollars.**

From 1998, the primary funding source other than Federal funding was received from the State of South Carolina through the Department of Parks, Recreation, and Tourism (SCPRT). These funds were designated by the State fiscal budget for use toward the Heritage Corridor as match for the Federal funds. State funds also included miscellaneous bonds that were designated for SCNHC coordinating entity activities, including the construction of Discovery Centers. Since 1998, the State designated funds have averaged approximately \$587,000 per year. Additionally, the SCNHC

coordinating entity has received support from county sources, private and individual investments, foundation and nonprofit support, and corporations. As the fiscal agent for SCNHC, SCPRT is responsible for managing and submitting documentation of all SCNHC expenditures to NPS. SCPRT has consistently provided financial documentation of expenditures in the categories and format approved by NPS. Documentation about the exact expenditures of federal and state funds on the specific program activities described above is not available from the coordinating entity or the State, as the state agency does not track financial information in these categories nor require the SCNHC coordinating entity to track financial information in this way. Moreover, the non-profit organization operated by the SCNHC coordinating entity does not receive enough funds from external sources to be representative of the coordinating entity's activities. The lack of information describing the use of program funds severely limited the evaluators' ability to report on the impacts directly related to program activities of investments made by the SCNHC coordinating entity. Based only on the funding provided to sites through the SCNHC grant program, it appears that the coordinating entity has addressed the goals and programs outlined in their Management Plan.

Evaluation Question 3: How do the heritage areas management structure, partnership relationships, and current funding contribute to its sustainability?

To guide the assessment of sustainability, we have adopted the definition developed by NPS, with the assistance of stakeholders from a number of National Heritage Areas. Sustainability for an NHA is as follows:

“...the National Heritage Area coordinating entity’s continuing ability to work collaboratively and reciprocally with federal, state, community, and private partners through changing circumstances to meet its mission for resource conservation and stewardship, interpretation, education, recreation and economic development of nationally significant resources.”

The SCNHC coordinating entity has the governance in place to operate a sustainable NHA. Currently, however, their staffing resources make it difficult for the SCNHC coordinating entity to carry out its activities. The State Board of Directors (Board) provides governance for the SCNHC coordinating entity. Many of the Board members have been involved with the SCNHC since it was designated as an NHA. In addition, because Board members provide areas of expertise that are useful to the NHA, such as business leadership, they are often called upon to offer their skills and knowledge. The Board currently consists of 13 members who represent private sector interests of the Corridor and includes a variety of professionals, such as business leaders, government officials,

and private citizens. The State Board of Directors meets on a quarterly-basis to discuss staffing, budgets, and grant funding for projects within the Corridor.

The evaluation found that the diverse membership of the Board helps ensure that the work of the coordinating entity is meeting the multiple needs of the heritage area. Also, the Board is sufficiently engaged to maintain the governance and accountability of the coordinating entity. Board members reported that in the early years of the NHA, the SCNHC coordinating entity was run through the State of South Carolina's Parks Recreation and Tourism department (SCPRT), and the State had more authority over Corridor operations. However, after the State agency was reorganized in 2003, the Board played a more prominent leadership role with the SCNHC coordinating entity.

SCNHC's Executive Director has held this position since 2003 and currently holds the title of President and Chief Executive Officer (CEO) of the coordinating entity. From both staff and stakeholder reports, the Executive Director plays a pivotal position in the SCNHC coordinating entities operations. Her skills in management, planning, and coordination were cited as an advantage to the organization. She is recognized as having a strong work ethic and the ability to manage operational issues that arise. The current Executive Director has content knowledge concerning the history of the SCNHC, management skills for daily operations of the coordinating entity, and an extensive network of partnerships that assist the Corridor in their current and planned activities.

In addition to the Executive Director, full-time staff of the organization includes a Director of Development for all four regions of the Corridor, an Interactive and Graphics Manager, and a Finance and Human Resources Manager. The staff also includes one part-time Group Tour Manager. Overall, partners reported great appreciation for and satisfaction with the work of the SCNHC coordinating entity staff.

To the evaluation team, a single staff member does not appear sufficient to meet the objectives assigned to the Development Director, travel the distances required, and manage and support the variety of activities currently underway. The number of activities undertaken by the Corridor is extensive, and the evaluation team was repeatedly told that it was difficult for the current staff to adequately support those activities, especially as the staff had been reduced over the years. In addition, as frequently described, the relationships developed by the coordinating entity staff with partners and Corridor citizens are personal ones based on comfortable interpersonal interactions, ready access, and informal information sharing. As staff are stretched thin to meet their obligations

(e.g., covering four regions rather than one), their ability to respond personally and promptly is declining. The evaluation team, however, cannot draw conclusions about whether the current staffing model or some adjustment to that model could adequately support this component of the coordinating entity operations because of the lack of data describing the allocation of staff time between program areas.

The SCNHC coordinating entity has the governance in place to work with heritage area communities to develop, interpret, and preserve the region's heritage by providing grants, technical assistance, tourism promotion, and outreach activities. The Board of Directors leads the SCNHC coordinating entity and has ongoing roles in setting the mission of the SCNHC, approving the direction of the staff, and ensuring that the SCNHC is informed by the community through regional advisory committees. One of the areas of SCNHC coordinating entity's management capacity that could be strengthened is its collection and use of monitoring data and records of usage.

The coordinating entity does face challenges to its financial sustainability. NPS funds, set to expire in 2012, are essential for the operation of the coordinating entity as it currently exists. Non-Federal funds consist mostly of funding from the State of South Carolina. Based on a review of the SCNHC coordinating entity financial records, the State's assistance has declined over time. Using federal funds to leverage other funds has been difficult for the SCNHC coordinating entity because although they were allowed to raise funds at the county level, prior to 2010, they were not permitted to raise funds at the State level. This restriction was lifted in 2010 when the new Governor came into office.

Recently, the SCNHC State Board of Directors has been engaged in conversations with the SCNHC Executive Director regarding sustainability with limited or no continued Federal funding. They have been working closely to develop plans for long-term financial sustainability. A key approach is to aggressively pursue fundraising efforts from private and public sources to generate more revenue. Another approach under consideration is the creation of a fee-for-service model, in which the SCNHC coordinating entity requires a fee for technical assistance and marketing services. Another possibility is to extend Corridor services to a larger area of the State beyond the Corridor borders so that opportunities for promotion and fundraising could be attained from a larger geographic area. The timing for these prospects is in the future and the likelihood of their occurrence is uncertain.

If the NPS funding is reduced, the general view among those interviewed and close to the SCNHC coordinating entity is that progress will be slowed and some activities may not be accomplished; but,

the basic structure of the organization would likely remain the same if state and other sources of funding continue. It is possible that new partners could be supported in some limited way. **Discontinuation of all federal funds would even more severely limit activities and require the coordinating entity to make significant changes to their operating model (e.g., fee-for-service only).** Again, in this scenario it is unlikely that many of the partner sites will end their operations but, given the need for fee-for-service, it is highly unlikely that new non-profit community sites will be developed.

Structure of the Report

The report is divided into 5 sections:

Section 1 defines and describes the National Heritage Areas (NHA) and NHA coordinating entities in general as well as a short overview of the South Carolina National Heritage Corridor (SCNHC), which is the focus of this evaluation report. The section also describes the evaluation methodology, its limitations, and the roles and functions of key stakeholders involved in the development of this report.

Section 2 describes the area prior to the official designation as an NHA as well as the current heritage area and provides a map of the SCNHC geographic boundaries. Section 2.2 introduces the SCNHC coordinating entity's structure and organization, including the roles and responsibilities of SCNHC coordinating entity staff. This introduction is followed by Section 2.3 that provides an overview of the relationships that exist between and among the SCNHC coordinating entity, stakeholder/partners organizations, and the National Park Service (NPS).

Section 3 explores the first evaluation question, “Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?” Section 3.1 describes the SCNHC coordinating entity’s goals and objectives as required by the authorizing legislation and original and revised management plan. This section provides the logic model created by the SCNHC coordinating entity and Westat that outlines the resources and partnerships of the SCNHC coordinating entity, how they lead to program areas and activities, and in turn, how the activities lead to outcomes the SCNHC coordinating entity desires to achieve. Section 3.2 describes the SCNHC coordinating entity’s programs and activities that have been conducted since receiving the NHA designation and an analysis of whether the SCNHC coordinating entity’s programs and activities are fulfilling the intent of the authorizing legislation and the current management plan.

Section 3.3 describes the SCNHC coordinating entity's relationships with various NPS organizations and how these relationships compare to what is outlined in the authorizing legislation and current management plan.

Section 4 explores the second evaluation question, "What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?" Section 4.1 provides an overview of the investments made in the SCNHC coordinating entity since its inception, broken down by major categories. Section 4.2 provides an analysis of how the SCNHC coordinating entity has used the investments. Section 4.3 describes the impact of the SCNHC coordinating entity's investments including short and long-term outcomes.

Section 5 explores the third evaluation question, derived from legislation (P.L. 110-229), "How do the coordinating entity's management structure, partnership relationships, and current funding contribute to the NHA's sustainability?" Section 5.1 defines important management roles and functions and examines the extent to which they exist formally or informally within the SCNHC. Section 5.2 defines the partnerships and interrelationships that are needed to achieve sustainable results and discusses the extent to which they exist within the SCNHC including NPS's current role. Section 5.3 describes the role that the NHA funding has played and continues to play in the SCNHC coordinating entity. Section 5.4 defines financial resources needed and their role in sustaining the SCNHC coordinating entity and SCNHC. Section 5.5 assess whether other organizations or mechanisms exist outside of the NHA coordinating entity can contribute to accomplishing SCNHC goals and objectives post sunset or in the case that funding is reduced.

Section 1: Introduction

This section of the evaluation report defines and describes the National Heritage Areas (NHAs) and NHA coordinating entities in general as well as a short overview of the South Carolina National Heritage Corridor (SCNHC), the focus of this evaluation report. The section also describes the evaluation methodology, its limitations, and the roles and functions of key stakeholders involved in the development of this report.

1.1 National Heritage Areas

An NHA is a designation given by the United States Congress to an area that has places and landscapes that collectively represent a unique, nationally important American story. An NHA can be any size and is intended to encourage historic preservation and an appreciation of the natural, cultural, historic, and scenic resources that have been shaped by the area's geography and history of human activity.

“...National Heritage Areas (NHA) are places where natural, cultural, historic, and scenic resources combine to form a cohesive, nationally important landscape arising from patterns of human activity shaped by geography.”¹

In 1996, Congress officially designated nine NHAs, with Federal funds provided over subsequent years. Oversight of these programs was assigned to the National Park Service (NPS), with the exception of one NHA, Silos & Smokestacks, that was originally assigned to the United States Department of Agriculture in 1996 and then to NPS in 2000.

A coordinating entity or management entity is typically the organization within the NHA boundary that is tasked with bringing together diverse interests, goals and activities, resources, and efforts to define and work collectively toward common goals. The coordinating entity is charged with the responsibility for developing and implementing a management plan that will achieve the goals specified in the heritage area's enabling legislation. It also manages the Federal funding provided to the heritage area. The coordinating entity may be a Federal commission, state agency, local university, local government, or nonprofit organization. The coordinating entity usually creates working groups with balanced representation of diverse interests, disciplines, backgrounds, and

¹ National Park System Advisory Board. “Charting a Future for National Heritage Areas.” Available online at <http://www.nps.gov/history/heritageareas/NHAreport.pdf>

ethnicities to plan and implement actions that meet the requirements of the heritage area legislation and plans. Members of the working groups may include elected officials, nonprofit practitioners, business representatives, librarians, historians, naturalists, landscape architects, educators, and civic organization leaders.

1.2 Report Purpose

“...National Heritage Areas are places where natural, cultural, historic, and scenic resources combine to form a cohesive, nationally important landscape arising from patterns of human activity shaped by geography.”² In 1996, Congress officially designated nine National Heritage Areas (NHAs), with Federal funds provided over subsequent years. In May 2008, Congress mandated that an evaluation, under the auspices of the Secretary of the Interior be conducted of each of the nine NHAs authorized in 1996 to review accomplishments made over the ten year period. Based on the findings from each evaluation, the Secretary of the Interior will prepare a report to Congress with recommendations regarding the future role of NHAs with respect to NPS.

The Center for Park Management (CPM) conducted the first of the nine evaluations in 2009 of the Essex National Heritage Commission in eastern Massachusetts. Westat, under contract to CPM, conducted two additional evaluations: Augusta Canal NHA (ACNHA) in Augusta, Georgia and the Silos and Smokestacks NHA (SSNHA) in the Northeastern section of Iowa that serve as models for this set of NHA evaluations.

Currently, Westat is contracted to conduct evaluations of the six remaining NHAs including the one that is the focus of this report: the South Carolina National Heritage Corridor (SCNHC). The other sites include:

- Hudson River Valley
- Rivers of Steel
- Ohio and Erie Canalway
- National Coal Heritage Area
- Tennessee Civil War

² National Park System Advisory Board. “Charting a Future for National Heritage Areas.” Available online at <http://www.nps.gov/history/heritageareas/NHAreport.pdf>

1.2.1 South Carolina National Heritage Corridor

Federally designated by Congress in 1996, the South Carolina National Heritage Corridor (SCNHC) was the first of the Southeastern states to receive a NHA designation and the SCNHC is one of the largest Heritage Areas. The SCNHC extends 240 miles across South Carolina, stretching from the mountains of Oconee County, along the Savannah River, to the port city of Charleston. The Corridor has four regions (Regions 1-4) that provide a cross section of the landscape, history, and culture. Refer to section 2 for a map of the SCNHC. Currently, the management and operations of the SCNHC falls within the domain of the State Board of Directors. The South Carolina Department of Parks, Recreation and Tourism (SCPRT) operates as the fiscal agent for the Corridor. The SCNHC coordinating entity nonprofit organization, which executes the daily functions of the SCNHC, includes an Executive Director, three additional full time employees and one half time employee. The goals of the SCNHC fall within four domains:

- **Preservation:** To preserve the diverse types of historic resources that portray the range of settings and activities that have been significant to the entire Corridor and to its individual communities.
- **Education:** To educate residents and visitors about the history of the Heritage Corridor and its regions, building appreciation for the special qualities of its man-made and natural landscape as well as its culture and people;
- **Tourism:** To facilitate expanded recreational and cultural tourism by South Carolinians and out-of-state visitors, capitalizing on the Corridor's rich historical, natural, and human resources; and
- **Economic Development:** To define programs and projects that can achieve economic benefits from increased tourism throughout the Corridor.

1.3 Purpose of Evaluation

Public Law 110-229, enacted on May 8, 2008, directs the US Secretary of the Interior to evaluate each of the nine NHAs that were established in the Omnibus Parks and Public Lands Management Act of 1996³ no later than three years before the date on which authority for Federal funding terminates. P.L. 110-229 describes the impetus for this evaluation, which is intended to inform the Secretary's report to Congress as follows:

³ See P.L. 104-333, 110 Statute 4093.

(a) In General.--For the nine National Heritage Areas authorized in Division II of the Omnibus Parks and Public Lands Management Act of 1996, not later than three years before the date on which authority for Federal funding terminates for each National Heritage Area, the Secretary shall —

(1) Conduct an evaluation of the accomplishments of the National Heritage Area; and

(2) Prepare a report in accordance with subsection (c).

(b) Evaluation.--An evaluation conducted under subsection (a)(1) shall—

(1) Assess the progress of the local management entity with respect to—

(A) accomplishing the purposes of the authorizing legislation for the National Heritage Area; and

(B) achieving the goals and objectives of the approved management plan for the National Heritage Area;

(2) Analyze the investments of Federal, State, Tribal, and local government and private entities in each National Heritage Area to determine the impact of the investments; and

(3) Review the management structure, partnership relationships, and funding of the National Heritage Area for purposes of identifying the critical components for sustainability of the National Heritage Area.

(C) Report.--Based on the evaluation conducted under subsection (a)(1), the Secretary shall submit a report to the Committee on Natural Resources of the United States House of Representatives and the Committee on Energy and Natural Resources of the Senate. The report shall include recommendations for the future role of the National Park Service, if any, with respect to the National Heritage Area.

1.3.1 Context

This evaluation follows two major NHA evaluation projects. In 2005, the NPS Conservation Study Institute (CSI) began the process of developing an evaluation strategy for NHAs that culminated in a 2008 report titled *Development of a National Heritage Area Evaluation Strategy: Report on Phase 1*. This report was based on CSI's experience conducting evaluations of three Heritage Areas (Blackstone

River Valley NHA, 2005; Delaware and Lehigh National Heritage Corridor, 2006; and Cane River National Heritage Area, 2008), as well as substantial input from the Alliance of National Heritage Areas (ANHA) Peer-to-Peer Committee. The evaluation model articulated in the CSI report provides a comprehensive overview of the core ingredients, guiding strategies, implementation activities, and accomplishments of a generic heritage area.

In 2009, CPM undertook the evaluation of the Essex National Heritage Commission. This was the first congressionally mandated evaluation of the nine NHAs authorized in Division II of the Omnibus Parks and Public Lands Management Act of 1996 and built on the structure and content of the program models developed by CSI during its evaluations. CPM's evaluation of Essex National Heritage Commission differed from the CSI evaluations in its objectives and focus. CSI's evaluations were focused on the processes that heritage areas use to accomplish their goals. It concentrated primarily on the role and benefits of partnership and collaboration. CPM's evaluation, because of the Congressional mandate, focused on outcomes as they related to the authorizing legislation and general management plan, the impact of financial investments, and the role of partnerships in the sustainability of Essex National Heritage Area.

The CPM/Westat evaluations of ACNHA and SSNHA built on CPM's evaluation of the Essex National Heritage Commission. The focus of these two evaluations continued to be on outcomes as they relate to the authorizing legislation and general management plan, the impact of financial investments on accomplishing these outcomes, the role of partners helping the NHA to accomplish its goals, and the sustainability of the NHA. Unlike the first evaluation, however, these two evaluations did not include large-scale surveys due to cost and OMB Paperwork Reduction Act issues. Based on these two evaluations, a replicable model of evaluation was drafted and is currently being finalized. This model is designed to guide future NHA evaluation efforts supported by NPS and served as the guide for the current evaluations.

1.4 Evaluation Methodology

In order to comply with the Congressional mandate for evaluation of the NHAs, NPS partnered with Westat to conduct this evaluation. The NPS's mission is to promote and enhance management capacity by fostering community stewardship of the nation's heritage. To achieve this mission, NPS provides technical, planning assistance and funding to the NHA coordinating entities. Westat is an employee-owned research firm with expertise in conducting evaluations across a broad range of

subject areas. The evaluation team was guided by NPS and the previous year's work of the NPS Evaluation Working Group, a group of NPS coordinators for NHAs, and a Park Superintendent. In the following sections, we describe the evaluation methodology, role of each party in the evaluation, and the context within which the evaluation was conducted.

1.4.1 Methodology

The methodology was designed to maximize both the use of existing data and the ability to measure specific outcomes of the SCNHC coordinating entity's activities. The period covered by the evaluation is the 15 years during which the SCNHC coordinating entity has received Federal funding, 1996-2011.

The following three questions—derived from the Congressional mandate—guided the evaluation:

1. Based on its authorizing legislation and general management plan, has the coordinating entity achieved its proposed accomplishments for the NHA?
2. What have been the impacts of investments made by Federal, State, Tribal and local government and private entities in the NHA?
3. How do the coordinating entity's management structure, partnership relationships and current funding contribute to the NHA's sustainability?

The evaluation used a case study design to address these evaluation questions. This design allowed for the examination of multiple variables of interest and multiple sources of data. The evaluation also incorporated a collaborative approach with project stakeholders to ensure that the findings are grounded in the local knowledge of the site. To guide the evaluation design and plans for implementation, we included the perspectives of NPS liaisons with each heritage area and NHA leadership. The tailored data collection tools and this report reflect the comments provided by NPS and the NHA evaluation site. The following sections describe each phase of the evaluation.

1.4.2 Site Introduction

During the initial phase of the evaluation process, Westat contacted SCNHC coordinating entity staff, together with staff from the NPS, NHA office, to discuss preliminary planning details and initial background research requests. Multiple email exchanges and several telephone conversations

occurred during December 2011 and January 2012. A two-day in-person meeting, the Meet & Greet Visit, was held at the site in January 2012 to both orient the Westat team to the site, introduce the SCNHC coordinating entity staff to the evaluation team and methodology (Appendix 3), and discuss roles and responsibilities for all parties involved in the evaluations. During this visit, we met with staff to learn more about the history and operations of the SCNHC, toured key destinations in the site near the program office, and worked with SCNHC coordinating entity staff to develop a logic model. Specifically, we conducted a session in which we led staff through a process of detailing the SCNHC goals, resources/inputs, organizations, strategies/activities, short-term outcomes and long-term outcomes. We then developed a draft logic model that was shared with and revised by the SCNHC coordinating entity Executive Director. The final logic model, displayed in Figure 4.1, guided the development of the data collection protocols (Appendix 4) that were shared with staff.

1.4.3 Data Collection and Analysis

Data collection methods for the evaluation included reviews of documents and financial records, in-person and telephone interviews with key informants from the SCNHC coordinating entity, partner and stakeholder organizations, and a small number of community intercept interviews with individuals visiting partners of the SCNHC. A protocol guided the data collection, outlining the domains and measures of interest to collect from each identified source (e.g., interviewees, program documents, financial documents, legislation). During data collection, evaluation staff used topic-centered guides for conducting interviews and abstracting documents. Data collection began in November 2011 and was completed in May 2012.

Numerous documents were reviewed to understand the background of the NHA (e.g., legislative documents, plans, by-laws), its staffing and structure, funding received and expenditures (e.g., yearly state-generated financial reports), and strategies and activities conducted (e.g., annual reports, management plans, program plans). These documents also provided information on some of the outcomes of SCNHC coordinating entity activities.

Interviews were conducted, individually and in groups, with members of the SCNHC Board of Directors including the current Chair and a former Chair, members of the Regional Advisory Committees, members of the SCNHC coordinating entity staff, and the SCNHC Executive Director. These interviews helped the evaluators gain an understanding of the background and history of SCNHC, the coordinating entity's activities and investments and their associated

outcomes, and the coordinating entity's actions and plans to ensure SCNHC coordinating entity's sustainability.

Interviews were conducted with 28 representatives from 20 stakeholder and partner organizations. These interviews discussed the organization's relationship with the SCNHC coordinating entity; the influence and impact that the stakeholder perceives that the SCNHC coordinating entity has made in the community; and additional ways the informant believes the SCNHC coordinating entity could serve the needs of the region. Stakeholder interviewees were selected by Westat from a list of organizations with which the SCNHC coordinating entity has relationships and who have a vested interest in the work of the SCNHC. In addition, a snowball sampling strategy was used, as some partner interviewees provided additional names of organizations and partners to contact. Interviews were conducted with the Director of the South Carolina State Department of Parks Recreation and Tourism; representatives from partner sites including various nonprofit and for profit organizations, state and national parks, regional tourism and visitors bureaus, and county parks and recreation departments.

The evaluation team also interviewed representatives from the National Park Service: the Superintendent at Fort Sumter National Park in South Carolina; the Chief of Interpretation at Fort Sumter National Park; Superintendent of Cowpens National Battlefield and Ninety Six National Historic Site; and the National Heritage Area Coordinator of the Southeast Regional Office. These individuals were interviewed in order to add to the team's understanding of the history and nature of the relationship between the SCNHC coordinating entity and the NPS; the influence and impact that the NPS representatives perceive the SCNHC coordinating entity has made in the community; and the perceived impact that any discontinuation of Federal funding would have on SCNHC coordinating entity programs and activities following the sunset date.

Twenty eight (28) informal community intercept interviews were conducted with members of the public to learn how familiar they were with the Heritage Corridor, whether they had used resources throughout the SCNHC, and what their views were on the impact of activities sponsored by the SCNHC coordinating entity on the community (e.g., economic, cultural, historic, restorative). Intercept interviews were collected from four different sites within the NHA: Drayton Hall, Anderson County Museum, National Wild Turkey Federation, and Table Rock State Park. All individuals approached agreed to be interviewed. Interviews were guided by a set of topics, rather than the same set of questions. See Appendix 4 for the management interview protocol, partner interview protocol, and community intercept interview protocol.

The focus of the data analysis was to document the extent to which the SCNHC coordinating entity had achieved its organizational and programmatic goals as articulated in the mandating legislation and the SCNHC coordinating entity foundational documents. Where feasible, findings discussed have been triangulated; that is, information has been documented from multiple sources. In addition, where appropriate, efforts have been made to ensure that the information gathered from key informants also has been substantiated with data from documents and other written sources.

Limitations

One limitation of the methodology is the limited data collection from the members of the public. As noted, community input was collected through the completion of topic-centered qualitative interviews with a total of 28 individuals. Although the individuals interviewed at Drayton Hall, the Anderson County Museum, the National Wild Turkey Federation, and Table Rock State Park likely represent individuals with no vested interest in the SCNHC, they represent a “convenience sample” rather than a representative sample of all tourists, local residents, and volunteers. Time and resource limitations prevented a broader selection of community representatives. The data thus provide insights into community awareness of the SCNHC but do not provide a definitive understanding of the extent to which the SCNHC coordinating entity has had an impact on community knowledge, attitudes, and involvement in the SCNHC.

A second limitation of our methodology is the ability of the evaluation design to provide definitive evidence of the SCNHC coordinating entity’s achievement of outcomes, especially attributions to the NPS funding and NHA designation. The historical growth and development of the region since its designation as an NHA provides some indication of the role of the funding and designation, but it is confounded with other factors that contribute to the growth of the SCNHC. For example, although it is likely that the NPS funding has helped to leverage other funding, the extent to which the SCNHC coordinating entity may have been successful in receiving some of this funding without the NHA resources and designation is unclear.

1.4.4 Roles

Westat

Westat served as the external evaluator. Westat used the revised methodology from Augusta Canal National Heritage Area in Augusta, Georgia and the Silos and Smokestacks National Heritage Area

in the Northeastern section of Iowa, prepared and revised a logic model to guide the evaluation in collaboration with the SCNHC coordinating entity staff, prepared the data collection protocols, collected and analyzed the data, and prepared this document.

National Park Service

Various staff within NPS provided advice and resources for the evaluation team, reviewed the evaluator's products, interfaced with the NHAs, participated in evaluation site visits and provided oversight of the entire evaluation process. NPS representatives included the NPS National Coordinator for Heritage Areas and the National Heritage Areas Coordinator of the Southeast Regional Office. NPS staff met with Westat as needed.

South Carolina National Heritage Corridor Coordinating Entity

The staff of the SCNHC coordinating entity (the Executive Director, Development Director, Graphics Manager, Financing Staff) played key roles in facilitating this evaluation. They provided data and documents, helped with scheduling and planning site visits, identified a pool of contacts for interviews, provided feedback on the evaluation process, and participated in interviews. The SCNHC coordinating entity collaborated with the evaluation team to develop the NHA logic model. Additionally, the Grants Coordinator and other accounting staff at the South Carolina Department of Parks, Recreation and Tourism provided data and expertise related to financial information.

The SCNHC coordinating entity was not involved in the development of the methodology or data collection protocols though they were provided an opportunity to comment. SCNHC coordinating entity staff had the opportunity to review this document for factual accuracy after the draft was completed by Westat in June 2012.

Section 2: Overview of the South Carolina National Heritage Corridor and Coordinating Entity

This section of the evaluation report begins with an overview of the South Carolina National Heritage Corridor (SCNHC), and the roles and responsibilities of the coordinating entity. This is followed by descriptions of the types and significance of relationships that exist between and among, SCNHC coordinating entity staff, stakeholder/partners organizations, and the National Park Service (NPS) in Section 2.3.

2.1 Introduction to the SCNHC and Background Information

Bounded at one end by the historical port of Charleston and at the other by the mountains of the Blue Ridge, the South Carolina National Heritage Corridor, also known as the “Corridor,” encompasses the history of the settlement and evolution of the State. Within its boundaries, the Corridor also holds the places where rural and agricultural-based lifestyles developed and that remain as unique and powerful today as they were centuries ago.

The following are a few highlights from the Corridor’s history that reflect the important connection between the people and the land that is the focus of the Corridor:

- **The South Carolina Frontier (Prior to 1788):** The connection between Native American and early settlers, the growth of Charleston as an important trade and cultural center, the settlement of the Upcountry by farmers, the Revolutionary War, and the ratification of the United States constitution by the South Carolina legislature;
- **Imprinting the landscape (1788 to 1880):** The development of clear political, economic and social distinctions between the Lowcountry and the Upcountry; the advent of railroads that enabled growth of trade and expansion of urban centers; and the impact of the War between the States and Reconstruction;
- **Industry Alters the Landscape (1880 to 1920):** Widespread development of textile industries, new power technologies that brought electrification, and the establishment of Clemson College to further research into agricultural methods and practices; and,
- **Reshaping the Land (1920 to present):** The Great Depression of the 1930’s; major recreation and tourism initiatives, including the creation of a system of State Parks in conjunction with activities of the Civilian Conservation Corps and the damming of rivers to create the man-made lakes and the region referred to as Freshwater Coast™;

the construction of interstate highways; and the establishment of the Savannah River Site by the Federal government.

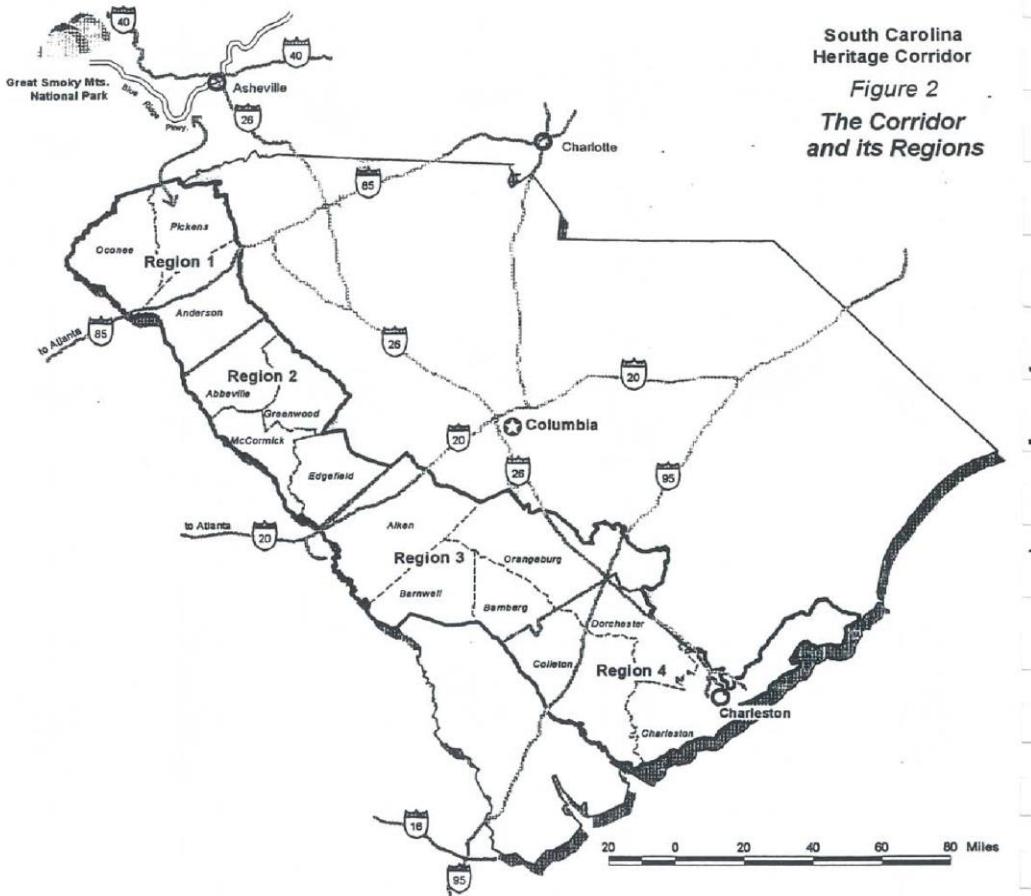
In the early 1990s, the South Carolina congressional delegation, governor's office and community stakeholders determined that the creation of a heritage area would stimulate community pride and local rural economies by merging the protection of communities' resources with tourism, the state's largest industry. Before this time, little investment of time or finances was placed into this mission. In 1993, the South Carolina Department of Parks, Recreation and Tourism (SCPRT) was awarded a grant from the Department of Transportation's Intermodal Surface Transportation Efficiency Act (ISTEA) to develop a plan for a Heritage Corridor. The study was designed to determine the feasibility, cost and strategy for the development of a Heritage Corridor for an area over 240 miles long including 70 cities and towns. In 1994, Frenchman and Associates and CityDesign Collaborative worked together with a multi-disciplinary consultant team to prepare a plan for the development of a Heritage Corridor.

The South Carolina National Heritage Corridor Act of 1996 (16 USC 461) established the Corridor as a NHA and designated 14 counties to be the Corridor area. A later amendment expanded the number of counties to 17. The original 14 counties are divided into four regions roughly paralleling the existing South Carolina Tourism regions (Figure 2.1):

- Region 1: Anderson, Oconee, Pickens counties
- Region 2: Abbeville, Berkeley, Edgefield, Greenwood, McCormick, Saluda counties
- Region 3: Aiken, Bamberg, Barnwell, Orangeburg counties
- Region 4: Charleston, Colleton, Dorchester, Georgetown,

The three additional counties (Berkeley, Georgetown and Saluda) were added to Regions 2 and 4.

Figure 2.1 South Carolina National Heritage Corridor and its Regions



To support the regions, Boards were formed that included elected representatives from each region's counties as well as representatives of other heritage committees at community, county, and regional levels. The Regional Boards met with local community volunteer groups monthly to inventory historical, cultural, and natural landmarks; plan future activities; and coordinate among the stakeholders. Citizen involvement in this process was extensive involving nearly one thousand citizens, institutional representatives, elected officials, and business people.

An Advisory Task Force was created by Executive Order No. 94-15 of the Governor of South Carolina to insure that The Heritage Corridor Plan responded to local and State concerns, opinions, and needs. The Task Force consisted of representatives from the Regional Boards, representative of

each tourism district, as well as ten State agencies, including the Department of Agriculture, Archives and History, the Arts Commission, the Department of Commerce, the Department of Education, the State Museum, the Department of Natural Resources, Education Television, the Department of Transportation, and the Downtown Development Association. The Task Force met monthly during the planning process.

As a result of the planning process, participants in each region and Task Force members completed a “Goals Questionnaire” and the following goals emerged for the new heritage Corridor:

1. **Preserve** the diverse types of historic resources, which portray the range of settings and activities significant to the entire Corridor and its individual communities;
2. **Educate** residents/visitors about the history of the Heritage Corridor and its regions, building appreciation for the special qualities of manmade and natural landscapes as well as its culture and people;
3. Define programs and projects, which can achieve **economic** benefits from increased tourism throughout the Corridor;
4. Facilitate and expand recreational and cultural **tourism** by South Carolinians and out-of-state visitors, capitalizing on the Corridor’s rich historical and natural resources.

Since receiving the Federal NHA designation in 1996, the SCNHC coordinating entity has undertaken a range of activities⁴ supporting the restoration, conservation, and interpretation of the SCNHC and the resources that are encompassed within the NHA boundaries. A detailed list of the accomplishments is included in Appendix 5. A few of the key milestones are presented in Table 2.1.

⁴ Federal NPS funding may have contributed to certain activities, but only as permitted per the stipulations in P.L. 104-333.

Table 2.1 SCNHC Timeline

Year	Milestone
1996	South Carolina National Heritage Corridor designated as a State heritage area.
1997	Governor's Executive Order (under Governor Beasley) establishing the SCNHC as a non-profit corporation. During this year the organization also obtained Section 501 C3 status from the United States Internal Revenue Service.
1998	Federal funding was allocated to the program in the amount of \$305,500.
2000	The Atlanta Southeast Regional NPS office submitted the Master Plan draft to the Regional Solicitor.
2002	The Master Plan with the Environmental Assessment was submitted to the Secretary.
2003	The Master Plan was approved by the Secretary of the Department of the Interior.
2008	A year-long program assessment conducted by an independent consultant was reported to the Board of Directors.

2.2 Introduction to the SCNHC Coordinating Entity

An NHA coordinating entity or management entity is typically the organization within the NHA boundary that is tasked with bringing together diverse interests, goals and activities, resources and efforts to define and work collectively toward common goals. The coordinating entity is charged with the responsibility for developing and implementing a management plan that will achieve the goals specified in the heritage area's enabling legislation. It also manages the Federal funding provided to, or funding earned by, the heritage area. The coordinating entity may be a Federal commission, State agency, local university, local government, or nonprofit organization. The coordinating entity usually creates working groups with balanced representation of diverse interests, disciplines, backgrounds, and ethnicities to plan and implement actions that meet the requirements of the heritage area legislation and plans. Members of the working groups may include elected officials, nonprofit practitioners, business representatives, librarians, historians, naturalists, landscape architects, educators, and civic organization leaders.

2.2.1 SCNHC's Authorizing Legislation, Mission, and Vision

SCNHC Authorizing Legislation

As noted earlier, in 1996, Congress designated the South Carolina National Heritage Corridor as a National Heritage Area under P.L. 104-333 (see Division II, Title IV). This legislation described the objectives of the South Carolina National Heritage Corridor:

- To protect, preserve, conserve, restore, promote, and interpret the significant land and water resource values and functions of the Corridor;
- To encourage and support, through financial and technical assistance, the State of South Carolina, the units of local government of the State, and the private sector in the development of a heritage plan for the Corridor to ensure coordinated public and private action in the Corridor area in a manner consistent with subsection (a);
- To provide, during the development of an integrated heritage plan, Federal financial and technical assistance for the protection, preservation, and conservation of land and water areas in the Corridor that are in danger of being adversely affected or destroyed;
- To encourage and assist the State of South Carolina and the units of local government of the State to identify the full range of public and private technical and financial assistance programs and services available to implement the heritage plan;
- To encourage adequate coordination of all government programs affecting the land and water resources of the Corridor; and
- To develop a management framework with the State of South Carolina and the units of local government of the State for— (A) planning and implementing the heritage plan; and (B) developing policies and programs that will preserve, conserve, protect, restore, enhance, and interpret the cultural, historical, natural, economic, recreational, and scenic resources of the Corridor...”

The legislation indicated that the SCNHC was to prioritize the implementation of actions, goals, and policies set forth in the heritage plan for the Corridor, including assisting units of government and others in:

- Carrying out programs that recognize important resource values within the National Heritage Corridor;
- Encouraging economic viability in the affected communities;

- Establishing and maintaining interpretive exhibits in the Corridor;
- Developing recreational and educational opportunities in the Corridor;
- Increasing public awareness of and appreciation for the natural, historical, and cultural resources of the Corridor;
- Restoring historic buildings that are located within the boundaries of the Corridor and relate to the theme of the Corridor; and
- Ensuring that clear, consistent, and appropriate signs identifying public access points and sites of interest are put in place throughout the Corridor.

Title IV authorized the Secretary of the Interior to appropriate up to one million dollars per fiscal year, and not more than ten million dollars over the course of the cooperative agreement. In 2008, Congress increased the funding cap for each of the 1996 Heritage Area designees to \$15 million (P.L. 110-229 Title IV Section 461.) Federal funding has been approved for the SCNHC until it reaches its sunset date on September 30, 2012. The authorizing legislation includes a “50% Match Requirement” which stipulates that the NPS Federal Assistance Funds (NPSFAF) provided to the SCNHC cannot exceed 50 percent of the total funding it receives. This requirement is intended to encourage the NHA to seek funding from other sources that can support its mission, including the local community.

As required, the SCNHC coordinating entity prepared a document describing the plans for the management and administration of the Heritage Area, and submitted it for approval by the Secretary of the Interior in 2002 and received final approval in 2003. The authorizing legislation dictated that the resulting plan should, “...take into consideration existing State, county, and local plans and involve residents, public agencies, and private organizations working in the Heritage Area. It shall include actions to be undertaken by units of government and private organizations to protect the resources of the Heritage Area.” As a result, the SCNHC Management Plan was structured according to the goals and objectives that had been specified in the 1995 Management Action Plan. Criteria for approval of the SCNHC Management Plan by the Secretary of Interior included whether the plan:

- Has strong local support from a diversity of landowners, business interests, nonprofit organizations, and governments within the area;
- Is consistent with and complements continued economic activity in the area;
- Has a high potential for effective partnership mechanisms;

- Improperly infringes on private property rights; and
- Will take appropriate action to ensure private property rights are observed.

The SCNHC Coordinating Entity Vision Statement and Mission for the SCNHC

The SCNHC coordinating entity adopted the following vision statement:

“The SC National Heritage Corridor, through a public, private partnership with the SC Department of Parks, Recreation and Tourism, will provide opportunities for communities and organizations to conserve and develop their historical, cultural, and natural assets so they may contribute to the sustainable economic revitalization of the Heritage Corridor.”

Using this vision statement as a guide, the SCNHC coordinating entity derived the following mission statement:

“It is the mission of the South Carolina National Heritage Corridor to promote development in the areas of conservation and preservation; education and interpretation; and nature-based recreation while serving economic development.”

This mission remains the driving force behind the SCNHC coordinating entity’s current and past activities.

The 2003 Heritage Corridor Plan describes a vision of having the National Heritage Corridor serve as a representative cross section of the State’s history and culture and as a regional focal point for reinvestment in historic based cultural tourism, conservation, and economic development. From the time of its origin in the 1990s, the SCNHC coordinating entity has worked to advance economic development in rural South Carolina and assist small towns in preserving and promoting their unique heritage. The SCNHC program logic model, presented in the next chapter (Figure 3.1), shows the links between the Federal legislation, the Corridor Management Plan, and the SCNHC coordinating entity’s intended and realized goals.

2.2.2 SCNHC's Coordinating Entity Structure and Organization

SCNHC Coordinating Entity and the South Carolina Department of Parks, Recreation and Tourism

After the 1996 NHA designation, the Governor of South Carolina established a Heritage Tourism Office within the South Carolina Department of Parks, Recreation, and Tourism (SCPRT) to work with the Heritage Corridor Board and build the NHA program. A SCNHC nonprofit organization was formed to operate the programmatic activities of the NHA. A Memorandum of Agreement established that SCPRT would be the fiscal agent for the NHA and the staff of the SCNHC coordinating entity would be State employees in the Heritage Tourism Office. During this time, the SCNHC Board of Directors was run by SCPRT. The Director of SCPRT and the Secretary of the South Carolina Department of Commerce were required to serve on the Board *ex officio*, and one member of the Board of Directors was selected by them to represent one of nine different State agencies and organizations. The initial Board members were appointed by the South Carolina Governor or other governmental officials. This structure was maintained from 1996-2003. Different gubernatorial administrations in South Carolina from 2003 to 2010 have led to changes in the extent to which the State has controlled the SCNHC and the extent to which the State was represented on the Board.

The SCPRT office was deemed the official coordinating entity for SCNHC through an Executive Order by the former Governor of South Carolina. However, SCPRT serves only as the fiscal agent for the NHA, rather than the organization that makes decisions about daily activities of the NHA. SCPRT grants NPS funds to the State Board of the SCNHC nonprofit organization to manage all day-to-day operations of the program. Because the State Board and SCNHC Executive Director make all programmatic decisions related to the management and operations of the SCNHC, the SCNHC nonprofit organization will be viewed as the coordinating body for all SCNHC activities. Therefore, the SCNHC nonprofit organization will be referred to as the “coordinating entity” throughout this report.

SCNHC Coordinating Entity Board

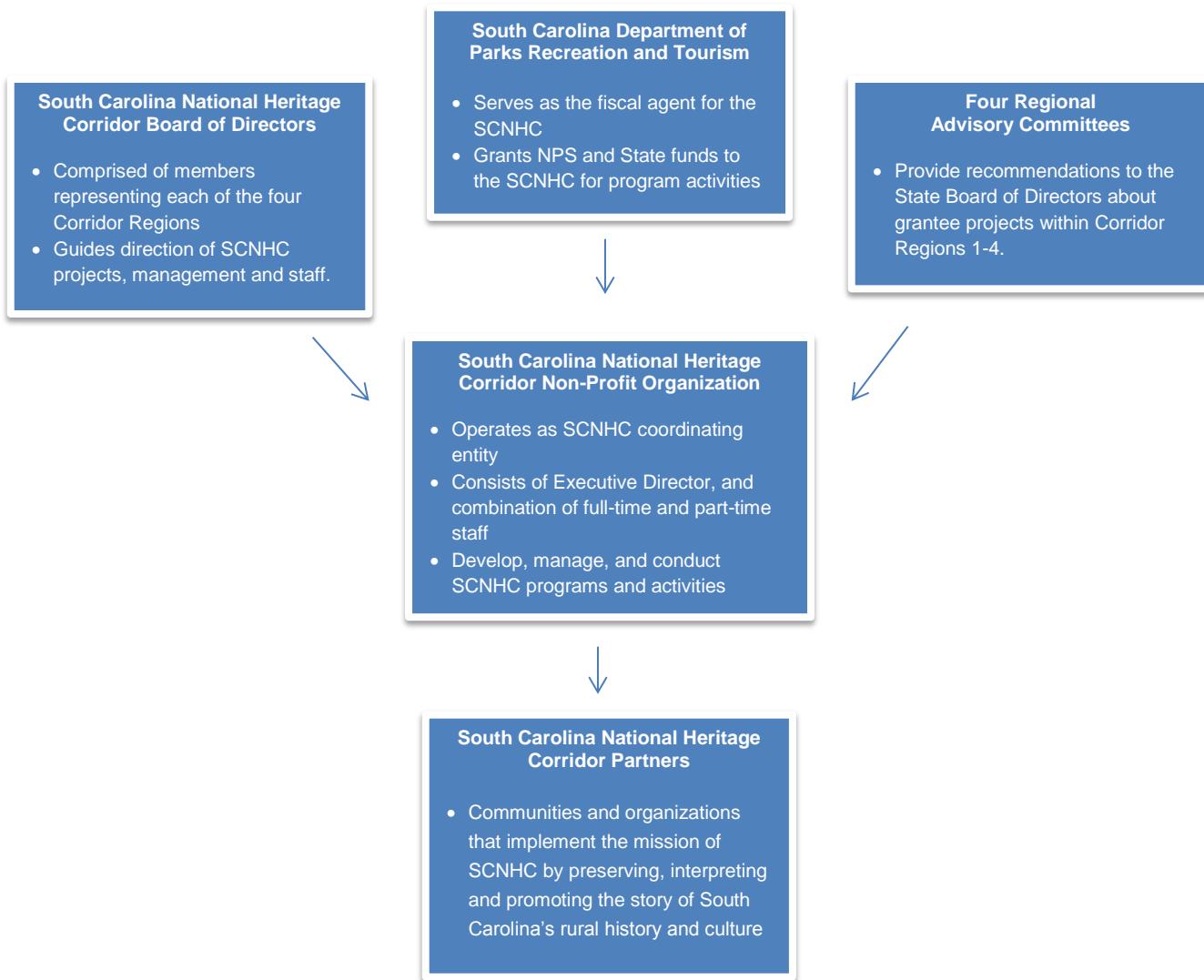
The South Carolina National Heritage Corridor Board of Directors, which is currently comprised of 13 Board members, has general oversight over the SCNHC management and program staffing. The State Board of Directors represents private sector interests of the Corridor and includes a variety of

professionals, such as business leaders, government officials, and private citizens. The State Board of Directors meets on a quarterly-basis to discuss staffing, budgets, and grant funding for projects within the Corridor for the NHA. The SCNHC coordinating entity also has in place four Regional Advisory Committees that identify and recommend projects of interest within their respective regions to the State Board of Directors. The Chairperson of each of the four Regional Advisory Committees has a seat on the State Board of Directors. Two additional representatives from each region are chosen by the State Board to sit on the State Board through a nominating process. Originally, when the NHA was formed, there were county boards in each of the 14 counties in the NHA. As inventories were completed, Discovery sites were designated and major projects initiated, the county boards began to dissolve. Currently, the county boards in some counties come together as a task force for a specific project.

SCNHC Coordinating Entity Staff

As noted earlier, the staffing for the SCNHC was first located in the State Office of Heritage Tourism. In 2003, a change in the State administration resulted in the elimination of the Office of Heritage Tourism. At that time, employees of the SCNHC coordinating entity became employees of the SCNHC State Board. In 2003, the staffing of the Office of Heritage Tourism included a Director, Chief of Operations, a Marketing Director, Grants Manager, four Regional Coordinators, Educators, and niche workers (e.g., Revolutionary War, Civil War, African American history). Over time, staff positions changed with the opening and closing of the Discovery Centers (see Section 3) and changes in funding. The NHA currently operates with the following staff: an Executive Director, a Director of Development for all four NHA Regions, an Interactive and Graphics Manager, a Finance and Human Resources Manager, and a part-time Group Tour Manager.

Figure 2.2 Organizational Chart for SCNHC



2.3 SCNHC Coordinating Entity Partners

2.3.1 National Park Service

P.L. 104-333 defined the purpose of the Secretary of the Interior's cooperative agreement with the SCNHC coordinating entity as providing a management framework that would assist the State of South Carolina, local government, and area citizens in, "... planning and implementing the heritage plan; and developing policies and programs that will preserve, conserve, protect, restore, enhance,

and interpret the cultural, historical, natural, economic, recreational, and scenic resources of the Corridor.” The NPS role since the 1996 designation has been to provide the SCNHC coordinating entity with administrative, technical, financial, development, and operations assistance. NPS representatives near SCNHC are the National Heritage Areas Coordinator in the Southeast Regional office in Atlanta, GA, the superintendent at Fort Sumter National Park and more recently, the NPS Liaison at Ninety Six National Historic Site and the Cowpens National Historic Battlefield in South Carolina. As described in greater detail in Section 3.3, there has been minimal interaction between the SCNHC coordinating entity and the National Park and the Southeast Regional Office. More recently, however, the SCNHC coordinating entity has formed a partnership with the NPS liaison from Ninety Six National Historic Site and Cowpens National Historic Battlefield, and the two groups are actively collaborating and working towards shared goals.

2.3.2 Regional Partners and Stakeholder Organizations

The SCNHC coordinating entity has an extensive network of partners among the four regions along the Heritage Corridor, starting in Region 1 in Anderson, Oconee and Pickens Counties to Region 4, in Colleton, Dorchester and Charleston counties. Organizations within the NHA boundaries have the option to apply for an official partnership designation with the NHA. Once partners are officially associated with the Heritage Area, they are termed “designated sites.” The SCNHC coordinating entity staff indicates that the criteria for becoming a designated site are as follows:

- The organization or the site being promoted must have a purpose or mission aligned with the goals of the SCNHC;
- The site must have regular hours of operation; and
- The sites must have a purpose that is related to economic development, conservation and preservation, education and interpretation, or nature-based recreation.

The SCNHC coordinating entity also has for-profit business partners included in the NHA. As a result of this designation, sites are given opportunities to receive services through the SCNHC such as promotion, advertising, access to the SCNHC network of partners, technical assistance, and opportunities for grant funding. Currently, the SCNHC coordinating entity has 175 community partners in the four regions. A list of the designated sites within each region is presented in Appendix 6.

The partnership network also consists of a variety of different stakeholder organizations (e.g., nonprofits, businesses, local tourism boards, historical societies and organizations, community groups) and State and local governmental organizations and other planning groups that serve complementary missions and goals. As noted earlier, many of the relationships that the SCNHC coordinating entity staff has developed within the region are with these “stakeholder” organizations. One example of the work done with these stakeholder organizations is the collaboration between the SCNHC coordinating entity and County Community and Visitors’ Bureaus (CVBs). The CVBs are local entities that are charged with promoting and marketing their counties for tourism and recreational purposes. In Greenwood and Oconee Counties, the SCNHC coordinating entity has worked with the CVBs to coordinate tours of various sites within the counties, provide marketing and cross promotion (e.g., signage, brochures, and access to the Corridor’s network), and to offer sources of funding through the Corridor grant program for restoration and renovation projects. The CVBs also promote the SCNHC and its offerings to the public.

The focus of the collaboration with both partners and stakeholders has been centered on the goals of the SCNHC: the preservation of historic resources, educational or interpretive activities, economic development, or recreational or cultural tourism activities. However, the precise nature of activities by the NHA and their partners along with other stakeholders varies by site and community. A key role of the SCNHC coordinating entity across all these networks has been to facilitate access to resources, promote key resources within communities, and bring key partners to the planning table. This model was noted across the four NHA regions, with many interviewees indicating that the SCNHC coordinating entity plays a major facilitating and integrating role in assisting partner sites with implementing goals and objectives.

The contributions of the partners and stakeholders to the SCNHC and its accomplishments are described more fully in Section 3. The importance of their contributions to the SCNHC coordinating entity’s sustainability is discussed in Section 5.

Section 3: The South Carolina National Heritage Corridor Corporation Structure and Organization

Section 3 begins with a description of the specific goals and objectives identified by the SCNHC coordinating entity. The section then presents a detailed discussion of the activities conducted by the coordinating entity in support of these goals and objectives. Outcomes of these activities are discussed for each type of activity. The section closes with a discussion of the working relationship between the NPS and SCNHC coordinating entity.

3.1 SCNHC Goals and Objectives

As discussed in Section 2, the authorizing legislation (P.L. 104-333) dictated that the SCNHC Management Plan should have strong local support from a diversity of landowners, business interests, nonprofit organizations, and governmental entities within the area; be consistent with and complement continued economic activity in the area; have high potential for effective partnership mechanisms; and take appropriate action to ensure private property rights are observed. The resulting South Carolina Corridor Management Plan was coordinated by the South Carolina Department of Parks, Recreation, and Tourism (SCPRT) with involvement by an Advisory Task Force of Representatives from all four regions, and involvement by members of Regional Boards, Chairs from each county, the Historian's Advisory Panel, and SCPRT staff. The *Heritage Corridor Plan* was submitted for the management and administration of the SCNHC to the Secretary of the Interior in 1999, and Federal approval for the Plan was received in 2003. The Corridor Management Plan was structured around the goals and objectives that had been specified in the 1996 designating legislation and focused on the following four core elements:

- **Preservation** includes preserving the diverse types of historic resources that have been significant to the entire Corridor and to its individual communities, identifying and preserving resources that uniquely demonstrate the character of the Corridor, and protecting important landscapes that define the Corridor and give it a unique visual quality.
- **Education and Interpretation** include educating residents and visitors about the history of the Heritage Corridor and its regions, building appreciation for the special qualities of its man-made and natural landscapes as well as its culture and people, providing interpretation and exhibits that explain the overall Corridor and its segments, and building awareness of local history and the Corridor's environment.

- **Recreational and Cultural Tourism** include facilitating expanded recreational and cultural tourism by South Carolinians and out-of-state visitors, capitalizing on the Corridor's rich historical, natural, and human resources, retaining and expanding ongoing tourist activities within the Corridor, and defining and marketing new types of trips and activities.
- **Economic Development** includes defining programs and projects that can increase tourism throughout the Corridor, initiating high impact projects that can expand the visibility and sense of presence of the Corridor; developing programs that can assist communities and individuals throughout the Corridor to capitalize on increased tourism for further economic development; and developing the management and fiscal capacity at State, regional, and local levels to achieve these goals in a cost-effective manner.

During the logic modeling session that was conducted in February 2012, SCNHC coordinating entity staff used the management plan and these goals to provide a detailed portrait of the SCNHC's current programs, activities, and expected outcomes for the evaluation team. Figure 3.1 presents the logic model developed jointly by the SCNHC coordinating entity staff and the evaluation team.

The logic model, provided in Figure 3.1, outlines the five program strategies or areas for the activities of the SCNHC coordinating entity. Table 3.1 provides a crosswalk between the purposes of the SCNHC as specified in the authorizing legislation and the goals established for the SCNHC as stated in the Management Plan. The table also describes SCNHC coordinating entity programs and activities that correspond to these purpose and goals.

Figure 3.1 National Heritage Area Logic Model– South Carolina National Heritage Corridor



Table 3.1 Crosswalk of Heritage Area Purposes, Goals, and Current Activities

Purposes as Specified in Legislation	SCNHC Management Plan Goals	Current SCNHC Goals/Activities
To protect, preserve, conserve, restore, promote, and interpret the significant land and water resource values and functions of the Corridor;	<p>To preserve the diverse types of historic resources, which portray the range of settings and activities significant to the entire Corridor and its individual communities.</p> <p>To educate residents/ visitors about the history of the Heritage Corridor and its regions, building appreciation for the special qualities of man-made and natural landscapes as well as its culture and people.</p>	Resource Preservation Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development Marketing, Advertising and Outreach
To encourage and support, through financial and technical assistance, the State of South Carolina, the units of local government of the State, and the private sector in the development of a heritage plan for the Corridor to ensure coordinated public and private action in the Corridor area in a manner consistent with subsection	To define programs and projects, which can achieve economic benefits from increased tourism throughout the Corridor.	Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development
To provide, during the development of an integrated heritage plan, Federal financial and technical assistance for the protection, preservation, and conservation of land and water areas in the Corridor that are in danger of being adversely affected or destroyed;	To facilitate and expand recreational and cultural tourism by South Carolinians and out-of-state visitors, capitalizing on the Corridor's rich historical, natural and human resources.	Resource Preservation Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development
To encourage and assist the State of South Carolina and the units of local government of the State to		Education, Interpretation and Technical Assistance Tourism, Recreation and

Purposes as Specified in Legislation	SCNHC Management Plan Goals	Current SCNHC Goals/Activities
identify the full range of public and private technical and financial assistance programs and services available to implement the heritage plan;		Economic Development
To encourage adequate coordination of all government programs affecting the land and water resources of the Corridor;		Resource Preservation Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development
To develop a management framework with the State of South Carolina and the units of local government of the State for planning and implementing the heritage plan; and developing policies and programs that will preserve, conserve, protect, restore, enhance, and interpret the cultural, historical, natural, economic, recreational, and scenic resources of the Corridor.		Resource Preservation Education, Interpretation and Technical Assistance Tourism, Recreation and Economic Development Marketing, Advertising and Outreach

Section 3.2 describes the coordinating entity's activities in the five program areas and provides an assessment of the outcomes of these activities as they relate to the logic model.

3.2 SCNHC Program Strategies

Resource Preservation

This program area corresponds to the legislative mandate described in Table 3.1 to: "To protect, preserve, conserve, restore, promote ... the significant land and water resource values and functions of the Corridor" and the goal established within the SCNHC Management Plan for "preserving the

diverse types of historic resources that portray the range of settings and activities that have been significant to the entire Corridor and to its individual communities.”

The key SCNHC coordinating entity activity related to resource preservation includes grant funding for restoring historic properties and structures and preserving natural and cultural resources.

Description of Activities

Grant Funding for Restoring Historic Properties and Structures and Promoting Natural and Cultural Conservation

The grant program offered by the SCNHC coordinating entity includes planning/implementation grants as well as marketing grants for sites throughout the Corridor. For-profit businesses are not eligible for the grant program. Planning/implementation grants provide funding to communities and organizations that have a heritage tourism plan and wish to implement a historical, cultural, or natural heritage tourism attraction, activity or event. Planning/implementation grants can be used to provide funding to communities and organizations that have inventoried their community’s historical, cultural, and natural assets and are interested in utilizing professional facilitation to develop a heritage tourism plan or fully develop a product development concept. The planning/implementation grants can also be used for product development to provide funding for the conservation and implementation of historical, cultural, and natural heritage tourism attractions or appropriate activities and events. Marketing grants provide funding to communities and organizations that have a heritage tourism plan and are interested in the research, planning, and promotion of heritage Corridor tourism attractions, visitor services, and welcome centers.

Partner sites within the SCNHC boundaries are eligible for a SCNHC grant if they can provide a match to the SCNHC grant from other sources. Grantees may apply for grants more than once; however, total grant funds awarded by the SCNHC coordinating entity may not exceed \$60,000 for any one project at a site. Grantees are selected based on the description of the project’s relevance to the SCNHC goals and objectives. Table 3.2 presents the total amount of grants awarded per year to partner sites.

Table 3.2 Cumulative SCNHC Grant Awards per Year to Partner Sites

Year	Total Grant Award Total
1999	\$55,210
2000	\$156,365
2001	\$341,420
2002	\$338,264
2003	\$429,919
2004	\$160,650
2005	\$278,336
2006	\$343,414
2007	\$299,809
2008	\$322,077
2009	\$392,170
2010	\$371,162
2012	\$517,331

According to the SCNHC Executive Director, it is likely that the grant awards increased over time because partner sites were in the planning stages during the early years of the NHA. Over time, once more inventories of projects were conducted and site goals were prioritized, grant funding was awarded. No grants were awarded in 2011 because many partner sites were unable to find adequate matching funds due to significant challenges in the state's economy. The small number of grant applications that were submitted in 2011 were held over to the next grant funding cycle, reviewed during the last quarter of 2011, and awarded in the first quarter of 2012. The increased funding in 2012 (compared to 2010) resulted from a \$300,000 grant awarded to the SCNHC Board for daily operations of the program.

The grants program is a key vehicle for sites wishing to conduct historic preservation activities. The SCNHC coordinating entity has been involved in work since the NHA designation to assist and facilitate the renovation of a variety of different historic structures operated by partners throughout the Corridor. The SCNHC coordinating entity has not acquired any historic properties; rather, they use the grant program to provide partner sites with financial resources to assist in the restoration of historic structures or resources.

The investment in restoring historic structures is one method of revitalizing areas (e.g., main streets in rural towns, centers for arts and culture in downtown areas) that have cultural relevance unique to South Carolina. The following are illustrative (not exhaustive) examples of sites where the SCNHC coordinating entity has provided funding for restoration projects, which are viewed by the SCNHC

coordinating entity as assisting in retaining cultural resources of rural South Carolina for local visitors and the wider public.

The SCNHC coordinating entity provided grant funding to the Belton Center for the Arts to help update the building and install an elevator to improve accessibility. The Belton Center for the Arts is a community-supported resource in Region 1 that features the works of local and regional artists and hosts art classes and special events in the community. The Center for the Arts building is one of the historic buildings in downtown Belton and was donated by citizens to the community for civic use.

Drayton Hall is another example of the SCNHC coordinating entity's efforts to support historic resource preservation. Drayton Hall is a historic plantation built in 1738 and a designated site of the SCNHC in Region 4. The SCNHC coordinating entity provided Drayton Hall with grants for landscaping the plantation grounds, renovating the historic African American Cemetery on the property, and renovation of the second floor in the main house. The grant funding to Drayton Hall for the African American Cemetery preserved a unique story about the history and culture of the time. The cemetery is dedicated to African Americans who lived and worked at Drayton Hall since its development in the 1700s. The SCNHC coordinating entity's grant assisted in constructing a memorial at the entrance, which was highlighted in a dedication service in 2010 at Drayton Hall. The event also honored living descendants of African Americans who were buried at the cemetery and promoted the history and cultural heritage of those who contributed to the development of Drayton Hall and the surrounding area. These SCNHC investments were used by Drayton Hall to bring in more visitors, enhance the experience at the site, and promote the historical significance of the area to residents and visitors. The coordinating entity staff also assisted the site in seeking other sources of grant funding for restoration projects.

Hagood Mill Historic Site and Folklife Center is a designated site of the SCNHC in Region 1 and is listed on the National Register of Historic Places. The Mill was originally constructed in 1826 and is one of the oldest gristmills in South Carolina that still produces grain products. The coordinating entity provided the site a grant in 2006 to fund a Rock Art Interpretive Center with recently discovered mill site petroglyphs. The NHA coordinating entity staff also assisted the site in finding State and local sources of funding to match the SCNHC grant for the project. The funding not only preserved the mill structures, but also assisted the site in telling the story of agriculture and farming central to this region's economy in the 1700s and 1800s. Through historic preservation of physical

structures at the mill, the site is able to further promote the cultural heritage of this historic grist mill and the region.

Finally, Historic Ballenger House is a designated site of the SCNHC in Region 1 that was built circa 1925 in downtown historic Seneca, SC. It is currently run by the Seneca Women's Club and is used for meetings of local organizations and as a rental facility. There is also a small museum on the second floor. The SCNHC grants program provided the site with funds to renovate an exterior section of the property. The site has used that development of the exterior to enhance the visitor experience, allowing the site to promote the cultural history of the Drayton family to local residents and out-of-town visitors.

Table 3.3 provides a list of all the grants awarded for the preservation of historic buildings and structures since 1999. Grant amounts awarded have been up to \$20,000 for a project and have been distributed to sites throughout all four regions of the NHA. The majority of all the grants awarded to partners has been for the preservation of historic sites.

Table 3.3 Grants Awarded to Preservation of Historic Structures

FY Awarded	Region	Subgrantee Name	Project Name	Award
1999	4	Drayton Hall	Ashley River Road Scenic Corridor Management Plan	10,000.00
1999	2	McCormick Arts Council	Dorn Mill	10,000.00
1999	3	City of Denmark	Denmark Depot	1,500.00
2000	1	Pickens Co. Museum of Art & History	Finishing and Furnishing Murphree Log Cabin Relocation	4,000.00
2000	2	Edgefield Co. Historical Society	Renovation of Blacksmith Shop	10,000.00
2000	4	Town of St. George	Klauber Building	10,000.00
2000	4	Colleton County	Bedon-Lucas House	9,500.00
2000	1	Tamassee DAR School, Inc	Robert Building Assessment	2,000.00
2000	1	Southern Wesleyan University	Freedom's Hill Church and Southern Heritage Center	7,500.00
2000	3	North Augusta Olde Town Preservation Assoc., Lynn Thompson 803.229.7560	Willow Springs Meeting House	4,000.00
2000	4	Drayton Hall	Second Story Great Hall	20,000.00
2000	4	Lourie Theatre Corp.	Lourie Theatre Expansion	20,000.00
2000	1	Oconee County Museum Association	Lunney Museum Outhouse Restoration	5,000.00
2001	1	Walhalla Auditorium Restoration Committee (Barbara Wilson, Pres.)	Walhalla Auditorium Restoration	20,000.00
2001	3	Town of Springfield (Heritage Corridor Committee - Sylvia Hiers)	Rooms Restoration - Town of Springfield High School	2,500.00
2001	1	Clemson Univ / SC Botanical Garden	Historic Hunt Cabin Renovation	12,500.00

FY Awarded	Region	Subgrantee Name	Project Name	Award
2001	1	Southern Wesleyan University	Freedom's Hill Church/Southern Heritage Center Ph II	15,000.00
2001	3	Elloree Heritage Museum & Cultural Center	Elloree Plantation Cotton Gin Project	10,335.00
2001	3	Town of Springfield	Restoration of Two Restrooms in Old Springfield High School Bldg	5,000.00
2001	2	McCormick Arts Council at the Keturah, Inc.	Dorn Mill Center Design Plan	5,000.00
2001	1	Clemson Univ. Extension	Anderson County Survey	15,000.00
2001	1	Southern Wesleyan University	Freedom's Hill Church/Southern Heritage Welcome Ctr	20,000.00
2001	2	Greater Abbeville CoC / Abbeville County Visitors Council	Rescue Mission to save 1922 Wilbur Kurtz paintings	12,000.00
2001	3	Town of Springfield	Old Springfield High School-Room Restoration for exhibits	5,000.00
2001	3	Jim Harrison	City of Denmark Welcome Center Restrooms at Denmark High School	5,000.00
2001	3	Town of Springfield	Springfield HS Restoration/Auditorium,Balcony,& Stage	20,000.00
2002	3	City of Denmark	Denmark High School Gymnasium & Showers	18,950.00
2002	3	Town of Springfield	Old Springfield High School Auditorium, Balcony & Stage Restoration Ph. 2	20,000.00
2002	1	Oconee County Museum Association	Lunney Museum Carriage House Restoration	10,000.00
2002	4	Pete Weathers	Klauber Bryant Committee & Town of St. George	20,000.00
2002	3	Town of Springfield	Old Springfield High School Window Glass, Sashes & Doors	7,500.00
2002	1	Historic Old Pickens Foundation	Old Pickens Presbyterian Church Restoration - Ph 1	15,600.00
2002	1	Anderson County Arts Center	Warehouse Arts Center & Downtown Visitors Center	20,000.00
2002	1	Silver Spring Baptist Church	Historic Silver Spring Restoration Project	20,000.00
2002	2	Edgefield County Historical Society	Horn's Creek Church Museum	20,000.00
2002	4	Middleton Place Foundation	Eliza's House Restoration & Interpretation	20,000.00
2003	1	Walhalla Auditorium Restoration Committee	Walhalla Auditorium Seats	20,000.00
2003	1	Oconee Heritage Center	Oconee Heritage Center	20,000.00
2003	2	Edgefield Cemetery Association	Willowbrook Cemetery Restoration	20,000.00
2003	4	National Trust for Historic Preservation	Michaux, Jefferson & Drayton Hall	5,000.00
2003	2	Trinity Episcopal Church	Restoring Trinity	20,000.00
2003	1	Southern Wesleyan University	Southern Wesleyan University Heritage Site, Phase II	20,000.00
2003	1	Iva Community Improvement	REVIVA Museum Renovation Project-	20,000.00

FY Awarded	Region	Subgrantee Name	Project Name	Award
		Association	Phase II	
2003	4	Town of Ravenel	Ravenel Depot Master Plan	5,000.00
2003	1	Walhalla Partners for Progress	Walhalla SC Heritage Corridor Visitor's Center	20,000.00
2003	2	City of Abbeville	Livery Stable Roof Restoration	19,431.00
2003	2	McCormick County	MACK ADA Accessibility	2,250.00
2003	2	NCNW Greenwood County	Nurse Anna Robinson House Renov/ Resto	20,000.00
2003	2	United Daughters of Confederacy- Edgefield	Oakley Park Museum Restoration	20,000.00
2003	2	Arts Council of Greenwood County	Visitor's Center	20,000.00
2003	2	Willington On The Way	Willington On The Way	6,000.00
2003	3	Barnwell County Library Foundation	Barnwell County Public Library	20,000.00
2003	3	Town of Wagener/ Wagener Historical Museum	Wagener Museum Relocation and Renovation	6,445.00
2003	1	Patriot's Hall Association	Patriot's Hall Remediation and Restoration	20,000.00
2004	2	Palmetto Conservation Foundation	Dr. Ben Mays Site	20,000.00
2004	2	Trinity Episcopal Church	Trinity Eposcopal Church	20,000.00
2004	2	Boonesborough Township Historical Society, Inc.	Templeton-Drake Log House	15,000.00
2004	3	City of Denmark	Denmark Depot	20,000.00
2004	3	Bamberg County	Restoration of the Hooten-Black House	17,750.00
2004	4	Drayton Hall	Drayton Hall Landscaping	20,000.00
2005	2	Biddle Hall Museum	Bettis Academy HC Team	20,000.00
2005	1	Alexander Cannon hill House	Oconee County PRT	20,000.00
2005	3	Historic Willow Consolidated Museum	Town of Norway	5,000.00
2005	1	Oconee County School District Offices	Walhalla Civic Auditorium	20,000.00
2005	1	Anderson County museum Fair Exhibit	Anderson County Museum-	12,500.00
2005	1	Oconee Heritage Center	Oconee Heritage Center	14,436.00
2005	2	96 Community Cemetery	96 Community Cemetery association	6,000.00
2005	2	Restoring Trinity, III	Trinity Episcopal Church, Edgefield	20,000.00
2006	1	Pumpkintown Community Club	Oolenoy Community Center Building	9,500.00
2006	2	Palmetto Conservation Foundation	Dr. Ben Mays Site, Phase 2	9,750.00
2006	2	National Council of Negro Women, Greenwood County Chapter	Nurse Anna Robinson House	12,000.00
2006	2	Arts Council of Greenwood County	Visitor Center, Phase 2	20,000.00
2006	3	Town of Jackson	Jackson Ag Building Restoration, Phase 2	20,000.00
2006	2	Abbeville Opera House Board of Governors	Backstage Renovation for Public Tours	20,000.00
2006	3	Bamberg Co. Arts Council/Historic Society	Bamberg County Museum	10,000.00
2006	3	Town of Norway	Historic Willow Consolidated Museum	20,000.00
2006	4	Town of St. George	Klauber Building Elevator	20,000.00
2007	1	Pendleton Historic Foundation	Jane Edna Hunter Cabin	9,500.00
2007	1	Friends of Blue Ridge Field	Blue Ridge Field Heritage Park	20,000.00

FY Awarded	Region	Subgrantee Name	Project Name	Award
2007	2	Historic 96 Development Association	Old Train Station Depot	20,000.00
2007	4	Drayton Hall	Historic Sleuths and technology	5,000.00
2007	4	Colleton County Historical and Pres. Society	Restoration of Pon Pon Chapel of Ease	19,274.00
2007	4	Colleton State Park	Isaac Hayne Burial Site	
2007	1	Belton Center for the Arts	Belton Center for the Arts Building Renovations	12,000.00
2007	1	Oconee Community Theatre	Oconee Community Theatre Building Enhancements	10,000.00
2007	1	Pumpkintown Community Club	Oolenoy Community Center	10,000.00
2007	2	Town of Ware Shoals	Ware Shoals Memorial Fountain	10,000.00
2007	3	Beech Island Historical Society	Beech Island Agricultural Museum Barn Shed Project	18,000.00
2008	1	Pickens County Museum of Art & History/Hagood Mill Historic Site	SC Rock Art Center at the Hagood Mill Historic Site & Folklife Center	20,000.00
2008	4	American College of the Building Arts	Restoration and Interpretation of 19th Century McLeod Plantation	10,355.00
2008	4	Friends of the Hunley, Inc.	Hunley Education Outreach Program Phase 1: Exhibit and Materials Development	20,000.00
2008	1	Pumpkintown Community Club	Oolenoy Community Center	13,250.00
2008	1	Pendleton District Commission	Hunter's Store Restoration and Renovation	20,000.00
2008	2	City of Abbeville	Livery Stable Restoration	20,000.00
2008	3	Elloree Heritage Museum & Cultural Center	Roof Repairs & Maintenance	2,971.50
2009	1	Westminster Area Historic Preservation Society	General Store Museum	20,000.00
2009	2	Edgefield Civic League & Edgefield District Genealogical Society	Tompkins Library Basement Renovation	20,000.00
2009	3	Rosenwald Teacher's Restoration	Great Branch Community Center	10,000.00
2009	4	Middleton Place Foundation	Middleton Place Stables Living History Museum Restoration	16,000.00
2009	4	National Trust for Historic Preservation/Drayton Hall	A Sacred Place: Honoring a Heritage at Drayton Hall's African American Cemetery	10,000.00
2009	1	Belton Center for the Arts	Belton Center for the Arts Renovation Project	12,000.00
2009	1	Westminster Chamber of Commerce	Westminster Depot Visitor's Center	15,000.00
2009	2	Abbeville County Historic Preservation Commission	Burt Stark Mansion - Refurbishing Miss Mary's Bedroom	10,212.00
2009	2	Erskine College	Erskine Student Cabin Project	4,250.00
2009	4	Colleton County Historical and Preservation Society	Restoration of the Bedon-Lucas House	20,000.00
2009	4	Magnolia Plantation Foundation	From Slavery to Freedom	18,125.00
2008	3	Friends of the Aiken Railroad	Aiken Railroad Passenger Depot	20,000.00
2010	2	City of Abbeville	Abbeville Opera House Restroom Renovation	20,000.00

FY Awarded	Region	Subgrantee Name	Project Name	Award
2010	2	Trinity Community Church	Restoration of Trinity Community Church	16,000.00
2010	3	Beech Island Historical Society, Inc.	Beech Island Visitors Center Exterior Restoration	13,600.00
2010	3	City of Aiken	Aiken County Farmers' Market Preservation & Revitalization	5,050.00
2010	3	Historical Business Ventures, Inc.	Shamrock Pavilion	20,000.00
2010	4	The Colleton Center	Window and Roof Repair to the Colleton Center	20,000.00
2010	3	Friends of the Aiken Railroad	Aiken Railroad Passenger Depot	20,000.00
2010	1	Belton Center for the Arts	Belton Center for the Arts - Renovations Project (Elevator)	10,000.00
2010	1	Blue Ridge Arts Council	Historic Building Preservation - Pase III	4,437.50
2010	3	Town of Springfield	Gymnasium Restoration and Repair	20,000.00
2010	4	Middleton Place Foundation	Middleton Place Stableyards Living History Museum Restoration - Phase II	10,000.00
2012	1	Walhalla Partners for Progress	Rehabilitation of Old St. John's Meeting House	8,217.67
2012	2	Willington on the Way	Downtown Willington Building Improvements	1,773.33
2012	2	Trinity Community Church	Restoration of Trinity Community Church	15,765.46
2012	2	Saluda County Historical Society	Restoration of Marsh-Johnson House	9,566.67
2012	3	City of Aiken	Aiken County Farmers Market Preservation	18,066.67
2012	4	Charleston County Park & Recreation Commission	McLeod Plantation Stabilization Project - Painting the Main House	18,466.67
2012	4	Georgetown County Historical Society	Elevator Project for Georgetown County Museum's New Facility	19,333.33
2012	4	Murrells Inlet 2020 Inc.	Jetty View Walk	19,133.33

The SCNHC coordinating entity also provides grant funding to assist sites in preserving natural resources in the Heritage Corridor. This funding has gone to sites with outdoor resources, such as parks, gardens, or museums with recreational areas. For example, the SCNHC grants program provided funds for nature preservation at Beidler Forest, a national Audubon Wildlife Sanctuary that protects 17,000 acres of local ecosystem in Region 4. The grant funding was used toward an interpretive kiosk and panels at the visitor's center and toward a bird watching tower at the site. Similarly, the National Wild Turkey Federation, a national nonprofit conservation and hunting organization in Region 2, used SCNHC funds to assist in preserving a nature trail with interpretive material. This type of financial support by the coordinating entity is intended to increase awareness

and visibility of the natural resources in rural areas of the Corridor. Table 3.4 lists all of the grants awarded to the sites for the conservation of natural resources within the NHA since 1999.

Table 3.4 Grants to Sites for Natural Resource Preservation

Year Awarded	Region	Subgrantee Name	Project Name	Award
1999	2	Wild Turkey Federation	Nature Trail	10,000.00
1999	3	Barnwell County Arts Council	Courtyard Project	10,000.00
2000	2	Palmetto Conservation Foundation	Savannah River Railtrail	7,500.00
2000	2	Palmetto Conservation Foundation	Savannah River Railtrail	7,500.00
2000	4	Audubon Society	Beidler Forest / Four Holes Swamp Historic Park Interpretive Exhibit	4,000.00
2000	2	Greater Greenwood Parks & Trails	Heritage Trail-Brick Circle	6,925.00
2001	2	Town of Edgefield (Bernie Welborn)	Edgefield Railroad Trestle Entrance Signs and Beautification	1,500.00
2001	3	Town of Snelling	Craig Pond Heritage Preserve	3,978.06
2001	1	Pickens County Clemson Extension	Stumphouse Tunnel Park Projects	7,000.00
2001	3	Silver Bluff Audubon Center & Sanctuary	Silver Bluff Interpretive Center Renovation	20,000.00
2001	4	Greater Charleston Naval Base Memorial, Inc.	Charleston Navy Base Memorial Gardens	20,000.00
2005	3	Springfield Interpretive Walking Trail	Town of Springfield	20,000.00
2006	3	Olde Towne Preservation Association	Living History Park/ Sensory Garden	20,000.00
2006	4	State Park Service	Edisto River Information and Resource Center at Colleton State Park	20,000.00
2006	2	Erskine College	SC Piedmont Natural Heritage Garden	5,600.00
2007	4	Audubon Center at Francis Beidler Forest	Bird's Eye View Tower	13,800.00
2007	4	Town of Mount Pleasant	Sweetgrass Pavilion at Waterfront Memorial Park	20,000.00
2008	2	Erskine College	South Carolina Piedmont Natural Heritage Garden	5,500.00
2008	4	Lowcountry Environmental Education Programs	Project WOW, the Web of Water	20,000.00
2008	1	Natureland Trust	Stumphouse Mountain & Issaqueena Falls Project	20,000.00
2009	3	Town of Springfield	Springfield Interpretive Walking Trail	20,000.00
2010	4	City of Walterboro	Great Swamp Sanctuary Trail	20,000.00
2012	1	The Arts Center	Clemson Sculpture Garden	9,600.00
2012	3	SRA Heritage Foundation	Ellenton Heritage Trail	4,583.33
2012	4	Audubon Center at Francis Beidler Forest	Beidler Forest Boardwalk Reconstruction Project	19,000.00

The SCNHC coordinating entity also provides grants to projects that seek to preserve some aspect of cultural heritage or cultural art unique to South Carolina. For example, grants provided to the

Living History Park in Region 3 have been used to help restore and preserve an outdoor space that commemorates South Carolina's history in the Revolutionary War. Table 3.5 lists all grants that were awarded for preservation of cultural resources.

Table 3.5 Grants to Sites for Cultural Resource Preservation

FY Awarded	Region	Subgrantee Name	Project Name	Award
1999	1	Clemson Area CoC / Clemson Univ- SC Botanical Garden	Harvesting Our Heritage Family Workshops - phase 1	3,710.00
2000	1	Anderson County Arts Council	Community Workshop CD Project	5,000.00
2001	1	Clemson Univ / SC Botanical Garden	Harvesting Our Heritage Ph. 2	2,895.00
2001	1	Pickens County Museum of Art & History	1700s Cherokee Homesite	2,125.00
2001	1	Art Gallery on Main	A Cultural Expansion for Honea Path	1,750.00
2002	3	Barnwell Arts Council and Stan Woodward	Barbeque & Roadside Stands: Food that makes you smile	18,500.00
2002	3	Olde Towne Preservation Assoc. of N. Augusta	The Living History Park	10,513.00
2005	3	Living History Park Enhancement	Olde Towne Preservation Association	19,900.00
2006	1	Central Heritage Society	Heirloom Garden and Sculptures	20,000.00
2006	3	Aiken Center for the Arts	Painting for the Future Capital Campaign	20,000.00
2007	3	Olde Towne Preservation Association	Living History Park	6,000.00
2007	1	Blue Ridge Arts Council	Blue Ridge Arts Center	13,863.00
2008	4	Avery Institute of Afro-American History and Culture	Grass Roots: The Lowcountry Basket Making Community and its Culture	20,000.00
2009	3	Olde Towne Preservation Association of North Augusta	A Colonial Barn	15,000.00
2009	2	Arts Council of Greenwood County	Courtyard Garden/Outdoor Performance Venue	20,000.00
2009	3	Aiken Corporation of South Carolina	The Center for African-American History, Art, & Culture	12,000.00
2009	3	Olde Towne Preservation Association of North Augusta	Colonial Barn	8,000.00
2010	3	Olde Towne Preservation Association	Colonial Barn	20,000.00
2010	1	Birchwood, Inc.	Birchwood Arts and Folklife Center Facility Renovation	20,000.00

Resource Preservation Outcomes

The main outcome examined related to resource preservation is increased cultural pride in South Carolina heritage, particularly in rural areas and small towns. The evaluators obtained evidence of the SCNHC coordinating entity's efforts to support restoration and preserve the Corridor's heritage by conducting interviews with key informants to assess the degree to which SCNHC grant funds were supporting the activities that preserved unique aspects of South Carolina heritage and culture. All sources interviewed were highly consistent in noting the impact of physical changes to the historic structures that have occurred in the last decade. These improvement projects were noted by respondents to have helped enhance the visitor experience at the site and improve the opportunities for residents to learn about the history, culture, and natural resources unique to these rural areas. One respondent noted that the involvement with the Corridor and the services provided by them has allowed their small community to feel "a sense of pride" in being able to share their resources with visitors who may not have known about them before. Respondents stressed the importance of continued SCNHC grant funding as a way to improve their abilities to share their sites and other important resources with the public.

3.2.2 Education, Interpretation, and Technical Assistance

Education, interpretation, and technical assistance activities conducted by the SCHNC coordinating entity are intended to improve communication about the Heritage Corridor's unique contributions to regional and national history and culture. The education, interpretation, and technical assistance activities correspond to the Management Plan goal to "educate residents and visitors about the history of the Heritage Corridor and its regions, building appreciation for the special qualities of its man-made and natural landscape, as well as its culture and people." In addition, this area relates most closely to the legislated goal to "... interpret the significant land and water resource values and functions of the Corridor."

The key SCNHC coordinating entity activities related to education, interpretation and technical assistance include or have included:

- Supporting interactive education and development through Discovery Centers and interpretive signage;
- Holding educational activities for school age children to educate them about the Corridor's history, culture, and resources;

- Providing technical assistance to partners; and
- Providing grant funding for educational and interpretation projects.

Description of Activities

Supporting interactive education and development through Discovery Centers and interpretive signage

When the Corridor Management Plan was developed, the construction of Discovery Centers was a major proposed activity. Originally, the SCNHC Management Plan proposed four regional Discovery Centers (one in each of the four regions of the Corridor) to provide tourism information and to interpret through exhibits and media the Corridor region's "story." It was through these Discovery Centers that communities within the regions would interpret their own stories and highlight key resources of the area. Exhibits within the Discovery Center were planned to relate to the historical, nature-based, and cultural sites along the Heritage Corridor and involve tours of the Center. These centers were planned to be a focal location for each region and be a departure point for other activities in the area. Interpretation was to vary regionally to allow each region an opportunity to showcase unique themes and resources. Planning for the Discovery Centers involved participation from each community, from the SCNHC State Board, and from the Regional Advisory Committees to determine distinguishing features of the respective regions and the proposed tourism products that would be developed.

Three Discovery Centers were opened. The Region 1 Discovery Center was opened in 2001, the Region 2 Discovery Center opened in 2004, and the Region 3 Discovery Center opened in 2005. A Discovery Center was planned for Region 4; however, funding constraints prevented its construction. During interviews, the SCNHC coordinating entity staff indicated that because Region 4 included the city of Charleston, which already had an active tourism center, a Discovery Center was not as critical for that region as it was for other regions with fewer tourism resources. Partners interviewed in the evaluation process reported that it was difficult for many rural communities in Region 4 but outside the city of Charleston to benefit from the current tourism center there. They stated that the Discovery Center would have been very useful to these outlying areas of Region 4.

Respondents in the other three regions told the evaluation team that the Discovery Centers brought resources to the community and a source of pride. In addition to being a source of information

about sites in the regions, a variety of events were hosted at the Discovery Centers to promote education and local awareness, such as tours of historic homes, railroad exhibits, author presentations, book signings, and exhibits of local arts and craftsmanship.

The plan for development of the Corridor changed in response to shifting priorities for use of the Federal funding determined by the State of South Carolina. These changing fiscal priorities made it difficult to fully staff and support the Discovery Centers through SCNHC funds, and the regions were unable to independently support the centers. The Region 1 Discovery Center closed in 2003, and the exhibits were transferred to county museums in each of the three counties in the region. The facility became both the South Carolina State Botanical Garden Visitor's Center and official Heritage Corridor Discovery Site. In 2010, the Region 2 Discovery Center was transferred to local ownership and is currently operated by the Edgefield County Historical Society. In 2011, the Region 3 Discovery Center was transferred to local ownership through a bid process and is currently operated by the North Augusta Art and Heritage Center. Some respondents reported that with the new placements of the Discovery Centers, they have not received as many visitors as they did in their previous locations; however, data describing the number of visitors to each of the Discovery Centers before and after the change were not available. Some respondents indicated they thought the changes with the Discovery Centers made it more difficult to direct visitors to regional sites.

Another activity of the SCNHC coordinating entity related to education is the installation of signage and interpretive panels at designated partner sites. Each designated site is to receive a SCNHC sign with historical information about the specific site's importance and relevance to the region. Similarly, the coordinating entity has also worked to develop signs on the highway indicating the presence of SCNHC "Discovery Routes." The discovery route signs were intended to begin at the Discovery Centers and run through all the Regions, linking a route to view Corridors sites. Also, the SCNHC coordinating entity offers assistance through their grant program to sites that have projects related to education and interpretation.

Holding educational activities for school age children to educate them about the Corridor's history, culture, and resources

In 2001, as a way to educate school children about the heritage and resources within the Corridor, the SCNHC coordinating entity developed materials for a club and associated educational summer camp called Calhoun's Kids Club. The staff worked with educators to develop an age-appropriate curriculum that included newsletters, activities, trading cards and other materials for children about

the sites in the SCNHC. As part of the summer camp, 16 children were in attendance in 2005 and 25 in 2006. Children were taken to different sites within the region, including a National Historic Site, State parks, historic mills sites, and local farms that are SCNHC partners. Participants also received a package of materials that included short descriptions of sites through all four regions; listings of upcoming events at partner sites in the Corridor; and educational documents about the history of transportation along the Corridor (e.g., railroads, ferries), the Gullah people and their history in South Carolina, African American quilting, and other topics relevant to the Corridor. The Corridor staff designed the educational materials, led the camp activities and provided educational materials to participants after the camp was over. Children were also able to become members of the Calhoun Kids Club without participating in the summer camp. Members received quarterly educational packets on the historic, cultural and natural resources of the state. The Club had 600 members in 2006.

The SCNHC coordinating entity staff also developed a program called the Traveling Trunk program. This was an activity that was utilized throughout the State in classrooms. The trunks, which contained hands-on materials for educators that represented the Corridor's historical and cultural significance, traveled from classroom to classroom across the Heritage Corridor. These materials were used to aid in teachers' curriculum development about the history of the Corridor. The coordinating entity created the trunks and the curriculum, marketed the trunk program to schools, developed the schedule and delivered the trunks to classrooms, and assisted with planning and executing school field trips related to the information upon request. In 2006, six Traveling Trucks traveled to over 20 public schools in the 14-county area of the Corridor. Due to time and constraints and competing priorities, the SCNHC educational projects have been discontinued for the time being. However, the SCNHC coordinating entity staff reported great interest in continuing with the programs in the future.

Providing technical assistance to partners

One of the SCNHC coordinating entity's key activities is the provision of technical assistance to partners and the larger community. This technical assistance has taken the form of conferences, trainings, workshops, and individual consultations. These activities are discussed in the following paragraphs.

The Corridor has hosted many conferences and workshops in the region related to tourism, marketing, and promotion. The coordinating entity has arranged for speakers to give presentations

at conferences and workshops for partners and community members. In addition, sites receive opportunities to learn from one another about successful strategies used to promote tourism.

The conferences hosted by the coordinating entity include an annual agricultural conference for approximately 150 people that began in 1999 and an arts conference that began in 2010. The SCNHC coordinating entity was also involved with facilitating, planning and executing a Diversity Forum with partners from the Gullah Geechee Cultural Heritage Corridor and the South Carolina African American Heritage Commission. The SCNHC coordinating entity hosted an Alliance of National Heritage Areas' International Heritage Development Conference in 2010. This conference was focused on highlighting the economic impact of heritage development, creating and sustaining partnerships, and interpreting local resources. Participants included individuals from the U.S., Mexico, and Barbados. Most recently, in 2011, the SCNHC coordinating entity held a three-day heritage development summit at Clemson University, titled *Mission Possible: Generating Partnerships to Spark Rural Economies*. The session topics included information about historic preservation tours, eco-tourism, using photography to boost tourism, and sparking rural economies through local initiatives. One hundred and eighty two (182) individuals participated in the conference. The sample conference agenda is included in Appendix 7.

The SCNHC coordinating entity staff offers individual technical assistance to partner sites and communities to strengthen their capacity for heritage development and creating visitor experiences. Individual technical assistance allows staff from partner sites or potential partners to work extensively with staff from the coordinating entity. Communities and partners approach the coordinating entity to request this assistance, which is provided without a fee. This technical assistance is tailored for the specific partner site and includes site preparedness planning and goal setting; community dialogue meetings; and interpretation, education, and visitor planning. Due to large geographic distances between the regions of the SCNHC, the coordinating entity locates its trainings throughout the four different regions to allow access to all potential participants without having to travel long distances. Some general samples of the technical assistance provided by the SCNHC coordinating entity staff are provided in the bullets below:

- Dialogue meetings with communities to identify possible heritage sites and needs assessments at potential SCNHC partner sites;
- Assessments of potential partners' needs and support in developing interpretation, education, and preservation strategies as they relate to the themes that guide the heritage area;
- Assistance to partner sites in locating external sources of funding for grant projects;

- Facilitation of site contact with interpretive experts to help sites explain or preserve resources;
- Assistance with marketing, tourism promotion, and social media use;
- Guidance for partners in communication with State and local government officials to advocate for their sites; and
- Information to improve physical accessibility for visitors and meet physical requirements for bus tours.

One specific example of the training and technical assistance provided by the SCNHC coordinating staff is the many services provided to the Living History Park and Sensory Garden in Region 2. The volunteers at the Living History Park received grant writing training from the SCNHC coordinating entity staff before applying for several grant funded projects aimed at educating the public about Revolutionary War history. Subsequently, several grants have been awarded to the living History Park. After the site received an official partner site designation, representatives from the Park were able to contact the SCNHC coordinating entity staff for consultation about external grant funding, arranging for bus tours to the park, and information about organizing events at the park.

The SCNHC coordinating entity Executive Director reported that trainings and education are a major focus of the mission of the SCNHC; however, reportedly due to changes in leadership at the SCNHC coordinating entity and the NPS Regional Office, tracking and reporting on these educational activities has been inconsistent. The current SCNHC Executive Director began employment with the organization in 1999 as a Field Coordinator and reported that the coordinating entity was involved in organizing large community training workshops on capacity building, hospitality training, marketing, interpretive development and grant writing from 1999-2002. SCPRT kept records of these events in the Heritage Development Office at the State; however, the South Carolina Governor closed the office in 2003, and records kept in the office are currently unavailable.

After the present SCNHC Executive Director assumed her current position in 2003, some records of training were retained. For example, in 2004, the SCNHC coordinating entity helped organize 74 organizational development activities, including hospitality training, grant writing and fund raising workshops, and agricultural tourism workshops. Interpretive training was conducted by a SCNHC staff interpreter, and grant writing trainings were held by the SCNHC Grants Coordinator. In 2005, the SCNHC coordinating entity assisted SCPRT with hospitality training in the field. In 2008, the SCNHC coordinating entity conducted 21 training classes in hospitality, interpretation, marketing,

and grant writing, with a total of 1,010 constituents participating. Starting in 2009, the SCNHC coordinating entity held smaller more specialized trainings geared toward professionals to address specific requests from constituents. Table 3.6 presents trainings conducted from 2009-2011.

Table 3.6 SCNHC Coordinating Entity Trainings and Number of Participants in 2009-2011

Year	Training	Number of Participants
2009	Heritage Development Summit "Distinctive Destinations"	147 Attendees
	Partnered with the National Association of Interpretation to hold a weeklong certification course	32 Attendees
	Customer Service Training	29 Attendees
	Interpretation 101	15 Attendees
	Interpretation 201 (Practical Application)	12 Attendees
	Grant Writing 101	26 Attendees
2010	Keeping PACE with Public Relations	46 Attendees
	International Heritage Development Summit "Advancing Beyond Borders" with representation from Mexico, France and Barbados	253 Attendees
	South Carolina Diversity Forum	115 Attendees
	Ag-Tourism Conference in Ridgespring, SC	178 Attendees
	Marketing Strategies for Rural Tourism	12 Attendees
	Recognizing and Celebrating Your Historic Places	5 Attendees
	Interpretation 101	9 Attendees
	Public Relations 101	7 Attendees
2011	Public Relations 201	10 Attendees
	Heritage Development Summit "Mission Possible"	182 Attendees
	Ag Tourism Conference "Cultivating Success"	198 Attendees
	Food Forum	24 Organizations
	"Art Means Business" Conference	83 Attendees
	Facebook Training Region Four	9 Attendees
	Facebook Training Region Three	7 Attendees
	Facebook Training Region Two	12 Attendees
	Facebook Training Region One	20 Attendees

Providing grant funding for educational and interpretation projects

Since 1999, the coordinating entity has offered assistance through their grant program to 90 sites for projects related to interpretation and education. Projects selected were required to have interpretive or educational missions that align with the themes and goals of the NHA. Table 3.7 includes a list of grantee sites, project descriptions and grants awarded for educational and interpretive activities. The types of activities included within this category include those related to interpretive planning for specific sites, museum projects, informational kiosks, signage and interpretive panels. The grant awards range in amounts from \$400 to \$20,000 and were awarded throughout all four regions of the NHA.

Table 3.7 Grants Awarded for Educational and Interpretive Activities

Year Awarded	Region	Subgrantee Name	Project Name	Award
1999	4	College of Charleston	African American Museum	5,000.00
1999	2	Wild Turkey Federation	Heritage & Conservation Signage	5,000.00
2000	2	Abbeville Chamber of Commerce	Rebirth of the County Museum	2,500.00
2000	4	SC Artisans Center	Craft Village Campus Renovation	10,000.00
2000	2	Town of Edgefield	Ten Governor's Historic Markers	6,500.00
2000	3	Beech Island Historical Society	Beech Island Kiosk Project	400.00
2000	1	Pickens Signage Project	Pickens Signage Project	1,200.00
2000	1	City of Seneca	Heritage Corridor Sign Project	2,000.00
2000	1	Clemson Extension Service	Belton Center for the Arts	2,990.00
2001	1	Anderson County Museum (Paula Reel)	Anderson County Museum (restroom renovation)	20,000.00
2001	2	Town of McCormick (Bernie Welborn)	Historic Town Signage	7,100.00
2001	2	Town of Johnston	Historic Cotton Warehouse Mural - Town of Johnston	4,950.00
2001	4	City of North Charleston - Eyda Arroyave	City of North Charleston Historic Markers	1,150.00
2001	3	City of Denmark /DDDA	The Denmark Sign Project	3,750.00
2001	4	City of Walterboro	Carew Rice Mural Restoration	2,500.00
2001	1	Pendleton Historic Foundation	Woodburn Plantation Outdoor Restroom Facility	14,887.00
2001	3	City of Denmark	The Denmark Sign Project	3,750.00
2001	1	Anderson County Museum	Anderson County Museum - Heritage Corridor Exhibit	20,000.00
2001	2	Edgefield County Historical Society	History Park & Markers	15,000.00
2001	2	Edgefield County Historical Society	Carpenters Stand	11,000.00
2001	3	Jim Harrison	Denmark Sign Project	3,750.00
2002	1	City of Walhalla	Stumphouse Tunnel Interpretive Panels	6,000.00
2002	2	Willington on the Way; Edgefield County Historical Society	Willington Welcome Center, History Center, African American Cultural Center	11,250.00
2002	3	Jim Harrison, 1 S. Main St., Denmark 29042	Denmark Sign Project	3,750.00
2002	4	SCAC	SC Artisans Center Campus Expansion	10,000.00
2002	3	Pat Hallman & Becky Ulmer	Elloree Heritage Museum; Completion of the Agricultural Hall	20,000.00
2002	1	REVIVA	REVIVA Museum Renovation Project	20,000.00
2002	2	Edgefield County Historical Society	Peach Museum	20,000.00
2002	3	National Audubon Society's Silver Bluff Audubon Center	Silver Bluff Audubon Center Exhibit & Business Planning	2,580.00
2003	2	Greater Abbeville Chamber of Commerce	Interpretation for Abbeville Sites & Stop	8,500.00
2003	4	SC Artisans Center	Campus Expansion Completion	20,000.00
2003	2	Edgefield Civic League and Old Edgefield District Genealogical Society	Trailing Your Ancestors	20,000.00
2003	4	Greater Summerville/ Dorchester County	Interpretive Plan for GS/ DC	5,000.00

Year Awarded	Region	Subgrantee Name	Project Name	Award
		Chamber of Commerce		
2003	3	Aiken County Historical Museum	Education in Aiken County	600.00
2004	3	Eloree Heritage Museum and Cultural Center	Eloree Heritage Museum	20,000.00
2004	4	Walterboro- Colleton Airport Commission	Tuskegee Airmen Memorial	20,000.00
2004	1	Sons of Confederate Veterans	Oconee County Confederate Memorial	7,900.00
2005	1	Native Plants of Upcountry Carolinas	Pickens County Museum	20,000.00
2005	1	Oconee Veterans Museum Ren, phase 2	Patriot's Hall Association	20,000.00
2005	1	Williamston Area Museum	Williamston Area Museum	20,000.00
2005	4	HC Potters Shed	SC Artisans Center	20,000.00
2005	3	Blackville Branch Library	Barnwell County Library Foundation	20,000.00
2005	4	Rural Heritage: Past and Present	Sewee to Santee Community Development Corporation	5,500.00
2005	1	Historic Video of Walhalla	Oconee County Arts and Historic Commission	10,000.00
2006	3	Agricultural Heritage Center Museum	AHC Museum	15,404.00
2006	3	Aiken Thoroughbred Racing Hall of Fame	Room and Exhibit Renovation	10,231.00
2006	3	Town of Williston	Williston Museum Project	11,000.00
2006	4	Walterboro-Colleton Airport Commission	Tuskegee Airmen Memorial Interpretive Signs	5,000.00
2006	2	The Museum	Museum Revitalization Initiative	20,000.00
2006	4	Chas. Co. Park and Recreation Commission	Interpretive Sign Package for Caw Caw Interp. Center	11,929.00
2007	1	City of Anderson	Church Street Heritage Project	19,250.00
2007	3	SRS Heritage Foundation	SRS Heritage Center, Ph I	20,000.00
2007	3	Silver Bluff Audubon Center	Interpretive signs and exhibits	20,000.00
2007	3	Rivers Bridge State Historic Site	Memorial Grounds Interpretive Waysides	
2007	2	National Wild Turkey Federation	WTF Education and Exhibit	3,838.17
2007	3	Barnwell County Museum and Historical Board	Barnwell County Museum Expansion and Enhancement	17,122.00
2007	1	SC PRT	Devils Fork State Park Informational Improvements	
2007	2	National Wild Turkey Federation	WTF Education and Exhibit	1,161.83
2008	1	Town of Honea Path	Town of Honea Path Museum Project	11,469.25
2008	2	The Museum	Exhibit Design and Fabrication	20,000.00
2008	3	Town of Wagener	Wagener 24 Hour Museum	20,000.00
2008	4	Magnolia Plantation Foundation	Cultural Heritage Center	20,000.00
2008	1	Town of Honea Path	Town of Honea Path Museum Project	8,530.75
2008	4	South Carolina Aquarium	Camp Carolina at the Aquarium	20,000.00
2008	4	Town of Mount Pleasant	Sweetgrass Pavilion at Waterfront Park	20,000.00
2009	1	Cherokee Bear Clan of South Carolina	Spirit of Oconee Monument	3,000.00
2009	1	City of Anderson	Church Street Heritage Project	3,500.00
2009	1	Oconee Heritage Center	Heritage Research Room	15,000.00
2009	2	The Museum	Exhibit and Design Fabrication #2	15,000.00
2009	3	Beech Island Historical Society, Inc.	Beech Island Agricultural Museum Exhibit Project	18,000.00
2009	3	Friends of Aiken County Historical	Aiken County Historical Museum -	4,750.00

Year Awarded	Region	Subgrantee Name	Project Name	Award
		Museum	County Outreach	
2009	4	The Carolina Art Association/Gibbes Museum of Art	The Charleston Story: Family Guide	1,710.50
2009	1	Anderson County Museum	Trade Street: The History of Commerce in Anderson County	20,000.00
2009	3	Barnwell County Museum & Historical Board	Barnwell County Museum Expansion & Relocation - Phase II	12,000.00
2009	3	Ellerbe Heritage Museum & Cultural Center	Façade & Snider's Store Renovations - Phase I	10,000.00
2009	3	Redcliffe Plantation State Historic Site/SCPRT	Comprehensive Interpretive Plan	2,500.00
2009	3	USC Aiken	Edgewood: Stage of Southern History	5,972.00
2009	4	Audubon Center at Francis Beidler Forest	Interpretive Panel Upgrade and Replacement	5,900.00
2010	2	Edgefield Regional Arts	Edgefield Historical Murals	20,000.00
2010	4	College of Charleston	An Audio-Visual Display: "Seeing with New Eyes"	1,550.00
2010	1	Cherokee Bear Clan of South Carolina	Museum of the Cherokee in South Carolina	17,500.00
2010	1	Clemson University	Bob Campbell Geology Museum Headframe and Drill Repair	3,500.00
2010	3	Aiken Corporation of South Carolina	The Center for African-American History, Art, & Culture	10,000.00
2010	3	Arts and Heritage Center of North Augusta	Permanent History Exhibits - Phase 1	17,500.00
2010	3	Blackville Area Historical Society	Blackville Heritage Museum	7,500.00
2010	3	Friends of Aiken County Historical Museum	Horse Creek: Live Blood of the Valley	15,500.00
2010	4	South Carolina Aquarium	Natural Connections: Showcasing South Carolina	10,000.00
2010	4	South Carolina Artisans Center	Artist Studio/Summer Kitchen	12,500.00
2012	1	Belton Center for the Arts	Bigger, Brighter Belton Project	3,640.00
2012	1	Cherokee Bear Clan of South Carolina	Museum of the Cherokee in South Carolina	18,333.33

Educational, Interpretation and Technical Assistance Outcomes

The main outcome examined related to education and interpretation activities was whether the coordinating entity activities increased the capacity of community organizations to administer and support heritage and cultural programming.

Evaluation data on trainings, workshops, and conferences conducted by the SCNHC coordinating entity were not collected. Therefore, the evaluation team interviewed a number of partners to gather their thoughts about the usefulness and value of SCNHC coordinating entity trainings as a whole.

All respondents noted that the trainings were helpful and contained information useful to them. Several noted that the grant writing trainings were helpful in assisting them with obtaining grant funding from the SCNHC coordinating entity as well as matching grants from other sources. Others noted that the social media training on how to use Facebook and other social media outlets helped them market their sites to new audiences. Some respondents noted that the physical location of the trainings, which were distant from their area at times, made it difficult for them to attend. However, others noted that they attended trainings when they were in their area.

Several representatives of partner sites expressed respect for the coordinating entity's willingness to offer support and assistance. Many respondents noted that the coordinating entity staff visited their communities on several occasions offering their assistance and expertise. Over the course of multiple interviews, the coordinating entity was referred to frequently as a connector that started the process of community awareness.

Many partners located in rural communities reported this customized assistance as particularly valuable. These rural partner sites with distressed economies reported that without this individualized support, it would have been challenging, if not impossible, for them to get their projects up and running. They noted that they, as members of rural communities, did not perceive that they had the "clout" to receive support that was often directed at more highly promoted areas, such as Charleston. Many reported that the coordinating entity staff spent time with them in helping create a sustainable vision for their project and directed them toward local funding resources.

However, it was noted by other sites in the Corridor that the SCNHC coordinating entity staff appeared to have difficulty keeping up with the volume of requests in recent years and reported that there have been some delays in the return of calls or receipt of requested marketing materials. Some noted that they perceived there to be limited staff time to manage 175 designated sites across the large geographic area of the Corridor. Some commented that the signage located at their site describing the SCNHC was outdated and others noted that they would like to see more signage available at sites and on the roads.

3.2.3 Tourism, Recreation, and Economic Development

The SCNHC coordinating entity activities related to tourism, recreation, and economic development correspond to the Management Plan goal to "define programs and projects which can achieve

economic benefits from increased tourism throughout the Corridor.” This work meets the legislative requirement that the coordinating entity assist State governments and others in, “encouraging economic viability in the affected communities” of the Corridor. The SCNHC coordinating entity activities encompassed in the general rubric of tourism, recreation, and economic development include those that have both direct economic impact as well as those that have more indirect economic impact. These activities focus on supporting heritage tourism in rural communities within the Corridor.

As noted above, under Education, Interpretation and Technical Assistance, a significant portion of the SCNHC coordinating entity’s efforts have been to promote heritage tourism, especially for rural, economically constrained communities, and in turn support the economic development of these areas. The Heritage Corridor has designated a number of recreational and tourism themed destinations and associations with the goal of bringing increased awareness to local resources and promoting economic development for communities.

The key SCNHC coordinating entity activities related to tourism, recreation and economic development currently include or have included:

- Promoting agricultural tourism;
- Developing special interest routes and trails in the NHA;
- Organizing bus tours to site locations;
- Facilitating international tourism opportunities; and,
- Providing grant funding for tourism projects.

Description of Activities

Promoting agricultural tourism

SCNHC coordinating entity staff facilitated and organized a Farmers’ Association of local farms from each of the four regions in the Corridor interested in pursuing agricultural tourism. The SCNHC coordinating entity assisted 32 association members in developing strategies to showcase their farms as tourist destinations, improve attractions at the working farms, and market their products to visitors. The SCNHC coordinating staff also has promoted farming events, such as their

“Farm to Table” initiative, in which visitors can sample locally grown food at dinner events. These activities provide revenue to farms in the area.

Developing special interest routes and trails in the NHA

As one of their early activities, the SCNHC coordinating staff developed several Special Interest Routes and Trails throughout the Corridor. These themed trails and routes, originally described in the Corridor Management Plan, were designed to highlight tourist submarkets, regional highlights, or Corridor-wide substantive areas of emphasis. The themes and trails originally described in the Corridor Management Plan include an African American Heritage Trail, Special Interest Self-Guided Tours, and “Detours” where visitors could connect to smaller roads off the main highway and explore out-of-the-way attractions. The original trails proposed in the Management Plan have been modified by the SCNHC coordinating entity to include several more tourism themed trails throughout the Corridor including Garden Destinations, the African American Heritage Trail, the Military Heritage Trail, the Quilt Trail, and the Art Trail. Each of these “trails” or routes is promoted on their website and other print materials with links to their partner sites whose missions align with the special interest themes. The Corridor also developed a “Nature Route” which begins at Table Rock State Park, runs through the Corridor by state parks, scenic highways, a wildlife refuge, and ends in a national forest near Charleston. Visitor Centers to natural recreation sites are highlighted along the way.

Organizing bus tours to site locations

The SCNHC coordinating entity also has been involved in organizing bus tours and motor coach tours to sites within the NHA. The coordinating entity staff has organized “ambassador” tours, which are used to provide local residents within the region a chance to see the designated sites within their own region and educate them about resources in their own area. They also conduct “familiarization” tours for motor coach operators and travel writers to promote the Corridor to these industries. The SCNHC coordinating entity has a part-time Group Tours Manager who is involved with arranging tours and working with motor coach companies to encourage them to plan tours to sites within the Corridor. According to one of the SCNHC annual reports to NPS, in 2009, 55 group tours were conducted in communities throughout the heritage area, which resulted in a direct economic impact of \$102,310.

Facilitating international tourism opportunities

The SCNHC coordinating entity has also pursued international efforts with tourism and economic development with their involvement with the Barbados Ministry of Tourism. The SCNHC coordinating entity promoted the shared history between Barbados and South Carolina through a conference and an arts exhibit that traveled through South Carolina and then to Barbados. This exhibit allowed local South Carolinian and Barbadian artists to showcase their work. The SCNHC coordinating entity also hosted an event in Charleston, with a group of leaders from Barbados in attendance, to showcase Barbados' influences in regional South Carolina cuisine and to highlight the genealogy, arts, and crafts connections between Barbados and South Carolina.

Providing grant funding for tourism and marketing projects

The SCNHC coordinating entity also funds grants to communities to assist them in promoting tourism to their areas. Table 3.8 shows the sites the received grants for tourism development and marketing. The grants funded projects that include developing local heritage tourism plans, tourism brochures and travel guides, tourism summits, welcome centers, and niche trails throughout the Corridor, all of which are intended to promote heritage tourism resources of local communities. Grant funding for tourism projects in all NHA regions has ranged from \$1,100 to \$40,121.

Table 3.8 Grants Awarded for Tourism and Marketing

FY Awarded	Region	Subgrantee Name	Project Name	Award
2000	4	113 Calhoun Street, A Center for Sustainable Living	"Touring the Lowcountry" map / guide SCNHC Region 4	1,750.00
2000	1	Upper Piedmont Heritage	Marketing	2,500.00
2000	1	Region I	Passport Project	2,500.00
2000	2	Region II (Abbeville CoC)	African American Trail	1,100.00
2000	3	Town of Branchville	Heritage Corridor Plan	2,500.00
2000	4	Region IV	Map/Guide-Touring the Lowcountry	5,000.00
2001	2	Greater Abbeville CoC	African American Heritage Trail Brochure for Region II	4,000.00
2001	1	Clemson Extension Service	Belton Gazebo Project	2,000.00
2001	3	Town of Blackville	Downtown Revitalization and Tourism Study - Town of Blackville	3,000.00
2001	2	MACK	Dorn Mill Center for History & Art Website and Marketing Tool	2,000.00
2001	4	City of Walterboro	Heritage Tourism Marketing Plan for Walterboro/Colleton County	5,500.00
2001	4	Lowcountry Region	Touring The SC African American Trail of Charleston, Colleton & Dorchester Counties (brochure reprint)	5,500.00
2002	1,2,3,4	SCNHC Board of Directors	SCNHC Board of Director's Meeting Expenses	40,121.36
2002	2	SCNHC Region 2	Region 2 Brochure reprint	3,500.00
2003	2	Greenwood Chamber of Commerce	Greenwood Chamber Project	7,695.00
2003	1	Anderson County Museum	Anderson County Museum- Museum Store	20,000.00
2003	1,2	Mountain Lakes Regional Board	Region 1 Heritage Corridor Brochure	8,000.00
2003	1,2	Heritage Corridor Farmer's Association	Heritage Corridor AgVenture Trail	17,625.00
2003	1,2	Mountain Lakes Regional Board	Heritage Corridor Passport Program	8,872.50
2003	2	Historic 96 Development Association	Visitor's Center and Event Signage	6,000.00
2003	4	Greater Summerville/ Dorchester County Chamber of Commerce	Design of Destination Brand/ Logo for CS/DC	5,000.00
2003	2	Town of Trenton	Trenton Visitor's Center	18,500.00
2005	1	Tourism Plan	Pickens County	5,000.00
2006	3	Heritage Council of North Augusta	N. Augusta Heritage Tourism Program	20,000.00
2006	3	Historical Society of Blackville	Blackville Heritage Trail	3,000.00
2006	4	City of Walterboro	City of Walterboro Welcome Center	20,000.00
2007	2	Willington On The Way	Willington On The Way Entrance Signs	2,000.00
2007	4	City of Walterboro	Welcome Center Displays and Signage, Ph 2	20,000.00
2007	3	City of Aiken	Wayfinding Study	5,000.00
2007	4	College of Charleston	Commemoration and Collaboration: A South Carolina Tourism Summit	4,000.00
2009	3	Aiken County Government	Aiken County Visitor Center	10,000.00
2009	3	Arts and Heritage Center of North Augusta	Planning/Development of Arts & Interpretive Center	18,000.00

2009	3	City of Barnwell	Barnwell County Tourism Plan	5,000.00
2009	2	Abbeville County Development Board	Abbeville County Tourism/Economic Development HD Video	6,250.00
2009	3	North Augusta Boxing Club	SC Boxing Hall of Fame Museum	5,000.00
2010	1	Oconee County Parks, Recreation & Tourism	Oconee County Tourism Product Development Plan	7,500.00
2010	1	Blue Ridge Arts Council	South Carolina Quilt Trail	7,850.00
2010	2	Saluda County Historical Society	The Bonham House/Flat Grove Parking Lot Construction	8,463.00
2010	4	Town of St. George	Klauber Building Courtyard	12,711.00
2012		SC National Heritage Corridor	Program Implementation	315,000.00
2012		SC National Heritage Corridor Region 3	Program Implementation	30,000.00
2012	2	McCormick Visitors Council	McCormick County Quilt Trail	2,251.70
2012	3	City of Orangeburg	Orangeburg Heritage Tourism Marketing Plan	4,600.00

Tourism, Recreation and Economic Development Outcomes

The major outcome examined related to tourism, recreation and economic development is the economic and heritage tourism benefits to communities within the Heritage Corridor. The tourism activities of the Corridor are designed to bring visitors to communities within the Corridor and encourage visitors to support restaurants, shops, and other businesses within rural South Carolina towns. Interview participants were asked whether there were documented economic benefits or increased visitors as a result of tourism and recreational promotion by the Corridor coordinating entity. All interview participants indicated that they did not have the resources to collect quantitative data about economic benefits or visitors that came as a result of involvement with the Heritage Corridor.

Respondents did provide anecdotal reports of specific promotional activities by the coordinating entity staff that they thought brought increased economic activity to their towns. One example is Ridge Spring, South Carolina. Ridge Spring is in Region 2 and has a population of 727. The community has long been an agricultural hub. The SCNHC coordinating entity hosted one of their agricultural conferences in Ridge Spring. Respondents noted that this event brought business to their town and increased awareness of Ridge Spring and its offerings.

The majority of respondents indicated that consulting services, interpretive services, and promotional activities organized by the SCNHC coordinating entity staff about local town festivals and events brought more people to the area than had come when they attempted to promote these

activities on their own. Bus tours also were reported as having a positive effect on increasing public awareness of the site within the community and bringing visitors to invest financial resources in the site or town. Many respondents noted that the grant opportunities provided by the SCNHC coordinating entity had helped to bring in more tourists by promoting their site and the visitor experience.

In addition to providing grants to sites, the coordinating entity assists sites in finding and applying for external sources of grant funding. This type of outreach can lead to partners developing projects that are larger than what the site originally intended. For example, Drayton Hall received a grant from the Corridor for a small project at their site. Because the SCNHC grant requires a 50-50 match, the Corridor facilitated a connection and provided information about grants offered through the State Department of Transportation. Drayton Hall received a grant from this agency and used those funds to develop an award winning documentary about Drayton Hall that was shown on the History Channel. This DVD is then sold in its gift shop and is part of historic tours at Drayton Hall.

Several respondents noted that at times, SCNHC promotional activities, materials, and bus tours through their sites were limited. These respondents noted, particularly those who had access to other resources for promotion, that the services provided from grant funding from the Corridor were not “mission critical” and that they did not perceive these improvements as significantly increasing tourism to the site.

In August 2010, the University of South Carolina-Clemson University Tourism Research Partnership and the Alfred P. Sloan Foundation Travel & Tourism Industry Center conducted a study titled, *A Development and Economic Impact Study of the South Carolina National Heritage Corridor: A Roadmap for Economic Development*. The overall findings of the report indicate that the SCNHC had a strong return on investment regarding tourism in the area, that specific market segments had substantial economic impact on the Heritage Corridor (including outdoor recreation, heritage tourism, special-event tourism, nature-based tourism, and culinary tourism), and that the economic impact of the SCNHC indicates value in partnering with economic development organizations throughout the state to provide technical assistance on quality of life initiatives and business recruitment. The current evaluators cannot confirm or disconfirm statements made in the study without access to the data used.

3.2.4 Marketing, Promotion, and Outreach

SCNHC programming that is related to marketing, promotion and outreach corresponds to the SCNHC Management Plan objectives for “initiating high impact projects that can expand the visibility and sense of presence of the Corridor.” The legislative mandates that are addressed by SCNHC marketing, promotion, and outreach activities relate to “encouraging economic viability” within the Corridor.

Activities included under this category are:

- Development of a Marketing and Public Relations Plan;
- Providing marketing services to partner sites through the biannual Travel Guide, brochures, regional travel magazines, and media press releases;
- Presenting web-based information to promote the Heritage Corridor and its resources; and
- Providing connection opportunities to partner sites and communities through their network and conferences.

Description of Activities

Development of a Marketing and Public Relations Plan

Given that tourism is one of the central missions of the Corridor, marketing, promotion and outreach are complementary activities that support this goal. In 2001, Newman Saylor & Gregory (NS&G), a marketing communications agency in Columbia SC, was selected to develop a marketing and public relations plan for the SCNHC. NS&G and a subcontractor, MarketSearch, conducted a series of studies about visitors to the SCNHC and their interests. Many of the activities suggested in the marketing and public relations plan were incorporated into the strategies of the Corridor, including focusing on natural attractions, cultural folkways, historic venues, and creating “niche” tourism markets.

Providing marketing services to partner sites

One of the major activities of the SCNHC coordinating entity is the development of marketing products for partners throughout the Corridor. The SCNHC coordinating entity used to develop individual brochures and pamphlets for Discovery Routes, guides to the four regions, resources for

specific recreational activities (e.g., birding in the Corridor, tours of plantations and mill villages), niche trails (e.g., African American Heritage routes, Garden Destinations), and scenic driving tours. Recently, the SCNHC coordinating entity staff developed a biennial Travel Guide which is a compilation of all promotional activities for partner sites throughout the Corridor. Sites pay a fee to have an advertisement included in the magazine, which is distributed to visitor centers throughout the State. The SCNHC coordinating entity also has assisted in having advertisements included in regional publications (e.g., *Southern Living*, *Sandlapper Magazine*, *South Carolina Living*) and on local radio stations (e.g., WDOG Radio, WSXY radio). The SCNHC coordinating entity's full time Graphics Manager assists with publications, press releases, and brochure development.

Presenting web-based information to promote the Heritage Corridor and its resources

The SCNHC coordinating entity maintains a website (<http://www.sc-heritagecorridor.org>) with links for exploring the Corridor. The site includes information for visitors about places to stay, places to eat, and places to see in each of the four regions. Information about partner sites is available on the website and includes information about the sites' histories and relevance in the region. Figure 3.2 reflects three and a half years of website visitation information. The SCNHC coordinating entity worked with a vendor and began tracking its website visitation in August 2009. From 2009-2012, the SCNHC coordinating entity had 61,615 total unduplicated visitors to their website. The year 2010 may have had higher visitation to the website because the coordinating entity was promoting their International Heritage Development Conference and marketing their Carolina Barbados Connection project. The SCNHC coordinating entity also has tracked the number of "Actions" on the website, which includes page views, downloads, outbound links and unique events. See Figure 3.3 for website actions from 2009-2012. Website hits and actions in 2009 reflect August through December 2009 and in 2012 reflect January through May 2012. In 2009, the SCNHC coordinating entity also developed a new mobile phone application that provides real-time interpretive content to travelers. The quarterly newsletter, *Heritage Happenings*, was distributed to over 5000 constituents in 2008. Data on the distribution of this newsletter during other years was not available.

Figure 3.2 South Carolina National Heritage Corridor Website Visitation⁵

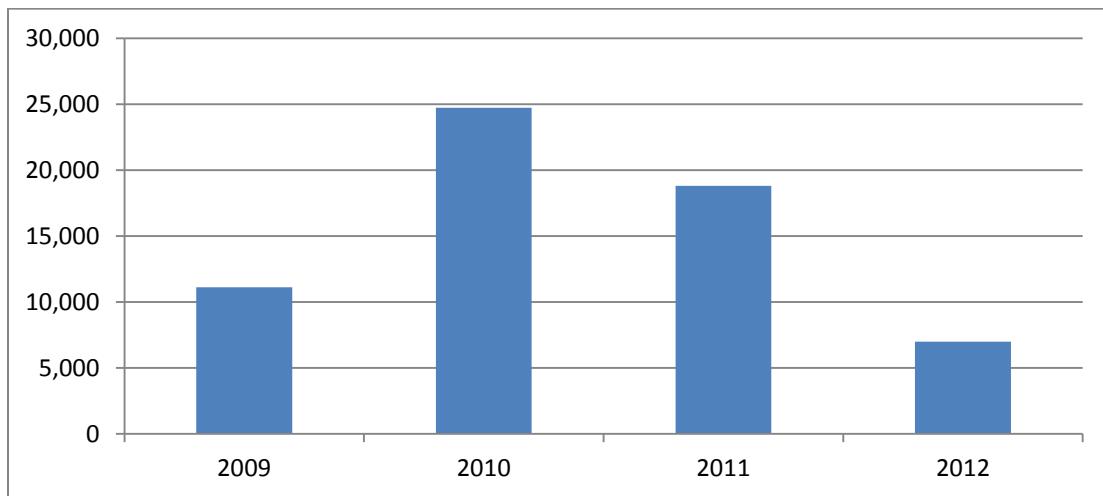
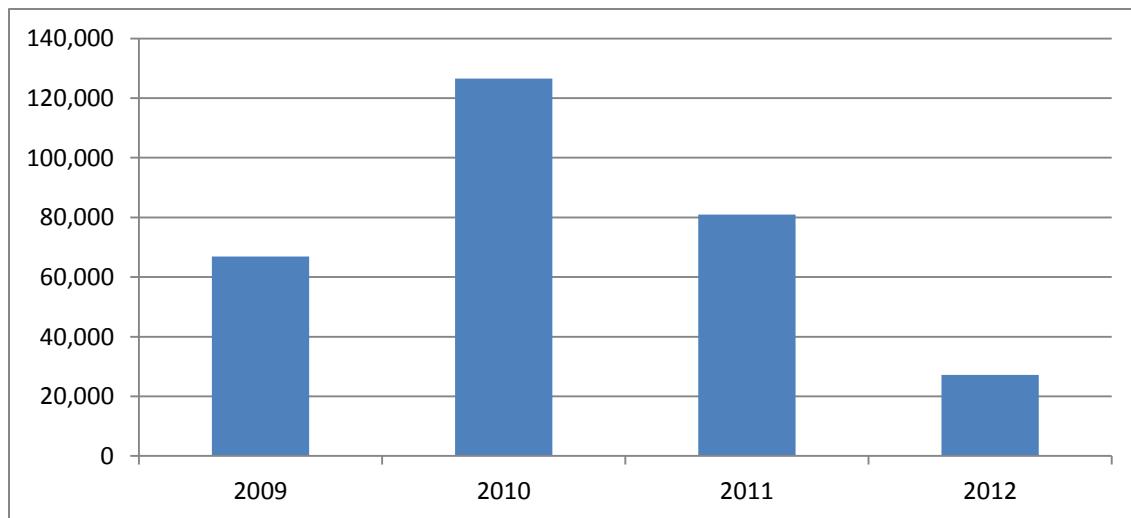


Figure 3.3 South Carolina National Heritage Corridor Website Actions⁶



The number of website visitors from the United States is 58,218. The remaining 3,397 website visitors are located in the United Kingdom, Canada, Barbados, Italy, China, Brazil, and Finland.

⁵ Website visits for 2009 reflect August through December 2009 and website visits for 2012 reflect January through May 2012

⁶ Website actions for 2009 reflect August through December 2009 and website actions for 2012 reflect January through May 2012

Providing connection opportunities to partner sites and communities through their network and conferences

The coordinating entity plays a significant role in connecting different Heritage partner sites to one another. Through their partner email listservs, newsletters, and conferences, partners are able to interact with one another and gain new knowledge about common goals. The SCNHC coordinating entity staff informs partners about relevant events being held by other partners and encourages involvement across sites. For example, the Charleston Tea Plantation was informed about a Grits Festival in their area and was encouraged to bring samples of their tea products to showcase at this event. Similarly, interview participants at Drayton Hall indicated that they attended the *Mission Possible* conference held by the SCNHC coordinating entity, which also had in attendance individuals from other historic sites. This event spurred the connection of heritage partners and assisted them in learning from each other about the promotion of educational and interpretive resources.

Marketing, Promotion and Outreach Outcomes

The main desired outcomes of the SCNHC coordinating entity's marketing, promotion and outreach activities include increased visitation and visibility of the Corridor by locals and visitors and increased awareness, understanding, and appreciation of the Corridor and its heritage. As noted earlier, it is difficult to assess the broader awareness, understanding, and appreciation of the Corridor's heritage, given our methodology and the limited data available measuring these types of activities. It is even more difficult to attribute any measure of that to the marketing and outreach efforts of the SCNHC coordinating entity.

Several respondents noted the SCNHC coordinating entity's expanded marketing efforts and reported that the Corridor was a draw for tourists. Local convention and tourism organizational representatives noted that tourism has likely increased as a result of SCNHC coordinating entity efforts. Two respondents noted that when they have asked visitors where they heard about their sites, reportedly some individuals heard about the site through the SCNHC coordinating entity; however, the majority of respondents noted that they do not have the resources to track visitors in the community or to determine the contribution of SCNHC coordinating entity activities to visitation.

The staff at the SCNHC coordinating entity reported that they have been more involved in promoting partners and less focused on promoting the SCNHC coordinating entity and its accomplishments. As a result, they indicated that they perceive that the SCNHC coordinating entity may not be well recognized by the general public. Several partner respondents corroborated that message noting that the Corridor was not well known by the public, even if the sites that the Corridor was involved with were used by the public. A couple of respondents noted that it was difficult to articulate what the Corridor was when they were asked about it by visitors to their sites. It was reportedly unclear to some partners what the mission and goals of the Corridor are, given the breadth of activities in which they are involved. These respondents reported that this difficulty in articulating the mission and goals of the Corridor added to the difficulty the public had with understanding their role and impact.

Informal intercept interviews were conducted with 28 members of the community at four different sites of the NHA: Drayton Hall, the National Wild Turkey Federation, Anderson County Museum, and Table Rock State Park. Respondents were asked their state of residence, their familiarity with the Heritage Corridor, and their views on the impact the activities sponsored by the SCNHC coordinating entity had on the community. Most of the interviewees were local patrons. A few of the respondents were from out of state locations or from other areas of South Carolina. There was a mixture of long term residents (those who had resided in the area for more than 25 years) and new residents (those who had lived in the area for less than 5 years). Most of those interviewed (21 respondents) were not familiar with the SCNHC and indicated that they had not heard of it before. Those familiar with the Corridor reported hearing about it through the Anderson County Museum, brochures, signage, and visiting other partner sites. A few interviewees who had heard about the NHA reported that the purpose of the SCNHC was to bring people off the main roads and preserve and educate others about the Corridor region.

3.3 NPS and SCNHC Coordinating Entity Relationship

As described in Section 2, since 1996, local NPS support has been assigned to the SCNHC coordinating entity through the Southeast Regional office in Atlanta, GA. Additionally, NPS representatives are located at Fort Sumter National Park, which is a partner of the SCNHC in Region 4. Within the last year, an NPS Liaison from Cowpens National Battlefield and Ninety Six National Historic Site (within the Corridor) was appointed to work with the coordinating entity.

In the past, the relationship between the regional office and the coordinating entity was largely limited to addressing administrative issues, as there was little interaction between the two locations. Similarly, NPS representatives at the National Park noted that time constraints and competing priorities on both sides have led to limited involvement between the two entities. Coordinating entity staff and NPS staff emphasized the new positive partnership between the SCNHC coordinating entity staff and the new NPS liaison from Cowpens National Battlefield and Ninety Six National Historic Site. These two groups reportedly have begun collaborating on joint projects of interest, interpretive exhibits, and involvement with other partners in the Corridor area. It appears that based on preliminary feedback, the partnership could be mutually beneficial.

3.4 SCNHC Corporation Structure, Organization, and Activities Summary

The evaluation findings determined that the SCNHC has successfully addressed the legislated purposes and goals outlined in its management plan. The SCNHC management plan focused on four core elements: Preservation, Education and Interpretation, Recreation and Cultural tourism and Economic Development. The SCNHC coordinating entity developed program strategies and activities that correspond to the legislated purposes and the core elements:

- Resource Preservation
- Education, Interpretation and Technical Assistance
- Tourism, Recreation and Economic Development
- Marketing, Promotion and Outreach

Within each of these programs the SCNHC coordinating entity has provided grant funding to provide support. Support from the grant funding for resource preservation has led to successful outcomes such as an increase of cultural pride throughout the heritage area. The SCNHC coordinating entity strived to improve communication about the Heritage corridor through its education and interpretive activities. Technical assistance to partners was also a key activity conducted by the SCNHC to correspond to the management goals.

While the SCNHC has engaged in a wide number of activities in line with the goals outlined in the management plan, there are limited data available to measure key outcomes, like trainings, workshops and conferences conducted by the SCNHC coordinating entity. Therefore the evaluation team interviewed a number of partners to gather information about the usefulness and value of the

trainings as a whole. Although there was limited involvement between the two entities in the past, there is now a new positive partnership between the SCNHC entity and the new NPS liaison.

Section 4: Public/Private Investments in SCNHC and their Impact

The legislation that created SCNHC mandated the following concerning Federal appropriations to SCNHC:

- (a) IN GENERAL —There is authorized to be appropriated under this title not more than \$1,000,000 for any fiscal year. Not more than a total of \$15,000,000 may be appropriated for the Corridor under this title.

- (b) 50 PERCENT MATCH —Federal funding provided under this title, after the designation of this Corridor, may not exceed 50 percent of the total cost of any assistance or grant provided or authorized under this title.

In this section of the document, we describe the public and private investments that support SCNHC coordinating entity activities, determine if the SCNHC coordinating entity meets legislative requirements with regard to additional investments required, and summarize the ways in which SCNHC coordinating entity makes use of heritage area investments.

4.1 Investments in SCNHC

The financial investments that support SCNHC coordinating entity activities can be divided into the following categories:

- Federal NPS Funding — Funding provided to the SCNHC coordinating entity through NPS since 1998; and

- SCNHC Non-NPS Federal Funding — All Non-NPS Federal funding, grants, contributions, and donations, made directly to the SCNHC coordinating entity to help meet its mission. These funds include monies from the State of South Carolina and matching contributions by partner grantees counted towards match requirements.

The SCNHC coordinating entity's audited financial statements indicate that between 1998 and 2011, over \$19 million in financial resources were directed toward SCNHC-related activities. Table 4.1 presents more detail on the direct financial support for the SCNHC coordinating entity. From 1998,

the primary funding sources other than Federal funding were from the State of South Carolina through the Department of Parks, Recreation, and Tourism (SCPRT). These funds were designated by the State fiscal budget for use toward the Heritage Corridor as match for the Federal funds. State funds also included miscellaneous bonds that were designated for SCNHC activities, including the construction of Discovery Centers. Since 1998, the State designated funds have averaged approximately \$587,000 per year. All funds that are from the State are managed and reported to NPS by SCPRT. Additionally, the SCNHC coordinating entity has received support from local county sources, private and individual investments, foundation and nonprofit support, and corporations.

Table 4.1 Direct Financial Investments in SCNHC, Total and by Year

Year	Federal – NPS Awarded	State	County/ Local	Private – Individual	Foundation & Non-Profit	Corporate Sponsors	In-Kind	Misc.	Total
1998	\$300,500.00	\$0.00	–	–	–	–	–	\$0.00	\$300,500.00
1999	\$545,835.40	\$435,194.28	–	–	–	–	–	\$0.00	\$981,029.68
2000	\$792,000.00	\$776,668.15	–	–	–	–	–	\$0.00	\$1,568,668.15
2001	\$948,100.00	\$1,333,221.66	–	–	–	–	–	\$0.00	\$2,281,321.66
2002	\$950,000.00	\$851,042.46	–	–	–	–	–	\$0.00	\$1,801,042.46
2003	\$963,695.00	\$749,047.76	–	–	–	–	–	\$0.00	\$1,712,742.76
2004	\$968,240.00	\$1,593,122.01	–	–	–	–	–	\$0.00	\$2,561,362.01
2005	\$870,000.00	\$692,647.70	–	–	–	–	–	\$0.00	\$1,562,647.7
2006	\$772,465.00	\$724,560.85	–	–	–	–	–	\$44,089.17	\$1,541,115.02
2007	\$718,216.00	\$306,354.02	–	–	–	–	–	\$24,093.65	\$1,048,663.67
2008	\$706,799.00	\$248,667.45	\$49,941.56	\$0.00	\$16,563.13	\$1,170.00	\$0.00	\$3,923.08	\$1,027,064.00
2009	\$707,000.00	\$216,697.85	\$19,117.50	\$536.00	\$6,608.69	\$2,034.35	\$15.00	\$2,952.17	\$954,961.56
2010	\$707,000.00	\$202,368.87	\$32,475.00	\$128.83	\$39,283.06	\$12,573.77	\$0.00	\$401.74	\$994,231.27
2011	\$681,000.00	\$94,196.73	\$89,725.00	\$1,025.00	\$24,611.62	\$8,685.00	\$0.00	\$0.00	\$899,243.35
TOTAL	\$10,630,850	\$8,223,789	\$191,259	\$1,689.83	\$87,066	\$24,463	\$15	\$75,459	\$19,234,594

As noted earlier, by Congressional instruction, the SCNHC coordinating entity must match its Federal assistance equally with non-NPS dollars. To do this, the expectation is that SCNHC will leverage its Federal assistance funds to secure additional funding in support of its mission. Overall, the SCNHC coordinating entity has met the 50 percent Federal funding match requirement over the entire funding period. As of 2011, it expended \$9.2 million worth of NPS Federal funding and has \$9.7 allowable matching dollars. Table 4.2 presents the Federal funds, the SCNHC non-NPS funds, and the match ratio by year. Figure 4.1 presents the 50 percent match results by year. The majority of the match funds were State funds provided through the SCPRT. These State funds were either

designated in the State budget or came from various State appropriations, admissions taxes, and bonds. The rest of the funds used for match were from “External Matching Funds,” which comprised the match that partner grantees submitted to comply with requirements for grants from the SCNHC coordinating entity. These external match funds were expressly used for the Federal match and not used as revenue by the coordinating entity. Table 4.3 illustrates all the funding sources for the required match for the Federal funds. It should be noted that records of county and local funds, private donations, foundation and nonprofit funding, corporate sponsorships, and in-kind funding have only been kept since 2008 when the current financial manager at the coordinating entity took the position. Records of these types of funds prior to 2008 are not available (and are noted by a dash in Table 4.1). Prior to 2006, staff raised funds for individual projects, not the operations of the SCNHC. These funds went directly to partners and did not funnel through the coordinating entity. As the sunset date moved closer, a more organized effort was placed on raising funds for the coordinating entity rather than for partners. This gap in data collection makes it unclear to the evaluation team what funding was available to the coordinating entity through county and local funds, private donations, foundation and nonprofit funding, corporate sponsorships, and in-kind funding from 2006 through 2007.

Table 4.2 Overview of Federal Funds Awarded, Federal Funds Expended, Matching Contributions and Match Ratio by Year

	NPS Approved	NPS Actual Expenditures	Matching Contributions	Match Ratio
1998	\$300,500.00	-	-	-
1999	\$545,835.40	\$340,582.92	\$435,194.28	1.3
2000	\$792,000.00	\$463,700.19	\$776,668.15	1.7
2001	\$948,100.00	\$462,034.13	\$1,333,221.66	2.9
2002	\$950,000.00	\$724,628.38	\$851,042.46	1.2
2003	\$963,695.00	\$757,386.46	\$749,047.76	1.0
2004	\$968,240.00	\$777,636.71	\$1,593,122.01	2.0
2005	\$870,000.00	\$768,628.06	\$692,647.70	0.9
2006	\$772,465.00	\$1,017,831.92	\$890,506.53	0.9
2007	\$718,216.00	\$793,524.14	\$589,287.87	0.7
2008	\$ 706,799.00	\$758,622.41	\$484,623.29	0.6
2009	\$707,000.00	\$943,519.92	\$550,751.40	0.6
2010	\$707,000.00	\$845,981.69	\$405,299.47	0.5
2011	\$681,000.00	\$642,337.65	\$351,734.31	0.5
TOTAL	\$10,630,850.40	\$9,296,414.58	\$9,703,146.89	1.04
AVERAGE MATCH RATIO				1.1

*Matching contributions do not reflect audit conducted in 2011.

Figure 4.1 SCNHC Match Results by Year

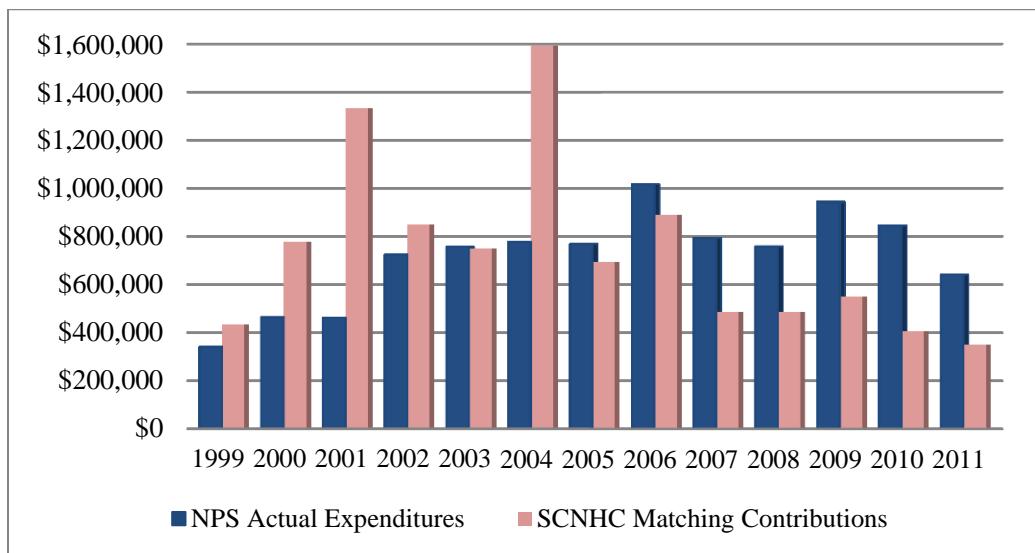


Table 4.3 Overview of NPS Funds and Matching Contributions by Year

Year	NPS Funds Awarded	State Matching Funds	External Matching Contributions
1998	\$300,500.00	–	–
1999	\$545,835.40	\$435,194.28	–
2000	\$792,000.00	\$776,668.15	–
2001	\$948,100.00	\$1,333,221.66	–
2002	\$950,000.00	\$851,042.46	–
2003	\$963,695.00	\$749,047.76	–
2004	\$968,240.00	\$1,593,122.01	–
2005	\$870,000.00	\$692,647.70	–
2006	\$772,465.00	\$724,560.85	\$165,945.68
2007	\$718,216.00	\$306,354.02	\$282,933.85
2008	\$706,799.00	\$248,667.45	\$235,955.84
2009	\$707,000.00	\$216,697.85	\$334,053.55
2010	\$707,000.00	\$202,368.87	\$202,930.60
2011	\$681,000.00	\$94,196.73	\$257,537.58
TOTAL	\$10,630,850.40	\$8,223,789.79	\$1,479,357.10

4.2 Use of Financial Resources

The SCNHC coordinating entity uses its direct financial resources to support its programmatic initiatives and operational activities. Of the funds available to the SCNHC coordinating entity since 1998, 55% or \$10.6 million were NPS Federal funds and 45% percent, or \$8.6 million, were non-Federal funds. Most of the non-Federal funds were received from SCPRT, were provided for funding operational expenses, and could be counted as match dollars for the Federal funding. These calculations include all Federal funds awarded to (not necessarily expended by) the coordinating entity and do not include external matching funds that are not counted as revenue.

SCNHC coordinating entity expenditures since 1998 total \$19 million, divided between operational expenses and program activity expenses as displayed in Table 4.4. Operational expenses include staff salaries, utilities and phone, travel, rent, equipment, and other administrative expenses. Programmatic expenses are those resources dedicated to SCNHC coordinating activities, such as the grant program, resource preservation, education and interpretation activities, tourism and promotion. Since 1998, SCNHC has spent \$10.1 million in operational expenses and \$8.9 on programmatic expenses. As noted in Table 4.4, the operational expenses for the SCNHC coordinating entity fluctuated over time. In the early years, the SCNHC coordinating entity staff were employees within the State of South Carolina's Heritage Tourism Development office and the staff included an Executive Director, four regional coordinators, a part-time fund raiser, administrative support, and staff for resource development, niche development and training/organizational development. However, in 2003, SCPRT reorganized the Office of Heritage Tourism Development within the agency and staffing reductions took place over time. Currently, the SCNHC coordinating entity employs five staff members.

Table 4.4 SCNHC Coordinating Entity Operational Spending by Year

Year	Operational Expenses	Program Expenses	Total
1998	\$0.00	\$0.00	\$0.00
1999	\$729,052.89	\$46,724.31	\$775,777.20
2000	\$796,667.10	\$443,701.24	\$1,240,368.34
2001	\$860,262.33	\$934,993.46	\$1,795,255.79
2002	\$1,123,817.38	\$451,853.46	\$1,575,670.84
2003	\$1,030,281.49	\$476,152.73	\$1,506,434.22
2004	\$863,646.28	\$1,507,112.44	\$2,370,758.72
2005	\$837,195.65	\$624,080.11	\$1,461,275.76
2006	\$757,473.01	\$1,194,954.61	\$1,952,427.62
2007	\$672,336.53	\$734,569.13	\$1,406,905.66
2008	\$635,518.61	\$611,650.17	\$1,247,168.78
2009	\$709,056.06	\$788,167.43	\$1,497,223.49
2010	\$669,430.33	\$582,252.57	\$1,251,682.90
2011	\$477,174.44	\$516,897.52	\$994,071.96
TOTAL	\$10,161,912.10	\$8,913,109.18	\$19,075,021.28

As the fiscal agent for SCNHC, the SCPRT office is responsible for submitting documentation of all SCNHC expenditures to NPS. SCPRT has consistently provided financial documentation of expenditures in the categories and format approved by NPS. The coordinating entity reported that a summary of their program expenses by activity was not available because the SCPRT office does not collect information by program area; rather, a sum of program activity is all that is reported, as that format was approved by NPS. The coordinating entity reported that changes in leadership at the SCNHC coordinating entity and the regional NPS office resulted in inconsistent reporting requirements for annual reports. Annual reports were not available prior to 2003 when the current Executive Director of SCNHC was hired. Monthly reports provide limited information about programmatic spending by specific NHA activity or program area. Various monthly reports provided from 2004-2009 sporadically report funding expended on “Marketing and Visitor Services” (includes special event programming at Discovery Centers, the execution of the group tour program, design and printing of brochures and preparation and distribution of the quarterly newsletter), “Organizational Development” (includes trainings, planning and the development of marketing products) and “Product Development, Interpretation and Programming” (includes managing their grants program and funding for developing new projects). Table 4.5 presents the information the evaluation team was able to reconstruct from annual reports concerning marketing and visitors

services. Table 4.6 and Figure 4.2 present the distribution of grant funding across program areas. The coordinating entity reported that because all the SCNHC staff members work as a team for all projects and because operations are fully funded through NHA funds, they have not kept time sheets based upon individual projects, as all work goes to meet the mission of the NHA. Without more detailed data, a full accounting of the expenditures across program areas is not possible.

Table 4.5 SCNHC Coordinating Entity Reported Programming Expenses by Program Type

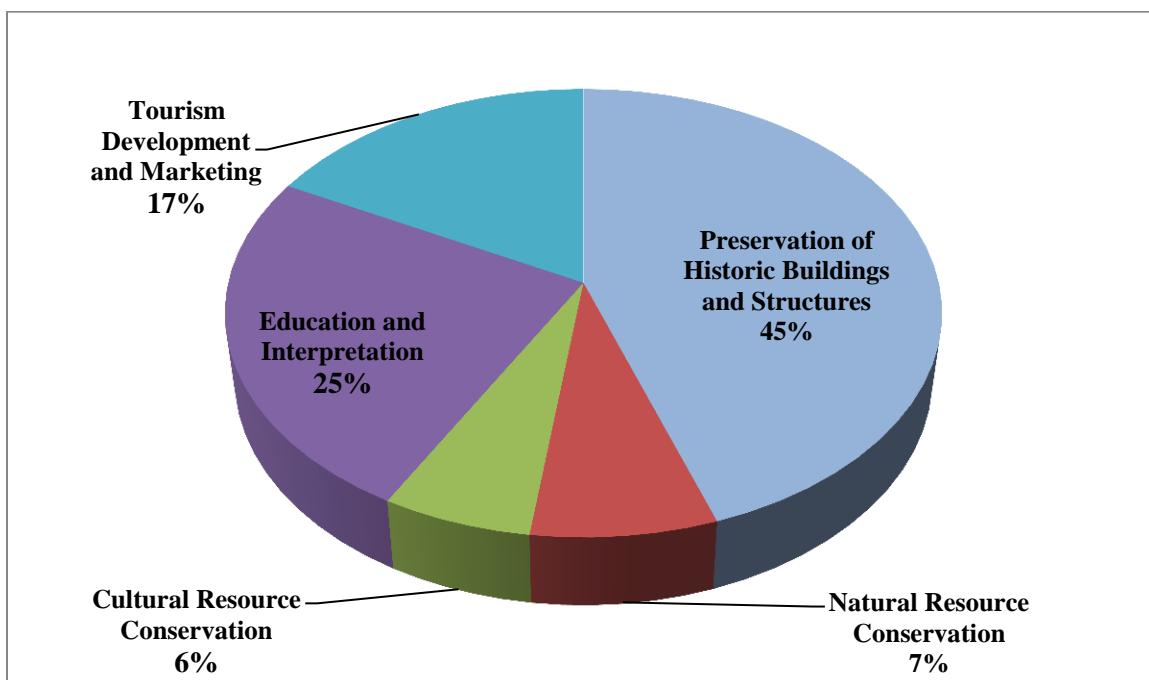
Year	Marketing and Visitor Services	Trainings, Planning, and Develop Marketing Products	Product Development, Interpretation, and Programming ⁷
1998			
1999			
2000			
2001			
2002			
2003			
2004	\$26,200	\$98,131	\$226,820
2005			
2006	\$9,161		
2007			
2008	\$11,162		
2009	\$103,650		
2010			
2011			

Table 4.6 Grant Funding Awarded to Sites by Program Area

Program Area	Total Grant Funding Awarded
Preservation of Historic Buildings and Structures	\$1,784,295.13
Natural Resource Conservation	\$296,194.72
Cultural Resource Conservation	\$239,256.00
Education and Interpretation	\$984,298.83
Tourism Development and Marketing	\$689,289.56
TOTAL	\$3,993,334.24

⁷ Included managing their grants program and funding for developing new projects.

Figure 4.2 Percent of Grant Funding Awarded by Program Area



4.3 Impact of Investments Summary

The evaluation assessed the investments made to the SCNHC coordinating entity to promote the work of the heritage area and the impacts of these investments in helping accomplish the purpose of the legislation. The SCNHC coordinating entity has successfully met the 50 percent Federal funding match requirements over the entire funding period and annually since 1998. The SCNHC coordinating entity has been able to leverage the NPS dollars to attract funding from other local sources; however, most of the external funds have come from the State of South Carolina. Of the funds available to the SCNHC coordinating entity since 1998, 55% or \$10.6 million were NPS Federal funds and 45% or \$8.6 million, were non-NPS funds. Because of the gap in information concerning programming expenditures, it is not possible for the evaluation team to draw conclusions about whether and to what degree funds have been spent to address the goals and objectives specified in the authorizing legislation. Analysis of the grant funding suggests that some of the NPS funds were spent in accordance with the management plan goals. The coordinating entity reported that although detailed accounts were not kept on staff time based on individual project work, all work performed by the staff was to meet the goals and objectives specified in the legislation. Upon discussion, the SCNHC coordinating entity reported that they were

amenable to developing a more detailed financial monitoring system that could more thoroughly capture their programming expenditures. Certainly, the interview data, list of activities, and detailed information on grant making supports a positive conclusion; however, without financial data to provide a picture of how funding has been distributed, the evaluation cannot draw final conclusions about the manner in which the funds have been spent. The following section further examines the financial sustainability of the SCNHC coordinating entity as well as other aspects of the NHA's sustainability.

Section 5: SCNHC Coordinating Entity Sustainability

5.1 Defining Sustainability

The third question guiding the evaluation, derived from legislation (P.L. 110-229), asks, “How do the coordinating entity’s management structure, partnership relationships and current funding contribute to the NHA’s sustainability?” To guide the assessment of sustainability, we have adopted the definition developed by NPS, with the assistance of stakeholders from a number of National Heritage Areas. Sustainability for an NHA is as follows:

“...the National Heritage Area coordinating entity’s continuing ability to work collaboratively and reciprocally with Federal, State, community, and private partners through changing circumstances to meet its mission for resource conservation and stewardship, interpretation, education, recreation and economic development of nationally significant resources.” Critical components of sustainability for a National Heritage Area include, but are not limited to:

- The coordinating entity and NPS honoring the legislative mandate of the NHA;
- The coordinating entity’s management capacity, including governance, adaptive management (such as strategic planning), staffing, and operations;
- Financial planning and preparedness including the ongoing ability to leverage resources in support of the local network of partners;
- Partnerships with diverse community stakeholders, including the heritage area serving as a hub, catalyst, and/or coordinating entity for on-going capacity building; communication; and collaboration among local entities;
- Program and project stewardship where the combined investment results in the improved economic value and ultimately long-term quality of life of that region; and
- Outreach and marketing to engage a full and diverse range of audiences.”

In the following sections, we address each of these components, drawing on data provided in previous sections.

5.2 Honoring the Legislative Mandate of the NHA

As stated in legislation, the purpose of the South Carolina National Heritage Corridor is to:

- (1) Protect, preserve, conserve, restore, promote, and interpret the significant land and water resource values and functions of the Corridor;
- (2) Encourage and support, through financial and technical assistance, the State of South Carolina, the units of local government of the State, and the private sector in the development of a heritage plan for the Corridor to ensure coordinated public and private action in the Corridor area;
- (3) Provide, during the development of an integrated heritage plan, Federal financial and technical assistance for the protection, preservation, and conservation of land and water areas in the Corridor that are in danger of being adversely affected or destroyed;
- (4) Encourage and assist the State of South Carolina and the units of local government of the State to identify the full range of public and private technical and financial assistance programs and services available to implement the heritage plan;
- (5) Encourage adequate coordination of all government programs affecting the land and water resources of the Corridor; and
- (6) Develop a management framework with the State of South Carolina and the units of local government of the State for—planning and implementing the heritage plan; and developing policies and programs that will preserve, conserve, protect, restore, enhance, and interpret the cultural, historical, natural, economic, recreational, and scenic resources of the Corridor.”

This section of the document describes and assesses how the SCNHC coordinating entity's management, leadership and relationships with NPS and with stakeholder organizations aid in the development and sustainment of the National Heritage Area. To accomplish this assessment, the evaluation examined the SCNHC coordinating entity's leadership and partnership structures and the role of NPS in the functioning of the heritage area and coordinating entity. The evaluation team also examined the SCNHC coordinating entity's financial resources to assess the extent to which NPS funding has helped the heritage area complete its operational and programmatic mission and access other funding to support its operational and programmatic activities.

5.3 SCNHC Coordinating Entity Management Capacity

5.3.1 Governance, Leadership, and Oversight

Board Members

The SCNHC coordinating entity is led by a State Board of Directors (Board) that provides governance for the SCNHC (nonprofit) and the SCNHC (heritage area). Many of the Board members have been involved with the SCNHC since it was designated as an NHA. In addition, because Board members provide areas of expertise that are useful to the NHA, such as business leadership, they are often called upon to offer their skills and knowledge. For this evaluation, six Board members, including the Board Chair, were interviewed to gain an understanding of their roles and responsibilities in furthering the SCNHC's sustainability.

Interviews with Board members and reviews of the Board's Code of Ethics indicated that the SCNHC Board is primarily responsible for setting the mission and planning the strategic direction for each of the four regions of the SCNHC and for assisting the South Carolina Parks Recreation and Tourism Department (SCPRT) with oversight of finances, operations, and policies. These responsibilities are accomplished by representing the organization to the public, overseeing staffing, and guiding the staff on strategic and technical matters related to the mission of the Corridor.

The Board currently consists of 13 members who represent private sector interests of the Corridor and includes a variety of professionals, such as business leaders, local government officials, and private citizens. The State Board of Directors meets on a quarterly basis to discuss staffing, budgets, and grant funding for projects within the Corridor. The evaluation found that the diverse membership of the Board helps ensure that the work of the coordinating entity is meeting the multiple needs of the Heritage Area. Also, the Board is sufficiently engaged to maintain the governance and accountability of the coordinating entity.

The SCNHC has faced a number of organizational and leadership challenges since the Federal designation. Board members reported that in the early years of the NHA, SCNHC was run through the State of South Carolina's Parks Recreation and Tourism (SCPRT) department, and the State had more authority over coordinating entity operations. However, after the State agency was reorganized in 2003 by the State administration, the Board played a more prominent leadership role with the

SCNHC coordinating entity. In 2008, the former Governor of South Carolina signed an Executive Order recognizing and designating SCPRT as the coordinating entity of the National Heritage Area, “including all fiscal and administrative responsibilities, with full authority to direct the Program as it determines necessary.” The Executive Order indicated that the SCNHC nonprofit organization was designated as “advisory board to SCPRT.” According to the SCNHC Executive Director, the current South Carolina Governor was consulted in 2011 and reportedly wanted the State to have less involvement in managing daily operations of the Corridor, but maintained SCPRT as the fiscal agent for the National Heritage Area. SCPRT issues a grant with the NPS funds to the SCNHC Board to staff and operate all NHA activities (except financial reporting and administration of the grant program). The shifting policies of the State administration regarding the SCNHC leadership have consumed time and effort that would have otherwise been spent on implementing the management goals of the SCNHC. Although, it was reported that difficulties in negotiating the respective leadership responsibilities of the Board and the former Director of SCPRT occurred in the past, the partnership between the current SCPRT Director and the Board is collaborative and productive.

To ensure that the SCNHC coordinating entity activities are informed by the needs of community members of each region, the SCNHC Board has representation by members from each of the four regional advisory committees. Reports from these representatives provide the State Board with information that allows them to monitor how progress is being made on projects within the different regions and assess challenges that develop within the different communities. Although the regional advisory committees provide a mechanism to report back to the State Board of Directors on Corridor activities, some interviewees noted that information flow the other direction was sometimes difficult. The regional advisory committees at times had difficulty being informed about the operations of the State Board outside of their region. Some interviewees noted that competition for resources between the four regions has at times created friction on the Board as well. Overall, the operations of the Board and the regional advisory committees have been structured to allow information flow and equity across the whole Corridor.

Fundraising has not historically been a function of the Board. Board members reported that in the past, when SCPRT had a more prominent role in directing the SCNHC, the coordinating entity and its Board could not seek funding from any State agency or department. However, Board members indicated that because they are now more independent from the State, their plan is to begin to raise funds from outside sources. Although SCPRT continues to be the fiscal agent for the SCNHC, Board members reported that the current organization allows the Board to be much more involved

in managing the overall budget to include Federal and State funds as well as the funds that comes directly to the coordinating entity through its 501c3 organization. Other alternative ways of generating revenue are being planned that may involve a fee-for-service model as a possible strategy. Fundraising experience was noted as a valuable skill that may be sought out in future Board members.

Executive Director

SCNHC's Executive Director has been with SCNHC since 2003 and currently holds the title of President and Chief Executive Officer (CEO) of the coordinating entity. From both staff and stakeholder reports, the Executive Director plays a pivotal position in SCNHC coordinating entity operations. Her skills in management, planning, and coordination were cited as an advantage to the organization. She is recognized as having a strong work ethic and the ability to manage operational issues that arise. In addition, she was particularly noted to have skills in forming partnerships with a wide variety of stakeholders and connecting partners to stakeholders for collaboration.

5.3.2 Staffing and Operations

In addition to the Executive Director, current full-time staff of the organization includes a Director of Development for all four regions of the Corridor, an Interactive and Graphics Manager, and Finance and Human Resources Manager. The staff also includes one part-time Group Tour Manager. The observations and interview data suggest to the evaluation team that the Director of Development position is particularly important. Based on job descriptions provided in interviews, this staff member is now responsible for coordinating with partners in the Corridor about projects and is the main on-the-ground source of technical assistance for communities throughout the SCNHC.

To the evaluation team, a single staff member does not appear sufficient to meet the objectives of the organization assigned to the Development Director, travel the distances required, and manage and support the variety of activities currently underway. As noted throughout the report, the number of activities undertaken by the coordinating entity is extensive, and the evaluation team was repeatedly told that it was difficult for the current staff to adequately support those activities as the staff had been reduced over the years. In addition, as frequently described, the relationships developed by the coordinating entity staff with partners and Corridor citizens are personal ones based on comfortable interpersonal interactions, ready access, and informal information sharing. As

staff are stretched thin to meet their obligations (e.g., covering four regions rather than one), their ability to respond personally and promptly is declining. The evaluation team, however, cannot draw conclusions about whether the current staffing model or some adjustment to that model could adequately support this component of the coordinating entity operations because of the lack of data describing the allocation of staff time between program areas.

In interviews, the evaluation team was also told that staff turnover seemed to be a challenge to adequate support of all the operations. A few partners indicated to the evaluation team that staff turnover may have played a role in the delay of services they had experienced. These partners suspected that turnover was the cause when they did not hear from the Corridor as often for periodic check-ins, at times had to wait longer to hear back from staff, or had to wait longer for requests to be fulfilled. At the time of the Meet and Greet site visit, there were two Directors of Development; one had responsibility for the Upstate (Regions 1 and 2) and one for the Lowstate (Regions 3 and 4). This was a decrease in staff from the original organizational plan, in which a staff member was assigned to each region. One month later, when the evaluation team returned, the Director of Development for the Upstate had resigned and taken a new position, and the remaining Director of Development was responsible for all four regions. It was unclear if and when another director would be hired as the staff had already decreased from four directors to two. As discussed above, several partner respondents noted that the role of the Director of Development was invaluable because that was the main individual who provided them with significant support and information for project related activities. The loss of access because of decreased staff and the requirement to build new relationships with new staff are both challenges to the continuing strong operations of the Corridor's coordinating entity.

5.3.3 Strategic Planning and Adaptive Management

Strategic planning played a role in the SCNHC coordinating entity functions beginning with the 1996 Management Plan and followed up with plans related to Marketing and Public Relations in 2002. The 1996 plan's goals, including resource preservation, tourism and recreation, education and interpretation, and economic development continue to guide the activities of the organization today. The coordinating entity staff and Board also reported a number of adaptations and changes to their original plans and management organization to accommodate some major organizational shifts (e.g., move from State employees to Board employees, closure of the Discovery Centers, decreased State funding). These changes have not been documented in updated or revised management plans. The coordinating entity and the Board continue to support the regional committee structure as a way to

receive input from across the Corridor, but respondents indicated to the evaluation team that this was informal feedback depending on the strength and commitment at the regional level.

5.3.4 Monitoring and Record Keeping

One of the areas of the SCNHC's management capacity that could be strengthened is its collection and use of monitoring data documenting Corridor activities. In interviews, members of the State Board reported that there is no formal process through which the SCNHC coordinating entity collects data to measure Corridor activities and progress toward goals. Areas identified as having very limited data available for assessment included the following: (1) comprehensive audits or data on the financial information related to the coordinating entity's 501c3 account prior to 2008, which were not available for review; (2) data on Corridor activities that accompanied the State's fiscal reports were inconsistent; and (3) partner sites did not report having mechanisms to track inquiries about how visitors learned about the site or if they knew about the SCNHC. The coordinating entity may benefit from a more consistent data collection, analysis, and reporting system that maximizes and coordinates what is already collected and caters to the decision making needs of the staff and Board. The system should be designed so that it can be maintained by staff with minimal burden. Upon discussion, the SCNHC coordinating entity reported that they were amenable to developing a more detailed financial monitoring system that could more thoroughly capture their programming expenditures.

5.4 SCNHC Partnerships

SCNHC partners play a critically important role for the preservation and interpretation of SCNHC 17-county region. When asked about the role of partners in the sustainability of the heritage area, SCNHC coordinating entity staff commented that partners are essential for keeping the story of South Carolina's rural heritage alive. The role of the coordinating entity is to work directly with partner sites to provide the support and assistance they require to produce quality interpretation of their stories and advance the mission of the SCNHC. Representatives of partner sites who were interviewed for this evaluation echoed this sentiment. When asked about heritage area sustainability, interviews with SCNHC coordinating entity management and partner site representatives indicate that many partner sites will still continue to operate even if the coordinating entity does not sustain in the future, especially those sites that have extensive funding networks or are close to other established tourist destination areas. However, other sites that are smaller, are located in rural and

economically distressed areas, or are not connected to other funding resources may have significant challenges in continuing. According to many partners, the abilities to connect with other regional partners doing similar work, to fund marketing and promote tourism activities in rural areas, and to conserve the heritage stories in the Corridor would be compromised without support from the coordinating entity.

5.5 Financial Sustainability, the Importance of NPS Funds, and the Importance of NHA Designation

As noted earlier, there are several critical components to NHA sustainability, including but not limited to financial sustainability. In order for a NHA to be financially sustainable it must have sufficient funds to cover its operating and programmatic expenses. Table 5.1 presents SCNHC's NPS funds received; non-NPS funds received; and total expenses by year. As the chart shows, the Federal investment in SCNHC has ranged from a low of \$300,500 in its initial year of funding to a high of \$968,240 in 2004. In the past seven years, the SCNHC coordinating entity has received an annual award averaging about \$737,497. The total received over the twelve years is approximately \$10.6 million.

Table 5.1 Federal Funds Received, Non-Federal Funds Received, Total Revenue and Total Expenses by Year

Year	NPS Revenue	Non-NPS Revenue	Total Revenue	Expenses
1998	\$300,500	\$0	\$300,500	\$0
1999	\$545,835	\$435,194	\$981,029	\$775,777
2000	\$792,000	\$776,668	\$1,568,668	\$1,240,368
2001	\$948,100	\$1,333,221	\$2,281,321	\$1,795,255
2002	\$950,000	\$851,042	\$1,801,042	\$1,575,670
2003	\$963,695	\$749,047	\$1,712,742	\$1,506,434
2004	\$968,240	\$1,593,122	\$2,561,362	\$2,370,758
2005	\$870,000	\$692,647	\$1,562,647	\$1,461,275
2006	\$772,465	\$768,650	\$1,541,115	\$1,952,427
2007	\$718,216	\$330,447	\$1,048,663	\$1,406,905
2008	\$706,799	\$320,265	\$1,027,064	\$1,247,168
2009	\$707,000	\$247,961	\$954,961	\$1,497,223
2010	\$707,000	\$287,231	\$994,231	\$1,251,682

2011	\$681,000	\$218,243	\$899,243	\$994,071
Total	\$10,630,850	\$8,603,743	\$19,234,594	\$19,075,021

Table 5.1 demonstrates the importance of Federal funding to the operation of the SCNHC coordinating entity. It shows that non-NPS Revenue, which has been provided primarily through the State of South Carolina funding, has not been sufficient to cover expenses in any year and has declined in the last five years. Although partner site representatives mentioned that SCNHC funding served as a catalyst in helping them develop pilot projects and leverage other grant funding, the SCNHC coordinating entity has not received funding from other State government sources, due to prior restrictions placed on them by the SCPRT regarding fund raising. The SCNHC coordinating entity management reported that, in addition, they have not pursued other Federal or State grant funding because they would be in direct competition with their partners who apply for these funding sources. As indicated in Table 5.1, the coordinating entity's total revenue closely tracks the organization's total expenses per year.

5.5.1 The Importance of NPS Funding for the SCNHC Coordinating Entity

NPS funding provides flexibility and a consistent source of funding for the SCNHC. The NPS funding has provided the SCNHC coordinating entity with flexibility to leverage other resources that can help preserve historical structures through their grant program to partners. A number of interviewees believe that NPS funding and the NHA designation serve as an attraction for additional funds. If the NPS funding is reduced, the general view among those interviewed and close to the SCNHC coordinating entity is that progress will be slowed and some activities may not be accomplished; but, the basic structure of the organization would likely remain the same if state and other sources funding continue. It is possible that new partners could be supported in some limited way. Discontinuation of all federal funds would even more severely limit activities and require the coordinating entity to make significant changes to their operating model (e.g., attempt a fee-for-service model for activities only). Again, in this scenario it is unlikely that many of the operating partner sites will end their operations; however, given the need for fee-for-service, it is highly unlikely that new non-profit community sites will be developed.

As noted in section 5.1, there are funds that support the SCNHC mission but are not available for general operating or programmatic expenses of the coordinating entity. The first of these types of funds is grants to partner sites. These funds come from other grant making entities and go to partner sites for their programmatic and preservation work and do not flow through the

coordinating entity. They appear on the SCNHC financial documentation because they serve as part of the SCNHC match to Federal dollars but they are not available for use in the SCNHC operating or programmatic budget and will not be useful to the sustainability of the coordinating entity.

5.5.2 The Importance of NPS Funding for the SCNHC

Many participants from partner sites, particularly those from rural areas without significant tourism or promotional capacities, noted that the Corridor is one of the few organizations that would allow them to continue their heritage-related activities through both grant funding and technical assistance. As noted above, our interviews indicated that many partner sites will still continue to operate even if the coordinating entity does not sustain into the future; however, other less connected, smaller and more rural sites may have significant challenges in continuing. In addition, according to many partners, the abilities to connect with other regional partners doing similar work, to fund marketing and promote tourism activities in rural areas, and to conserve the heritage stories in the Corridor would be compromised without continued support from the coordinating entity.

5.6 Sustainability Summary

The SCNHC coordinating entity has the governance in place to work with heritage area communities to develop, interpret, and preserve the region's heritage by providing grants, technical assistance, tourism promotion, and outreach activities. The Board of Directors effectively leads the SCNHC and has an ongoing role in setting the mission of the SCNHC, approving the direction of the staff, and ensuring that the SCNHC goals and mission are informed by the community through regional advisory committees. The recent reductions in staffing for the SCNHC coordinating entity do appear to be a challenge in fulfilling the current scope of activities in place. It was recognized that the Executive Director's unique set of skills and knowledge are strengths in supporting the coordinating entity's sustainability. As noted, one of the areas of SCNHC's management capacity that could be strengthened is its collection and use of monitoring data and records of usage.

The coordinating entity does face challenges to its financial sustainability. **NPS funds, set to expire in 2012, are essential for the operation of the coordinating entity as it currently exists. Non-Federal funds consist mostly of funding from the State of South Carolina has declined over time.**

The SCNHC State Board of Directors has been engaged in conversations with the SCNHC Executive Director regarding sustainability without continued Federal funding and they have been working closely to develop plans for long-term financial sustainability. One approach under consideration is the creation of a fee-for-service model, in which the SCNHC coordinating entity requires a fee for technical assistance and marketing services. Another possibility is to extend Corridor services to a larger area of the State beyond the Corridor borders so that opportunities for promotion and fundraising could be attained from a larger geographic area. Another option is to aggressively pursue fundraising efforts from private and public sources to generate more revenue. The timing for these prospects is in the future and the likelihood of their occurrence is uncertain.

If the NPS funding is reduced or discontinued, the NHA region itself will remain in place. Many interviewees noted the importance of the NHA designation to the Corridor and its ability to be sustained. Those interviewees involved with marketing and tourism note that the NHA designation has served as a good selling point for external funders and that it afforded opportunities to many small communities without significant resources to tell their stories and be promoted as a destination for heritage tourism. However, the general view among those interviewed and close to the SCNHC coordinating entity is that with reduced funding, progress will be slowed and some activities may not be accomplished; however, the basic structure of the organization would likely remain the same. With no funding, more severe limitations on the activities and a change in focus to fee-for-service of the coordinating entity are likely.

Appendix 1

South Carolina National Heritage Corridor Evaluation Legislation

From P. L. 110-229, signed May 8, 2008:

S.F.C. 462. EVALUATION AND REPORT.

(a) In General.--For the nine National Heritage Areas authorized in Division II of the Omnibus Parks and Public Lands Management Act of 1996, not later than 3 years before the date on which authority for Federal funding terminates for each National Heritage Area, the Secretary shall--

- (1) conduct an evaluation of the accomplishments of the National Heritage Area; and
- (2) prepare a report in accordance with subsection (c).

(b) Evaluation.--An evaluation conducted under subsection (a)(1) shall--

- (1) assess the progress of the local management entity with respect to--
 - (A) accomplishing the purposes of the authorizing legislation for the National Heritage Area; and
 - (B) achieving the goals and objectives of the approved management plan for the National Heritage Area;
- (2) analyze the investments of Federal, State, Tribal, and local government and private entities in each National Heritage Area to determine the impact of the investments; and
- (3) review the management structure, partnership relationships, and funding of the National Heritage Area for purposes of identifying the critical components for sustainability of the National Heritage Area.

(c) Report.--Based on the evaluation conducted under subsection (a)(1), the Secretary shall submit a report to the Committee on Natural Resources of the United States House of Representatives and the Committee on Energy and Natural Resources of the Senate. The report shall include recommendations for the future role of the National Park Service, if any, with respect to the National Heritage Area.

Or, see Section 462 at the following link:

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=110_cong_public_laws&docid=f:publ229.110

Appendix 2

South Carolina National Heritage Corridor Authorizing Legislation

Title VI
Public Law 104-333
Enacted October 1996

Public Law (PL) 104-333

SEC. 601. SHORT TITLE.

This title may be cited as the “South Carolina National Heritage Corridor Act of 1996”.

SEC. 602. FINDINGS AND PURPOSE.

(a) FINDINGS.—Congress finds that—

- (1) the South Carolina National Heritage Corridor, more than 250 miles in length, possesses a wide diversity of significant rare plants, animals, and ecosystems, agricultural and timber lands, shell-fish harvesting areas, historic sites and structures, and cultural and multicultural landscapes related to the past and current commerce, transportation, maritime, textile, agricultural, mining, cattle, pottery, and national defense industries of the region, which provide significant ecological, natural, tourism, recreational, timber management, educational, and economic benefits;
- (2) there is a national interest in protecting, conserving, restoring, promoting, and interpreting the benefits of the Corridor for the residents of, and visitors to, the Corridor area;
- (3) a primary responsibility for conserving, preserving, protecting, and promoting the benefits resides with the State of South Carolina and the units of local government having jurisdiction over the Corridor area; and
- (4) in view of the longstanding Federal practice of assisting States in creating, protecting, conserving, preserving, and interpreting areas of significant natural and cultural importance, and in view of the national significance of the Corridor, the Federal Government has an interest in assisting the State of South Carolina, the units of local government of the State, and the private sector in fulfilling the responsibilities described in paragraph (3).

(b) PURPOSES.—The purposes of this title are—

- (1) to protect, preserve, conserve, restore, promote, and interpret the significant land and water resource values and functions of the Corridor;
- (2) to encourage and support, through financial and technical assistance, the State of South Carolina, the units of local government of the State, and the private sector in the development of a heritage plan for the Corridor to ensure coordinated public and private action in the Corridor area in a manner consistent with subsection (a);
- (3) to provide, during the development of an integrated heritage plan, Federal financial and technical assistance for the protection, preservation, and conservation of land and water areas in the Corridor that are in danger of being adversely affected or destroyed;

- (4) to encourage and assist the State of South Carolina and the units of local government of the State to identify the full range of public and private technical and financial assistance programs and services available to implement the heritage plan;
- (5) to encourage adequate coordination of all government programs affecting the land and water resources of the Corridor; and
- (6) to develop a management framework with the State of South Carolina and the units of local government of the State for—
 - (A) planning and implementing the heritage plan; and
 - (B) developing policies and programs that will preserve, conserve, protect, restore, enhance, and interpret the cultural, historical, natural, economic, recreational, and scenic resources of the Corridor.

SEC. 603. DEFINITIONS.

For purposes of this title—

- (1) CORRIDOR.—The term “Corridor” means the South Carolina National Heritage Corridor established by section 604.
- (2) GOVERNOR.—The term “Governor” means the Governor of the State of South Carolina.
- (3) SECRETARY.—The term “Secretary” means the Secretary of the Interior.

SEC. 604. SOUTH CAROLINA NATIONAL HERITAGE CORRIDOR.

(a) ESTABLISHMENT.—There is established in the State of South Carolina the South Carolina National Heritage Corridor.

(b) BOUNDARIES.—

- (1) IN GENERAL.—The boundaries of the Corridor are generally the boundaries of the western counties of the State of South Carolina, extending from the western Piedmont along the Savannah Valley to Augusta, Georgia, along the route of the old Southern Railroad, along the Ashley River to Charleston.
- (2) INCLUDED COUNTIES.—The Corridor shall consist of the following counties of South Carolina, in part or in whole, as the heritage plan may specify on the recommendations of the units of local government with the Corridor area:

- (A) Oconee.
- (B) Pickens.
- (C) Anderson.
- (D) Abbeville.
- (E) Greenwood.
- (F) McCormick.
- (G) Edgefield.
- (H) Aiken.
- (I) Barnwell.
- (J) Orangeburg.
- (K) Bamberg.
- (L) Dorchester.
- (M) Colleton.
- (N) Charleston.

- (3) DETAIL.—The boundaries shall be specified in detail in the heritage plan.

SEC. 605. MANAGEMENT ENTITY.

(a) IN GENERAL.—The management entity for the National Heritage Corridor shall be an entity selected by the Governor of the State of South Carolina which reflects a broad cross-section of interests within the Corridor and which includes—

- (1) at least 1 representative of one or more units of government in South Carolina; and
- (2) private property owners who reside within the National Heritage Corridor.

(b) DUTIES.—The management entity for the National Heritage Corridor shall fulfill each of the following requirements:

(1) HERITAGE PLAN.—Not later than 3 years after the date of the designation of the area as a National Heritage Corridor, the management entity shall develop and forward to the Secretary, and to the Governor of South Carolina, a heritage plan.

(2) PRIORITIES.—The management entity shall give priority to the implementation of actions, goals, and policies set forth in the compact and heritage plan for the Corridor, including assisting units of government and others in—

- (A) carrying out programs which recognize important resource values within the National Heritage Corridor;
- (B) encouraging economic viability in the affected communities;
- (C) establishing and maintaining interpretive exhibits in the Corridor;
- (D) developing recreational and educational opportunities in the Corridor;
- (E) increasing public awareness of and appreciation for the natural, historical, and cultural resources of the Corridor;
- (F) restoring historic buildings that are located within the boundaries of the Corridor and relate to the theme of the Corridor; and
- (G) ensuring that clear, consistent, and appropriate signs identifying public access points and sites of interest are put in place throughout the Corridor.

(3) CONSIDERATION OF INTERESTS OF LOCAL GROUPS.—The management entity shall, in developing and implementing the heritage plan for the Corridor, consider the interest of diverse units of government, businesses, private property owners, and nonprofit groups within the geographic area.

(4) PUBLIC MEETINGS.—The management entity shall conduct public meetings at least annually regarding the implementation of the heritage plan for the Corridor. The management entity shall place a notice of each such meeting in a newspaper of general circulation in the Corridor and shall make the minutes of the meeting available to the public.

SEC. 606. DUTIES OF THE SECRETARY.

(a) ASSISTANCE.—On request of the management entity, and subject to the availability of funds appropriated specifically for the purpose, or made available on a reimbursable basis, the Secretary shall provide administrative, technical, financial, development, and operations assistance for the purposes of this title. The assistance may include—

- (1) general administrative support in planning, finance, personnel, procurement, property management, environmental and historical compliance, and land acquisition;
- (2) personnel;
- (3) office space and equipment;

- (4) planning and design services for visitor use facilities, trails, interpretive exhibits, publications, signs, and natural resource management;
- (5) development and construction assistance, including visitor use facilities, trails, river use and access facilities, scenic byways, signs, waysides, and rehabilitation of historic structures; and
- (6) operations functions, including interpretation and visitor services, maintenance, and natural resource management services conducted within the boundaries of the Corridor.

(b) LOANS, GRANTS, AND COOPERATIVE AGREEMENTS.—For the purposes of assisting in the development and implementation of the heritage plan, the Secretary may, in consultation with the management entity, make loans and grants to, and enter into cooperative agreements with, the State of South Carolina (or a political subdivision of the State), private nonprofit organizations, corporations, or other persons.

(c) APPROVAL OF HERITAGE PLAN.—

(1) IN GENERAL.—Not later than 180 days after receipt of the plan submitted under section 605

(b), the Secretary shall approve or disapprove the plan.

(2) CRITERIA.—In determining whether to approve a plan under this title, the Secretary shall consider—

- (A) whether the plan has strong local support from a diversity of landowners, business interests, nonprofit organizations, and governments within the area;
- (B) whether the plan is consistent with and complements continued economic activity in the area;
- (C) whether the plan has a high potential for effective partnership mechanisms;
- (D) whether the plan improperly infringes on private property rights; and
- (E) whether the plan will take appropriate action to ensure private property rights are observed.

(3) DISAPPROVAL.—

(A) IN GENERAL.—If the Secretary disapproves the proposed heritage plan, the Secretary shall notify the management entity.

(B) CONTENTS.—A notification under subparagraph (A) shall include—

- (i) the reasons for the disapproval; and
- (ii) recommendations for revision.

(C) REVISED PLAN.—The management entity shall revise and resubmit the heritage plan to the Secretary for approval. Not later than 180 days after receipt of the revised plan, the Secretary shall approve or disapprove the plan as provided in paragraph (2). The management entity shall revise and submit the heritage plan until the heritage plan is approved by the Secretary.

SEC. 607. SUNSET.

The Secretary may not make any grant or provide any assistance under this title after September 30, 2012.

SEC. 608. AUTHORIZATION OF APPROPRIATIONS.

- (a) IN GENERAL.—There is authorized to be appropriated under this title not more than \$1,000,000 for any fiscal year. Not more than a total of \$10,000,000 may be appropriated for the Corridor under this title.
- (b) 50 PERCENT MATCH.—Federal funding provided under this title, after the designation of this Corridor, may not exceed 50 percent of the total cost of any assistance or grant provided or authorized under this title.

Appendix 3

South Carolina National Heritage Corridor Evaluation Methodology

November 2011

Background and Purpose

In May 2008, Congress passed legislation⁸ which requires the Secretary of the Interior to evaluate the accomplishments of nine National Heritage Areas (NHAs) no later than three years before the date on which authority for federal funding for each of the NHAs terminates. Based on findings of each evaluation, the legislation requires the Secretary to prepare a report with recommendations for the National Park Service's future role with respect to the NHA under review.

The National Parks Conservation Association's Center for Park Management (CPM) conducted the first evaluation of Essex National Heritage Area in 2008. In 2010, CPM, in partnership with the National Park Service (NPS), then contracted with Westat to evaluate the next two NHA sites: Augusta Canals in Augusta, GA and Silos and Smokestacks in Waterloo, IA. Each evaluation was designed to answer the following questions, outlined in the legislation:

1. Based on its authorizing legislation and general management plan, has the Heritage Area achieved its proposed accomplishments?
2. What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?
3. How do the Heritage Areas management structure, partnership relationships and current funding contribute to its sustainability?

This document presents Westat's methodology for conducting the NHA evaluations for the six remaining heritage areas. This methodology includes: our core evaluation approach; evaluation design; associated data collection methods, sources, and measures; and analysis and reporting plans. Our methods build upon the methodology and instruments used in previous Augusta Canal and Silos and Smokestacks NHA evaluations.

In addition to outlining our core approach to the evaluation, this document describes the process Westat will use to tailor the approach for each of the specific NHA evaluations.

⁸ From P.L. 110-229, Section 462. EVALUATION AND REPORT, signed May 8, 2008

Core Evaluation Approach

Our approach to the NHA evaluation centers around three basic principles – stakeholder collaboration, in-depth and triangulated data collection, and efficiencies of time and effort. The evaluation will use a case study design, examining each NHA individually. The case study design is appropriate for addressing the NHA evaluation questions since there are multiple variables of interest within each NHA and multiple sources of data with the need for convergence or triangulation among the sources. As noted below, data sources in each site will include documents, key informants from the coordinating/management entity and partner organizations, and community stakeholders. Data collection will be guided by a case study protocol outlining the domains and measures of interest using topic-centered guides for extracting data from existing sources and for interviewing key informants (individually and in group interviews).

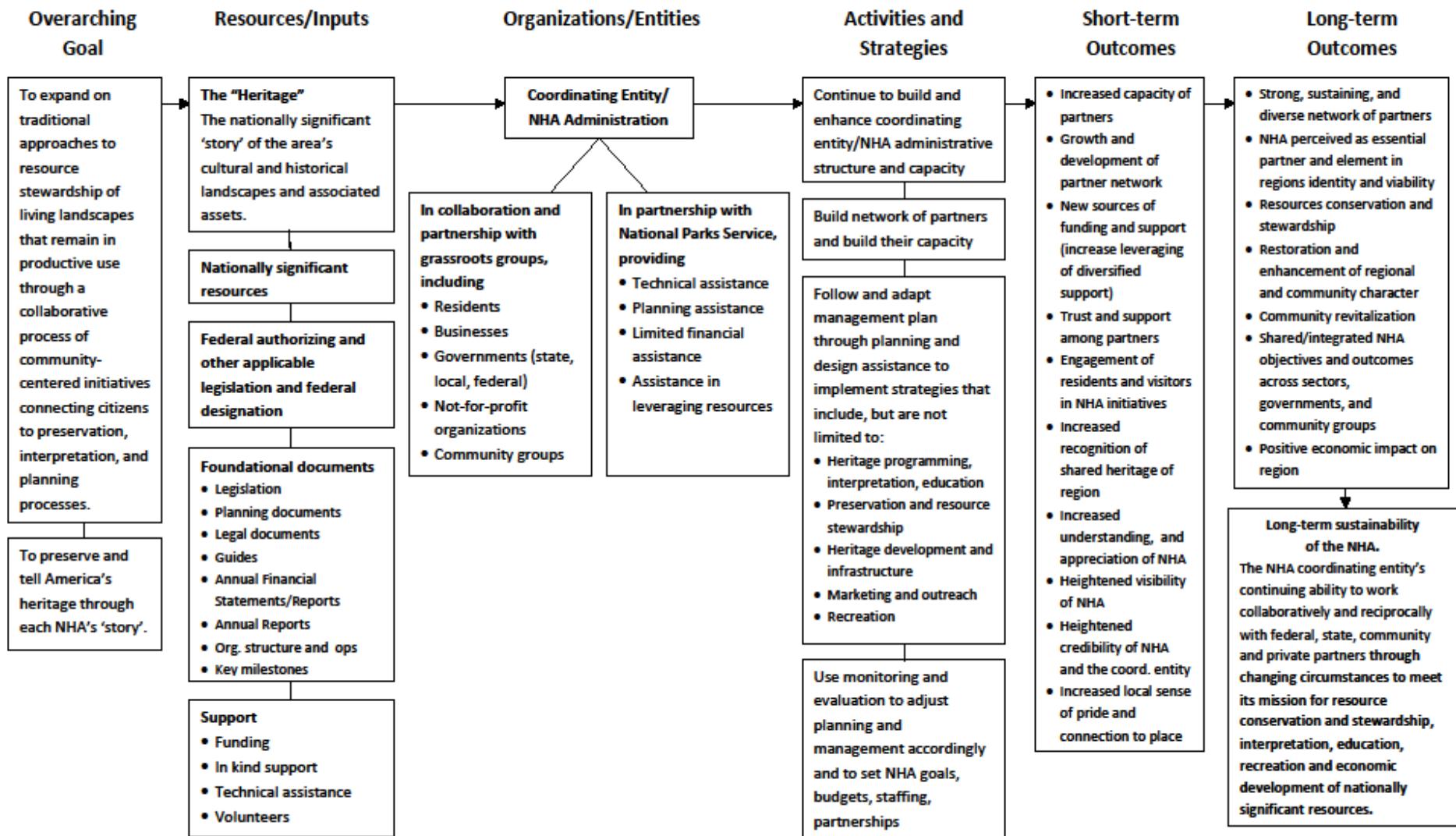
The evaluation will incorporate a collaborative approach with project stakeholders to ensure that it is relevant to all and is grounded in the local knowledge of the site as well as designed to meet legislative requirements. Therefore, in the design and implementation of each evaluation, we will include the perspectives of NPS and NHA leadership. Working products will be developed in close coordination with NPS and the NHA evaluation sites throughout the evaluation process. Involving all key stakeholders and including varying perspectives at each stage of the process will ensure that the data collection methods and indicators, the analysis, and interpretation of the findings reflect their views and concerns.

Core Evaluation Design and Measures

Westat is developing a core evaluation design that will then be tailored for each NHA evaluation. Three tools guide the development of the core evaluation design: the NHA Logic Model (Figure 1), the NHA Domain Matrix (Appendix C of the Replication Guide), and a comprehensive case study protocol. The basic structure of the NHA Logic Model is a visual representation of the:

- overarching goal for a NHA;
- resources and key partnerships available to help an NHA accomplish its goals;
- activities and strategies that are being implemented to accomplish the NHA goal;
- intended short and long -term outcomes; and
- the linkages among the activities, strategies, and outcomes.

Figure 1 NHA Logic Model



The logic model provides a blueprint for the case study design, outlining the components to examine, the indicators to measure, and the relationships to investigate between the various activities and outcomes. It therefore is a key tool for outlining the data that should be collected as well as the types of analyses that might be conducted. In addition, it provides an efficient way to display the underlying logic or framework of the NHA. For the core evaluation design, the NHA logic model has guided the development of the NHA Domain Matrix, which will in turn inform the development of a case study protocol to conduct the evaluation.

The NHA Domain Matrix is designed to thoroughly address the three key evaluation questions outlined in the legislation. The left-hand side of the matrix lists the key domains and measures required to answer each evaluation question. Each of these domains and measures are cross-walked with the potential data sources. Many of the domains will be informed by more than one data source, as is typical in a case study, to provide for more valid and complete results through triangulation of multiple perspectives. The sources for data collection include: existing NHA documentation, including foundational and financial documents; interviews with NHA staff and key partners; and input from citizens in the NHA community. A later section of this methodology will provide greater detail about the selected data sources and process for data collection. A brief synopsis of the Domain Matrix and how it guides our approach to addressing the key questions follows:

Evaluation Question 1: Based on its authorizing legislation and general management plan, has the Heritage Area achieved its proposed accomplishments?

In addressing this question we will collect data through interviews and documents on the nature of the proposed NHA activities; how these activities are being implemented by the local coordinating entity/management entity, partnership network and/or the local community; and, the impacts of the activities. The measures also will address whether the NHAs are implementing the activities proposed in the initial NHA designation, and if not, what circumstances or situations may have led to their adaptation or adjustment. This examination consists of in-depth interviews with staff to understand what activities have resulted from the NHA designation that was initially not intended or expected. Also, in assessing the goals and objectives of the NHA, we will try to discern if there were mechanisms in place prior to establishment of the NHA intended to achieve these goals.

Evaluation Question 2: What have been the impacts of investments made by Federal, State, Tribal, and local government and private entities?

Addressing this question will begin with gathering information through interviews with key NHA management staff and a review of financial data forms. Understanding what investments have been made will involve collecting data on both financial and non-financial investments, including data on the amount, nature, and sources of these investments over time. We will also examine the impact of these investments and how they are helping the NHAs achieve their intended outcomes through data collected from reviewing NHA plans and interviews with key partners and local residents of the NHA community. In cases when an NHA has numerous investment sources, we will focus on the NHA's "major" sources and whether these sources are restricted or unrestricted funds. To identify "major" sources of investment, we will examine the range of investment sources and characterize them by financial or time commitment thresholds.

Evaluation Question 3: How do the NHA's management structure, partnership relationships and current funding contribute to its sustainability?

Data to inform this question will be primarily gathered from interviews with key NHA management staff and a subset of NHA partners, and by performing a review and analysis of the NHA financial documents. The definition of sustainability developed by the NPS working group⁹ will be employed

⁹ The National Heritage Area coordinating entity's continuing ability to work collaboratively and reciprocally with federal state, community and private partners through changing circumstances to meet its mission for resource conservation and stewardship, interpretation, education, recreation and economic development of nationally significant resources.

Critical components of sustainability of a National Heritage Area include but are not limited to:

- Coordinating entity and the National Park Service honoring the legislative mandate of the National Heritage Area
- Coordinating entity's management capacity including governance, adaptive management (such as strategic planning), staffing and operations
- Financial planning and preparedness, including the ongoing ability to leverage resources in support of the local network of partners
- Partnering with diverse community stakeholders including serving as a hub, catalyst and/or coordinating entity for on-going capacity building, communication and collaboration among local entities
- Program and project stewardship where the combined investment results in the improved economic value and ultimately long-term quality of life of that region.
- Outreach and marketing to engage a full and diverse range of audiences

in addressing this question. We will examine the nature of management structure and partnership network and their contribution to sustainability. We will also assess the financial investments over time and their corresponding impact on the financial sustainability of those investments and their future with and without future federal funding. Specifically, we will perform an analysis of the ratio of federal funding to other fund sources and the change in this ratio over time overall and for specific activities. We will also interview NHA leadership and board staff to understand the extent to which fundraising activities have been prioritized for specific activities. Based on these analytic and data collection activities, an attempt would be made to determine what the likely effects on the NHA would be if federal funding was reduced or discontinued; specifically, which activities might have a prospect of continuing with reduced or discontinued federal funding, which would likely end with reduced or discontinued federal funding, and therefore, which goals and objectives might not be reached. The evaluation will also examine if there are activities that support issues of national importance, and thus, should be considered for other federal funding. Finally, the evaluation will address how other organizations that exist within the heritage area be effected by the sunset of federal funds, and if there are mechanisms in place for these organizations to work toward the heritage area goals post-sunset.

Data Collection Methods

The planned data collection methods include: topic-centered interviews with NHA management staff; topic-centered interviews with members of the NHA partner network; intercept conversations with community stakeholders; review of the NHA plans and legal documents; review of the NHA guides, brochures, websites and other descriptive documents; and review of the NHA financial data records. In the sections below, we describe each of these methods, including how we will select the data sources, what data we will collect, and the tools we will use to collect the data. For each of the methods, we will begin by developing a ‘generic’ instrument that corresponds to the key elements outlined in the domain matrix. The process for tailoring the instruments to each of the evaluation sites include:

Foundation Documents Review

A first set of documents will be reviewed to frame the decisions and actions of the coordinating entity’s role in implementing the designated NHA’s objectives. These documents provide many of the objectives for the NHA and frame expectations for the local coordinating entity. These documents include:

- Legislation – all federal, state and/or local legislation that provides the legal framework for the NHA
- Plans – all planning documents, including updates, developed by the coordinating entity and/or partners that are intended to deliver the legal mandates defined by Congress and/or other legislative bodies
- Legal documents – documents signed by the coordinating entity that allow it conduct/produce routine NHA business

Another set of documents will be obtained and reviewed to understand the nature of NHA activities and their relationship with NHA objectives. These documents include:

- Guides – documents designed to define how NHA business operates
- Annual financial statements and reports – includes audits, tax returns, budget activities and performance program reports
- Annual reports – includes reports to Congress, to partners and to the NPS and others
- Organizational structure and operations – how the coordinating entity, board(s) and committees do NHA work, their roles and functions
- Key milestones – a timeline of major events that document the evolution of the NHA to include outside influences affecting your planning and implementation process

We will collaborate with each of the NHA coordinating entities and NPS to gather these materials. We will also provide sample table shells to help NHA coordinating entity staff understand evaluation data needs and identify relevant documents to share with Westat.

In reviewing these documents, we will abstract information into tables that historically documents NHA activities, such as the number of visitors or number of workshops offered per year. We will also use a case study protocol to abstract key information and make use of data analysis software, such as NVivo, to meaningfully structure the data. This review of documents will be critical in helping us tailor the specifics of the evaluation for each site, particularly in selecting NHA staff and partners to interview.

Financial Data Review

Our approach to the financial data review is informed by the Augusta Canal and Silos and Smokestacks evaluations, particularly with respect to the types of data collected and the nature of the analyses performed. We will review key NHA financial data records such as audits, tax returns,

budgets and performance program reports to collect data on the amount and sources of funding for the NHA, trends in funding over a ten year period, and the impact of these resources on the economic sustainability of the NHA. We will coordinate with each of the NHA coordinating entities and NPS to gather these materials and collect supporting documentation regarding external matching contributions and use of NHA resources according to program areas. We will use a protocol to guide the review of financial data needs with each NHA site.

Topic-Centered Interviews with Staff of the NHA Coordinating Entity

During a follow-up site visit, key staff from the NHA coordinating entity will be interviewed. The staff will include the Executive Director and staff in key roles identified through review of the foundational documents. For example, some of the staff selected for interviews could include managers of specific NHA activities (i.e. programming or marketing directors), or staff who work in finance, development or partner relationship functions. A topic-centered, semi-structured protocol will be used to conduct each of the interviews, obtaining information about the background of the NHA, NHA activities and investments, and their associated impacts, including their contribution to NHA sustainability. We will conduct individual interviews with the staff with the most history and scope of understanding of the NHA operations, such as the Executive Director or Finance Manager. Other staff, especially those with similar roles such as program assistants will be interviewed in groups to maximize the number of viewpoints gathered. Each of the topic-centered interviews will be semi-structured, outlining the key areas to cover and probes that are specific to the site. However, as new areas emerge, the interviews will be flexible to collect information on these areas. Although all interviews will be conducted on site at the coordinating entity, follow-up telephone conversations will be conducted as needed to capture additional information. We expect to spend one day interviewing up to 9 staff in each NHA.

Topic-Centered Interviews with Members of the NHA Partner Network

Members of the NHA partner network, including NPS, will be interviewed to in order to gain an understanding about NHA activities and investments and their associated impacts, including their contribution to NHA sustainability. A topic-centered, semi-structured interview protocol will guide these interviews, some of which will be conducted individually, either in person or by telephone, and others that will be conducted through group interviews to maximize the number of viewpoints gathered. If applicable for the respective site, we expect to select 15-20 partners from each NHA to interview. In determining criteria for selecting partners to interview, we will review foundational documents and website materials for each NHA site. These criteria will likely include the level of the

partner's relationship with the NHA, the extent to which they participate and/or support NHA activities, their financial relationship and their geographic representation. We will share the list of selected partners with the NHA for completeness and will incorporate the NHA's suggestions of other partners who should be interviewed. Once this list is finalized, Westat will contact the partners for interview scheduling. We expect to have a range of stakeholders and organizations participate in these interviews adding to the multiple sources of data for triangulation.

Community Input

Members of the NHA community will be invited to provide their input about the nature and impact of NHA activities through intercept conversations with a sample of residents in the NHA community. These conversations may take place at the heritage area site or at an event or place within the community. Conversations will help evaluation team gain an understanding of the community's familiarity with the heritage area and its unique and nationally significant aspects. The intercept conversations will also provide information about the residents' awareness of and appreciation for the heritage area. Westat will work with the NHA management entity to develop strategies for obtaining community input.

It is important to recognize the limitations in the data that will be collected through the community input strategies. First, as we will be identifying 'convenient' groups of individuals, it is likely that those involved will not be fully representative of local residents, tourists, and volunteers. Depending on how they are identified, they have more or less motivation to be interested in the NHA. In addition, the data collected will be largely qualitative. We will not be able to develop quantitative indicators of the community input, but rather collect more impressionistic input that will provide an indication based on each respondent's background, prior involvement, and interest as to how well the NHA is enhancing community awareness of, appreciation of, and involvement in the NHA.

Analyze Data and Findings Document

The analysis and synthesis of each NHA's data will be guided by the overall protocol and the Findings Document outline. Data reduction will first begin by summarizing the data within each domain area, first within each source, and then synthesizing the data across sources. Attempts will be made to reconcile any issues or discrepancies across the sources by contacting the relevant parties at each NHA. Data will be summarized within each domain and analyzed for relationships, guided by the logic model. To the degree possible, results will be displayed graphically and in tables. Findings will reflect the triangulated information – where appropriate and feasible, it will be

important to ensure that the results not only reflect the perspectives of the key informants but are substantiated with data from documents and other written sources.

Results of each NHA evaluation will be communicated in a Findings Document. The findings document will be guided by a modification of the outline finalized by the NHA Evaluation Working Group. The Findings Document outline was developed according to Westat's experience with the Augusta Canal and Silos and Smokestacks evaluation, and has been streamlined to present key findings in an Executive Summary, combine sections according to the three evaluation questions, and address sustainability questions regarding the impact of the sunset of federal funds on NHA activities. Westat will first share a draft of the findings document with the Executive Director of the NHA coordinating entity for a review of technical accuracy. The Director will have the opportunity to share the findings document with other staff and stakeholders as desired, and can provide comments to the evaluation team, either in writing or via telephone discussion. Finally, if necessary to discuss differences, a joint telephone conversation involving the NHA Executive director, NPS and Westat can be held to discuss the comments and to arrive at a resolution. Once Westat has incorporated the feedback, the NHA coordinating entity will have another opportunity to review the findings document before it is shared with NPS. Once the NHA's final feedback is reviewed and incorporated, Westat will submit the draft findings documents to NPS for review. Westat expects to have the Final Findings Document for each evaluation complete by July 2012.

Tailoring the Evaluation Design for NHA Evaluation Sites

The core evaluation design will be tailored to the six NHA sites under evaluation. A preliminary “meet and greet” visit to the NHAs will largely inform how the protocols should be customized for each site, including the domains that are relevant, the probes that should be added to inquire about each domain, and the specific data sources that are relevant for the site. We will work with the Executive Director to determine the key staff to involve in individual and group interviews during a second site visit, partner organizations that should be represented, and strategies to obtain community input.

During the initial site visit, a customized logic model for each NHA will be developed; detailing the respective NHA's goals, resources, partnerships, activities and intended outcomes. This process will involve a group meeting with NHA management staff and NPS partners to get a diverse range of perspectives and obtain a complete picture of the designated NHA. In preparation for this visit, we will review existing documentation for the NHA sites. We expect these preliminary “meet and greet” visits and logic modeling sessions to involve about two day of travel and meeting time.

Once the tailored logic models are finalized for each NHA evaluation site, Westat will then adapt the NHA Domain Matrix and the comprehensive case study protocol that were developed as part of the core evaluation design. These tailored tools will still address the evaluation research questions identified by the legislation, but will ensure that the questions are geared toward the specific aspects of each NHA site.

Interview data collection for each NHA evaluation will occur during a second visit to each NHA site, and is expected to last 3-5 days depending on the scope of the site. We will use memos to keep the NHA Executive Directors informed of our evaluation activities both pre- and post- site visits.

We will also work with each NHA during the second site visit, and with email and phone communications post site-visit, to collect and analyze information for the financial review. The financial data protocol will provide the NHA coordinating entity with an understanding of the data needs to address the second evaluation question guide these conversations in identifying years in which there is audit information pertinent to the evaluation and will help NHA coordinating entity staff to identify other data sources that will support the financial analysis.

Evaluation Limitations

To the greatest extent possible, Westat has tried to ensure this evaluation methodology thoroughly addresses the three research questions. However, there are parameters to this methodology that result in a few limitations on evaluation findings. In some instances, there is a trade-off between maximizing the time and efficiency for the evaluation and the ability to thoroughly collect information from a range of stakeholders. For instance, to obtain input from community stakeholders, a survey is not possible within the current evaluation due to OMB Paperwork Reduction Requirements. Therefore, the data received from intercept conversations will be a more qualitative assessment of the community's perceptions of the NHA. As noted, limitations to the community input include convenient, rather than representative, samples of tourists, local residents, and volunteers, and impressionistic rather than quantitative data on the impact of the NHA on stakeholder knowledge, attitudes, and involvement in the NHA. Therefore, the data obtained will have to be viewed with these limitations in mind.

Appendix 4
South Carolina National Heritage Corridor Discussion Protocols

**South Carolina National Heritage Corridor
Management/
Staff Topic-Centered Interview Discussion Guide**

INTRODUCTION

Thank you for talking with me today. As part of the federally mandated evaluation of National Heritage areas we are talking with members of the South Carolina National Heritage Corridor (SCNHC) staff who have the most history and scope of understanding of the Corridor's operations. We developed this logic model, based off our last visit to your program, and would like to use it as a guide throughout the interview. Using this logic model as a guide, our discussion will help us gain a more detailed understanding of the South Carolina National Heritage Area, including its background and history, your different activities and investments and their associated outcomes, and their contribution to the Corridor's sustainability.

Your participation in this interview is voluntary and it should take about 1- 2 hours to complete.

[Begin with reviewing goals, etc. from logic model]

HISTORY AND BACKGROUND

1. Could you tell us about the organizational history and evolution prior to the Corridor designation?
2. How did the Corridor designation come about? How did this designation affect your strategic planning processes and management plan?
3. What was your working relationship like with NPS? Has that relationship evolved over the time you have been working with them?

Probe:

- National Parks Regional office, field offices, and park sites in the State, who are partners to the coordinating entity. Probe: Relationship with New River Gorge)
- American Battlefield Protection Program Grants

- Certified Local Governments
 - Federal Lands to Parks Transfers
 - Historic Preservation Tax Credit Projects
 - Land & Water Conservation Fund Grants
 - National Register of Historic Places (they can designate Properties; Districts; or Landmarks. NHAs can also seek National Park designation for select entities. ROS indicated this was a series progression need to check that.)
 - Preserve America Grants
 - Rivers, Trails, and Conservation Assistance Projects
 - Save America's Treasures Grants
4. How are the management and operations of the Corridor coordinating entity currently structured?

Probes:

- Description of executive leadership& role in organization
 - Description of governance & role in organization
 - Description of staffing and volunteers
5. What is the mission and vision for the Corridor? What are the goals for the Corridor coordinating entity?
6. Can you describe the various planning processes that the Corridor coordinating entity has undertaken over time? When and how did you determine a need for this and what type of engagement of the larger community was necessary?

ACTIVITIES

We'd like to get a better understanding about some of the activities that you and other staff told us about during our first site visit. We'd like to learn about how these activities fit into your overall programming and vision for the Corridor and who/what is involved in their implementation

[Begin with reviewing goals, etc. from logic model] According to the logic model, the coordinating entity is involved in the following activities: Resource preservation; education/ interpretation/technical assistance, tourism development, recreational & economic development activities, marketing/advertising/outreach, and community involvement. [Choose from the activities listed below that pertain to the Corridor]

Planning and Technical Assistance:

Activities that build local community capacity and assist individuals, organizations and communities who are involved in Corridor activities. These activities could include grant-making, provision of technical assistance, or other activities.

Grant-making

We'd like to learn more about your grant-making activities. We're interested in learning more about your grant programs to community organizations/sites:

- Any other types of grants we may have missed?

- 1. For each of these grant-making programs, could you describe:
 - When it began?
 - The impetus for starting it?
 - The activities it supports? *Probe – how does it promote the preservation, interpretation and education and programming of America's unique story?*
 - How it is funded? Does it leverage other funding?
 - Whether the grants are provided for a specific purpose/time period and/or if they could be sustained on their own without continued Corridor funding?
 - The grant-making process for this program:
 - How do organizations find out about and apply for grants?
 - What is the size of the grants?
 - What is the process for determining award?
 - What are the funding and reporting requirements?

- What is time period of award?
- 2. Overall, how have the grants programs affected :
 - Partners – their capacity, the relationships among partners - in what ways?
 - The Corridor overall and how it is perceived more generally?
 - Community support for preservations, interpretive, educational activities?
 - Job creation – for partners, in the larger community, etc?
- 3. Are there certain grant programs that have been more successful than others in achieving the goals of the Corridor? If so, why do you think these have better impacts for the overall Corridor area than others?
- 4. What challenges have you had in administering these grant programs? Are there certain ones that are more or less problematic? In what ways? What have you done to deal with these challenges? What has worked? What has not?
- 5. What challenges have grantees encountered in implementing the grants?
- 6. How do you evaluate and/or assess the effectiveness of your grant-making activities?
- 7. How would this activity be affected if the federal funding sunsets? Are there other organizations in the community who also provide grants that support the heritage area?
- 8. Are there documents you could provide us that describe these grant programs and how they have been implemented over the years?

Technical Assistance

We'd like to learn more about your technical assistance activities. According to the logic model, we know you engage in several types of activities, such as:

- Trainings and workshops
 - One-on-one consultations
 - Any other technical assistance activities we may have missed?
1. Could you provide the following details about each of your technical assistance activities? We will focus first on trainings and workshops.
 - What are the types of topics covered? How do you determine topics?

- Who are the recipients?
 - How you determine when and to whom to offer these services?
 - If it is an event, in what region/area is it delivered?
 - Who provides the trainings and workshops? (i.e. SCNHC staff, NPS staff, partners, etc.)?
 - How many times have you performed trainings and workshops in the past year? What is the length of time for each?
 - What are the costs and funding sources for trainings and workshops?
 - What are the goals and objectives of trainings and workshops?
2. How long has the organization been providing trainings and workshops? Overall, what was the impetus for starting this activity? *Probe- was it part of the original management plan? Seen as an unmet need in the community?*
3. How have trainings and workshops affected: Probe – for each of these, how do you know any of these outcomes occurred?
- Recipients – increased knowledge and skills?
 - Partners – their capacity, the relationships among partners - in what ways?
 - The Corridor overall and how the Corridor is perceived more generally?
 - Community support for preservation, interpretive, educational activities?
4. Could you tell us what have been the overall accomplishments of trainings and workshops? What challenges have you encountered in implementing this activity?
5. How do you evaluate and/or assess the effectiveness of trainings and workshops?
6. How would this activity be affected if the federal funding sunsets? Are there other organizations in the community who also provide this activity in a way that support the heritage area?
7. Are there documents you could provide us that describe trainings and workshops, such as the types of assistance provided, to whom and the related outcomes?
8. Could you provide the following details about one-on-one consultations you do?
- What are the types of topics covered? How do you determine topics?
 - Who are the recipients?

- How you determine when and to whom to offer these services?
 - If it is an event, in what region/area is it delivered?
 - Who provides one-on-one consultations? (i.e. SCNHC staff, NPS staff, partners, etc.)?
 - How many times have you performed one-on-one consultations in the past year? What is the length of time for each?
 - What are the costs and funding sources for one-on-one consultations?
 - What are the goals and objectives of one-on-one consultations?
9. How long has the organization been providing one-on-one consultations? Overall, what was the impetus for starting this activity? *Probe- was it part of the original management plan? Seen as an unmet need in the community?*
10. How have one-on-one consultations affected: Probe – for each of these, how do you know any of these outcomes occurred?
- Recipients – increased knowledge and skills?
 - Partners – their capacity, the relationships among partners - in what ways?
 - The Corridor overall and how the Corridor is perceived more generally?
 - Community support for preservation, interpretive, educational activities?
11. Could you tell us what have been the overall accomplishments of one-on-one consultations? What challenges have you encountered in implementing this activity?
12. How do you evaluate and/or assess the effectiveness of one-on-one consultations?
13. How would this activity be affected if the federal funding sunsets? Are there other organizations in the community who also provide this activity in a way that support the heritage area?
14. Are there documents you could provide us that describe one-on-one consultations, such as the types of assistance provided, to whom and the related outcomes?

Other Planning and Technical Assistance Activities

1. What has been the role of the SCNHC?
2. What has been the role of the partnership network?

3. What has been the role of the local community?
4. What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
5. How do you evaluate and/or assess the effectiveness of it?

6. How would this activity be affected if the federal funding sunsets? Are there other organizations in the community who also provide this activity in a way that support the heritage area?
7. Are there documents you could provide us that describe this activity and how it has been implemented over the years?

Development Activities:

Development activities that further provide cultural and recreational tourism and economic development. Examples of some of these activities include historic reenactments, cultural conservation, tourism (agricultural tourism, bus tours).

- Are there other heritage based development activities we have missed?

- 8. For each of these activities:
 - When did it begin? What was the impetus for starting it?
 - What has been the role of the SCNHC?
 - What has been the role of the partnership network?
 - What has been the role of the local community?
 - What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
 - How do you evaluate and/or assess the effectiveness of it?

- 9. What kind of an impact do you think oversight and management of the Corridor and its resources has had in the community?

Probes:

- Engagement of residents and visitors/future stewardship

- Educational/interpretational impacts
 - Preservation of Corridor and its historical resources
 - Restoration of Corridor resources
 - Economic (Job creation)
10. How would these activities be affected if federal funding sunsets? Are there other organizations in the community who also provide these activities in a way that supports the heritage area?
11. Are there documents you could provide us that describe these activities and how they have been implemented over the years?

Heritage Programming, Interpretation and Education:

Activities and programs that foster public support and appreciation for the Corridor site and tell the story of its natural, historical and cultural significance. These activities may include Discovery Centers, festivals, interpretive signage, heritage development conferences, art conferences, educational activities (Calhoun's kids' club), Niche programs, and the website.

Programming and Interpretation

12. Please provide the following details for each of these activities.
- When did it begin? What was the impetus for starting it?
 - What has been the role of the SCNHC?
 - What has been the role of the Corridor's partnership network?
 - What has been the role of the local community?
 - What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
 - How do you evaluate and/or assess the effectiveness of it?

13. What has/have been the greatest impact(s) of programming and interpretation activities in your area?

Probes:

- Engagement of residents and visitors
- (# served/involved/affected)
- Greater amount and diversity in sources of funding committed to interpretive and educational programming
- Job creation

14. How would [Programming/Interpretation Activity] be affected if the federal funding sunsets? Are there other organizations in the community who also provide this activity in a way that support the heritage area?
15. Are there documents you could provide us that describe [Programming/Interpretation Activity] and how it has been implemented over the years?

Education

1. For each educational activity, could you provide details about:

- The nature of the activity?
- When it began?
- What was the impetus for offering the activity?
- When it is offered?
- To whom you provide it? (i.e. teachers, students, etc.)
- The role of SCNHC staff in providing this?
- The role of the community in implementing these activities?

2. How have the educational activities affected:

- Participants – increased knowledge and skills
- Partners – their capacity, the relationships among partners - in what ways?
- The Corridor overall and how it is perceived more generally?
- Community support for preservations, interpretive, educational activities?

- Ability to provide a cohesive Corridor experience focused on the themes of American agriculture?
- 3. Could you tell us what have been the accomplishments of your educational activities? What challenges have you encountered in implementing these activities?
- 4. How do you evaluate and/or assess the effectiveness of your educational activities?
- 5. How would this activity be affected if the federal funding sunsets? Are there other organizations in the community who also provide this activity in a way that support the heritage area?
- 6. Are there documents you could provide us that describe these educational activities, such as the types of educational activities provided, to whom and the related outcomes?

Marketing and Public Outreach:

Activities that increase public use and awareness of the Corridor and further its economic sustainability. Marketing and public outreach may encompass the use of guides, brochures, signage, newsletters, social media and/or participation in community events to increase public awareness of the Corridor.

1. For each activity could you provide us details about:
 - What it entails?
 - The impetus for starting the activity?
 - How long it has been in place?
 - The role of SCNHC staff?
 - The role of the local community?
 - The role of members of your partnerships?
2. How have these marketing and awareness building activities affected: (Probe – for each activity, how do you know any of these outcomes occurred?)

- Partners – their capacity, the relationships among partners - in what ways?
 - The Corridor overall and how it is perceived more generally?
 - Engagement of residents and visitors/tourism?
 - Community support for preservations, interpretive, educational activities?
 - Economic impacts?
 - Ability to provide a cohesive Corridor experience
3. Could you tell us the overall accomplishments of your marketing activities? What challenges have you encountered in implementing these activities?
4. How would [Marketing Activity] be affected if the federal funding sunsets? Are there other organizations in the community who also provide [Marketing Activity] in a way that support the heritage area?
5. Are there documents you could provide us that describe the Corridor's marketing and outreach activities and how they have been implemented over the years?

Preservation and Resource Stewardship:

Activities that support the long-term preservation, conservation and reclamation of natural, cultural and historic resources. Related activities may include investment in Main Street programs, community revitalization, building revitalization.

6. For each of these activities please provide the following details:
- When did it begin? What was the impetus for starting it?
 - What has been the role of the SCNHC?
 - What has been the role of the Corridor Administrative staff (coordinating, sponsoring, promoting, attending, staff service on Boards)?
 - What has been the role of the Corridor's partnership network?
 - What has been the role of the local community (attending, promoting, supporting)?
7. What has/have been the greatest impact(s) of this activity in your area?

Probes: -

- Environmental, cultural and historic resources conservation
 - Artifact or building restoration
 - Greater amount/diversity in sources of funding committed to conservation and stewardship
 - Increased capacity of partners
 - Growth in partner network
 - Community revitalization
 - Job creation
8. How would this activity be affected if the federal funding sunsets? Are there other organizations in the community who also provide this activity in a way that support the heritage area?
 9. Are there documents you could provide us that describe this activity and how it has been implemented over the years?

CORRIDOR BOARD OF DIRECTORS AND REGIONAL ADVISORY COMMITTEES

Corridor Board of Directors and Regional Advisory Committees

1. Can you tell us about the history of and/or your role on the Corridor Board of Directors or Regional Advisory Committees? Has your/their role changed across the life of the Corridor?
2. What are the responsibilities of members of these committees? For instance, does it involve setting goals, establishing budgets and financial accountability for the SCNHC?
3. How do the skills and expertise that members of these committees bring to the table contribute to the Corridor's sustainability?
4. Do you/ members of these committees assist with fundraising? Contribute financially?

5. What kind of fundraising plan (immediate and long-term, sustainable impacts) is in place?
6. What is the process of communication between the SCNHC staff and members of the Board of Trustees and Advisory Groups?
7. What activities has the Corridor conducted over the years to garner community support? What have been your successes and challenges?
8. Can you tell us what you think have been your greatest successes and most serious challenges across the history of the Corridor?

Board's Contribution to Sustainability.

1. How do the diversity of skills and expertise that members of the Board bring to the table contribute to the Corridor's sustainability?
2. Has the Corridor's Board demonstrated a capacity for adaptive management over time (incl. changes in staffing levels, strategic planning, etc.)?
3. What kinds of investments has the Board made toward developing staff and career advancement opportunities?
4. Has the Corridor's Board seemed to have set clear goals for the Corridor with well-defined timeframes?
5. What kind of system does the Board have in place for setting annual goals or for establishing budgets?
6. What kind of process does the Board have in place for collecting data on measurable Corridor goals and usage of those data (monitoring and evaluation)?
7. What kind of fundraising plan (immediate and long-term, sustainable impacts) is in place?
8. How does the Board of the Corridor maintain financial accountability for the Corridor? What kind of system is in place for this?
9. How "transparent" is the Board's system for setting goals, establishing budgets and financial accountability for the Corridor? (Is this a public or private process)?
10. What kind of plan is in place for stakeholder development?

Probe:

- How has the Corridor's partner network grown over the years?

11. How does the Board typically communicate with partners, members and local residents?

Probe:

- What kind of communication systems are in place for communicating with these groups?
 - How “transparent” and effective are the Board’s channels of communication with governance, staff, volunteers, partners, etc.?
12. Would you say that this Corridor 's Board has a leadership role in the partner network? If so, how?

PARTNERS AND PARTNERSHIP NETWORK

Partners and Nature of Partnerships

13. Who are the Corridor's key types of "partners" (e.g., agricultural tourism, art centers, historical organizations, educational/interpretive sites, county governmental organizations, etc.)?
14. Are there other *types* of partners that we have not included?
15. For each type of partner please provide the following information:
 - What do you see as the "purpose" of the Corridor's partnership with [partner name]?
 - Describe [partner name]'s level of involvement with the Corridor.
 - What kinds of resources has [partner name] committed to the Corridor? For what? For how long?
16. Could you describe how an organization becomes a partner? What is the partner designation process? What are the requirements for becoming a partner?
17. What types of services or support do partners receive from the Corridor?
18. What types of services or support do you receive from your partners?
19. How do partners support one another?
20. How has the Corridor's partnership network grown and evolved over time?
 - Growth in number of partners and regions over time?
 - Different types of organizations that are partners – non-profits, volunteer-led organization, for-profits, etc.
21. In what ways has the partnership network influenced your organization? Probe – look at the logic model for examples of activities in which the partnership network may have been an influence
22. What challenges have you faced with your partnership network? For instance, have there been challenges in identifying partners, meeting their needs, engaging partners over time or in making a cohesive network of partners?

Partner Network's Contribution to Sustainability

1. Does the Corridor have a broad base of partners representing diverse interests and expertise?
2. How do the partners/organizations contribute to accomplishing the goals and objectives of the Corridor? Do partners collaborate and combine their investments to accomplish Corridor objectives? If yes, how?
3. How has the number Corridor partners changed over time?

Probe:

- What kind of partner retention has the Corridor had over the years?
- 4. What kinds of roles (if any) do Corridor partners have on the board?
- 5. Does there seem to be trust and support among partners?
- 6. How would partners, and their Corridor related activities be affected if federal funding for the Corridor discontinued? Would their activities continue to work towards accomplishing the goals and objectives of the Corridor, and if so, how?

ACCOMPLISHMENTS, CHALLENGES AND LESSONS LEARNED

Probe:

- Which program areas/activities would be affected and how?
 - What, if any, activities would continue?
 - What, if any, activities would end with the sun-setting of funds?
 - Are any of these activities of National importance and thus should be considered for further federal funding?
7. In your experience, what have been some of the major accomplishments for this Corridor?
 8. Could you tell us about some of the challenges the coordinating entity and the National Heritage Area face?
 9. How would the National Heritage Area be affected if it could not be financially sustained with federal NHA funding?

10. What, if any, organizations or mechanisms currently exist outside of the SCNHC for accomplishing the goals and objectives of the Corridor? Would these organizations or mechanisms continue to work toward the heritage area goals post-sunset?
11. Are there ways the Corridor has changed the region since its inception? How? In what ways? How has the Corridor's impact changed over time?
12. What were some of the early lessons learned or unintended consequences (e.g. issues related to collaborating rather than competing with partners) in implementing the activities and strategies for the Corridor?
13. Could you tell us about any evidence of community support for the Corridor? What does this look like (i.e. volunteers, funding, invitation to participate on the boards of other organizations, engagement of State leadership, etc.?)
14. What additional things would you have the SCNHC do, if any? What changes would it be helpful for the SCNHC to make?

South Carolina National Heritage Corridor Partner Network Topic-Centered Interview

Discussion Guide

INTRODUCTION

Thank you for agreeing to meet with us today about your organization's involvement with the South Carolina National Heritage Corridor (SCNHC). We are researchers from Westat, a research company based outside of Washington DC and we are conducting a study on National Heritage Areas. Specifically, we're interested in learning about your work with the SCNHC and any assistance you have either received from or contributed to the National Heritage Area. We are interested in collecting information about your relationship with the SCNHC, how it has evolved and how the SCNHC has changed over time.

Your participation in this interview is voluntary and it should take about an hour to complete.

BACKGROUND

15. Describe your organization overall?

Probe – what is the type of organization (i.e. museum, historical society, etc), what does it do, size of organization, who does it serve, size of the organization (staffing, number of active volunteers, budget), length of time it's existed.

16. What is your position and role in the organization? How long have you been with the organization? Other positions held?

WORK WITH NHA and NHA Coordinating Entity

1. Can you briefly the nature of your relationship with the NHA and the SCNHC?
2. What factors influenced your decision to become a partner with the SCNHC?
3. When and how did your partnership with the SCNHC begin? What, if any, requirements are there for being a partner?
4. What is the nature of the partnership?

Probe:

- What types of services/programs/benefits do you receive through the SCNHC?
 - What types of services/programs/benefits does the NHA/SCNHC receive through you?
5. Could you describe how your organization's program activities contribute to the Corridor's unique story?
 6. Could you describe how your partnership with the SCNHC has affected your organization?
 - Has it had any effect on the types of visitors you get? The number? Why or why not? How do you know?
 - Has it helped you identify others to work with? Did you know of these organizations before you partnered with SCNHC?
 - Has it helped you receive funding? In what ways? What funding have you received that you may not have without the SCNHC partnership?
 - Has it helped you have more community:
 - Visibility?
 - Involvement?
 - Etc.?
 - Does it help you identify or be in touch with other resources and best practices that you may not have known about?

TECHNICAL ASSISTANCE & CAPACITY BUILDING ASSISTANCE

1. Could you describe the types of assistance and other types of non-financial support your organization has received from the SCNHC?
 - What type of assistance did you receive (training, consultations, facilitated meetings, brainstorming ideas, site assessments, etc)
 - Who did you receive it from?
 - Where did you receive it?
 - How did you find out about this assistance?

- Were there requirements for participating in these activities?
 - Did you need to pay for this assistance?
1. Could you describe how you've used this assistance to incorporate or enhance stories about the NHA heritage into your programming?
 2. How have this assistance and your activities/offerings evolved over time?
 3. What does this assistance from SCNHC allow your organization to do? Has it allowed you to work and collaborate with other organizations in the area? What are the advantages of receiving this assistance?

COLLABORATION

1. Could you describe the ways your organization collaborates with SCNHC and/or with other Corridor regional partners?
2. How does collaboration affect your organization's ability to meet its goals? Probe: Has this collaboration helped you build your financial, programming or organizational capacity?
3. Have you gained access to other organizations or resources in the community because of your collaboration with SCNHC? How? *Probe – NPS, other state resources*

OVERALL IMPACT OF PARTNERSHIP WITH NHA

4. How has your relationship with the SCNHC evolved over time? Has the impact of SCNHC changed over time – grown stronger, weaker or stayed the same?
5. Have you experienced any challenges as a result of your partnership with the SCNHC? *Probe – limitations on ability to fundraise or collaborate with other organizations?*
6. What leadership roles does the SCNHC play in the community? Convener? Organizer? Funder? Other?
7. Are there ways in which the SCNHC has changed the region over the past 12 years? How? In what ways? How has SCNHC's impact changed over time? *Probe – were there mechanisms present before the SCNHC designation?*
8. Is it important for your organization to continue working with SCNHC? Why? What factors influence your continued relationship?

9. What additional things would you have the SCNHC do, if any? What changes would be helpful for SCNHC to make? In general, in what ways could they serve your needs better and the needs of the region?
10. How would your organization be affected if the federal funds that support the NHA discontinued? Would any of your activities that contribute to the NHA mission and story continue? *Probe if there would be an impact on the quantity or quality of these activities?*
11. What do you think would be the overall impact if the federal funding that supports the SCNHC discontinues? Are there other mechanisms or organizations that could support the unique features and heritage of the area?

South Carolina National Heritage Corridor National Heritage Area Residents/ Visitors Topic Centered Interview Discussion Guide

Hi, my name is [INTERVIEWER NAME] and I'm working with the National Park Service to learn what visitors here know about the National Heritage Area that is located here. Do you have about 5 minutes to chat with me? I'm interested in getting your opinions rather than your personal information. We can stop our conversation whenever you wish and you are free to move on at any time. Also, feel free to skip any questions you would rather not discuss.

Conversation Topics:

1. Residency: Local resident State resident Out-of-state
2. How visitor found out about the site:
3. Reason for visiting:
4. First time visit Repeat visit
5. Familiarity with NHA's history
 - a. Probe on source of knowledge
 - b. Probe on if and how this visit has enhanced their knowledge of the historical and cultural significance of the region
6. Familiarity with National Heritage Area
 - a. Probe on materials (brochure)
 - b. Probe on signage (signage)
 - c. Probe on visiting NHA resources (tours, museums, trails)
 - d. Probe on message (themes) of NHA
 - e. Probe on what NHA means to them
 - f. If local, probe on role of NHA in community – economic, cultural, historic, restorative [revitalization]

Domain and Source Crosswalk: South Carolina National Heritage Corridor NHA

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?						
Heritage Programming, Interpretation and Education – Activities and programs that foster public support and appreciation for the NHA site and tell the story of its natural, historical and cultural significance to our nation						
Nature of NHA activities Description of programming, interpretation and education activities	x	x		x	x	
Implementation of each activity Role of the SCNHC (e.g., administration of grants; provision of TA) Role of NHA administrative staff Role of the partnership network Role of the local community	x x x x	x x x x		x x x x	x x x x	
Impact of activities Engagement of residents and visitors (# served/involved/affected) Increased understanding, awareness and appreciation of NHA resources and stories Increased recognition of shared heritage of region Greater amount and diversity in sources of funding committed to interpretive and educational programming Job creation	x x x x	x x x x	x x x x	x x x x		x x
Preservation and Resource Stewardship– Activities that support long-term preservation, conservation and reclamation of natural, cultural and historic resources; includes implementing environmental conservation efforts						

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?						
Nature of NHA activities						
Description of preservation and resource stewardship activities	x	x		x	x	
Description of conservation efforts related to folklore, folk life, life ways and traditions	x	x		x	x	
Implementation of each activity						
Role of the SCNHC (e.g., administration of grants; provision of TA)	x	x		x	x	
Role of NHA administrative staff	x	x		x	x	
Role of the partnership network	x	x	x	x	x	
Role of the local community	x	x		x	x	
Impact of activities						
Environmental, cultural and historic resources conservation	x	x		x	x	
Artifact or building restoration	x	x		x	x	
Greater amount and diversity in sources of funding committed to conservation and stewardship	x	x		x		x
Increased local sense of pride and connection to place		x	x			
Increased capacity of partners	x	x				
Growth in partner network	x	x		x		
Community revitalization	x	x	x			x
Job creation	x	x				
Development Activities – Heritage based development activities that further provide cultural and recreational tourism and economic development						

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?						
Nature of NHA activities						
Description of development activities	x	x		x	x	
Implementation of each activity						
Role of the SCNHC (e.g., administration of grants; provision of TA)	x	x		x	x	
Role of NHA administrative staff	x	x		x	x	
Role of the partnership network	x	x		x	x	
Role of the local community	x	x	x	x	x	
Impact of activities						
Increased tourism	x	x	x	x	x	
Increased local sense of pride and connection to place		x	x			
Heightened visibility of NHA resources and stories		x	x			
Job creation/economic development	x					x
Marketing and Public Outreach – Activities that increase public use and awareness of the NHA and further its economic sustainability						
Nature of NHA activities						
Description of marketing and public outreach activities (e.g., promotional materials, events programming)	x	x	x	x	x	
Implementation of each activity						
Role of the SCNHC (e.g., administration of grants; provision of TA)	x	x		x	x	

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?						
Role of NHA administrative staff	x	x		x	x	
Role of the partnership network	x	x	x	x	x	
Role of the local community	x	x	x	x	x	
Impact of activities						
Engagement of residents and visitors (# served/involved/affected)	x	x	x		x	
Increased understanding, awareness and appreciation of NHA resources and stories	x	x	x			
Increased recognition of shared heritage of region	x	x	x	x		
Greater amount and diversity in sources of funding	x	x	x	x		x
Growth and development of partner network	x	x	x	x		
Heightened visibility of NHA resources and stories	x	x	x	x		
Job creation	x		x			x
Planning and Technical Assistance – Activities that build local community capacity and assist individuals, organizations and communities who are involved in NHA interpretation, education, preservation and development activities						
Nature of NHA activities						
Description of planning and technical assistance activities (e.g., leading conferences and workshops; technical assistance to local organizations; targeted financial assistance, catalyst, facilitation, convening, negotiating)	x	x		x	x	
Implementation of each activity						
Role of NHA administrative staff	x	x		x	x	
Role of the partnership network	x	x		x	x	
Role of the local community	x	x	x	x	x	

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?						
Impact of activities						
Increased capacity of partners	x	x				
Growth and development of partner network	x	x				
Trust and support among partners	x	x				
Heightened credibility of NHA	x	x	x			
Job creation	x	x				x

Appendix 5

Timeline of South Carolina National Heritage Corridor Key Events 1993-2010

YEAR	EVENT	ACTIVITY	ACKNOWLEDGEMENT
1993	<ul style="list-style-type: none"> • SCPRT (under Governor Campbell) partnered with SCDDOT on the award of ISTEA funding to develop a feasibility study for the Heritage Corridor. 		
1994		<ul style="list-style-type: none"> • A joint venture of Lane, Frenchman and Associates, Inc. and CityDesign Collaborative, Inc., working with a multi-disciplinary consultant team, was hired to prepare the Management Plan. 	
1996	<ul style="list-style-type: none"> • Public Law 104-333, Division II, Title VI, passed designating the SCNHC. • Completion of Management Plan by Lane, Frenchman and Associates of Boston. 	<ul style="list-style-type: none"> • A2 funding from the SCPRT Office of Heritage Tourism Development hired four regional coordinators, a part-time fund-raiser and administrative support. 	
1997	<ul style="list-style-type: none"> • Governor's Executive Order (under Governor Beasley) establishing the SCNHC as a non-profit corporation. During this year the organization also obtained Section 501 © 3 status from the United States Internal Revenue Service. 		

YEAR	EVENT	ACTIVITY	ACKNOWLEDGEMENT
1998	<ul style="list-style-type: none"> Federal funding was allocated to the program in the amount of \$250,000. The SCNHC sub-grant program was developed allowing the flow of federal dollars into the communities of the Corridor 	<ul style="list-style-type: none"> SCDOT trailblazer signs were installed along the two major routes of the Corridor at the expense of the state. The grant program required a 50/50 match to the federal dollar which began to supply the majority of the local match to the Heritage Partnership Funding from the NPS. 	<ul style="list-style-type: none"> Two highways within the Corridor received recognition as national scenic byways and the state received a grant award from the National Scenic Byways program to develop gateway improvements in communities along the Corridor.
1999	<ul style="list-style-type: none"> The Heritage Tourism Office of SCPRT entered into a contract with Clemson University for management of the field coordinator positions funded with federal dollars. 	<ul style="list-style-type: none"> Federal funds allowed the hiring of three additional staff positions – resource development, niche development (Civil War and African-American) and training/organizational development. Existing agreements were put into place with the SC Downtown Development Association for planning assistance and development of the grant program; SC State Museum Commission for the development of regional historical narratives to support the Discovery Center development; and the SC Arts Commission to match National Endowment for the Arts funding for folklore research. 	
2000	<ul style="list-style-type: none"> The Atlanta Southeast Regional NPS office submitted the Master Plan draft to the Regional Solicitor 	<ul style="list-style-type: none"> Enterprise Mill is renovated in accordance with 1993 Canal Master Plan; first commercial and residential tenants occupy this former textile mill 	
2001	<ul style="list-style-type: none"> Wilbur Smith & Associates was hired to complete the Environment Assessment. 		

YEAR	EVENT	ACTIVITY	ACKNOWLEDGEMENT
2002	<ul style="list-style-type: none"> The Master Plan with the Environmental Assessment was submitted to the Secretary. 		
2003	<ul style="list-style-type: none"> The Master Plan was approved by the Secretary of the Department of the Interior. 	<ul style="list-style-type: none"> SCPRT reorganized the Office of Heritage Tourism Development within the agency and the current Director of the SCNHC was laid off. As a result, the mutual decision was made to begin the process of moving the management of the program to the board. A Memorandum of Agreement was signed between the Board of Directors and SCPRT outlining this process and indicating that the agency would serve as the fiscal agent for the program, thus allowing staff to remain state employees. 	
2008	<ul style="list-style-type: none"> A year-long program assessment conducted by an independent consultant was reported to the Board of Directors. Public Law 110-229 passed raising the authorization funding cap from \$10,000,000 to \$15,000,000. Governor Mark Sanford issued Governor's Executive Order 2008-15 placing the program under the management of the Director of SCPRT. 		

YEAR	EVENT	ACTIVITY	ACKNOWLEDGEMENT
2012		<ul style="list-style-type: none"> • Staff of the SCNHC consists of the following employees: • Executive Director- Michelle McCollum • Director of Development- Grace Nelson • Interactive and Graphics Manager – Anna Joyner • Finance and HR Manager – Yuka Greer • Group Tour Manager (PT) – Whitney Ellis 	

Appendix 6

South Carolina National Heritage Corridor Partner Sites

Region 1 Partner Sites

ANDERSON COUNTY

Anderson Convention and Visitors Center
Anderson County Museum
Ashtabula Historic Home
Belton Center for the Arts
Downtown Anderson
Jennie Erwin Carnegie Library
Pendleton Visitors Center
REVIVA Museum
Split Creek Farm
Williamston Mineral Spring Park
Woodburn Plantation

OCONEE COUNTY

Andrew Pickens Ranger Station
Bethel Presbyterian Church
Blue Ridge Arts Center
Blue Ridge Field Heritage Park
Seneca City Hall
Devil's Fork State Park
Historic Ballenger House
Issaqueena Falls and Stumphouse Tunnel
Kudzu Kabin Designs
Lake Hartwell State Recreation Area
Lunney Museum
Oconee Heritage Center
Oconee State Park
Oconee Station State Historic Site
Old Pickens Presbyterian Church
Patriots Hall
Walhalla Civic Auditorium
Walhalla State Fish Hatchery
Westminster Train Depot
World of Energy

PICKENS COUNTY

Scenic Highway 11 Visitors Center

Keowee Toxaway State Natural Area
Pickens County Museum of Art and History
Central History Museum
Hagood Mauldin House
Hagood Mill Historic Site and Folklife Center
Old Stone Church
Freedom's Hill Church
Oolenoy Community House
The Happy Berry
Bob Campbell Geology Museum
Faith Clayton Family Research Center
Soapstone Baptist Church
Bee Well Honey and Natural Market
Pickens County Veterans Memorial Garden

Region 2 Partner Sites

ABBEVILLE COUNTY

Bowie Art Center
Calhoun Falls State Park
Abbeville Visitors Center
Abbeville Square
The Grange
Parsons Mountain Recreation Area
Russell Dam Overlook
Trinity Episcopal Church
Abbeville Opera House

EDGEFIELD COUNTY

Edgefield County Peach Museum
National Wild Turkey Federation Museum
Bettis Academy
Edgefield Square
Historic Oakley Park
Trenton Square
D.A. Tompkins Library

GREENWOOD COUNTY

The Museum
Ninety Six National Historic Site
Cokesbury College
George W. Park Seed Company
Emerald Farm
Greenwood Chamber of Commerce

Lake Greenwood State Recreation Area

Pitts Park
Nurse Anna Robinson House
Dr. Benjamin E. Mays Historic Site
Arts Center at the Federal Building
Greenwood Community Theatre
The Railroad Historic Center

MCCORMICK COUNTY

Hickory Knob State Resort Park
Lake Thurmond Visitors Center
The MACK
Dorn Mill
JJ Dorn House
John De La Howe School and Barn
Mt. Carmel
Heritage Gold Mine Park
Willington on the Way

SALUDA COUNTY

Main Street, Ridge Spring
Daylily Depot and Gardens
Spann United Methodist Church
Historic Downtown Saluda
Watsonia
Ridge Hill Baptist Church
Pine Pleasant Baptist Church
Saluda County Stockyard

Region 3 Sites

AIKEN COUNTY

Aiken County Historical Museum

Aiken State Natural Area

Aiken Thoroughbred Racing Hall of Fame

Beech Island Visitors Center

Hopelands Gardens

Langley Pond

North Augusta Living History Park

Redcliffe Plantation SHS

Silver Bluff Audubon Center

Wagener Museum

Discovery Center

BAMBERG COUNTY

Broxton Bridge Plantation
Conrad Ehrhardt Railroad Park
Denmark Depot
Ehrhardt Hall
Hooten-Black House
Rivers Bridge State Historic Site
Voorhees College

BARNWELL COUNTY

Agricultural Heritage Center
Barnwell County Public Library
Barnwell State Park
Church of the Holy Apostles
Healing Springs
Little Red Barn Potteryand Art Gallery
Millers Bread Basket
The Depot Library
Williston Museum

ORANGEBURG COUNTY

Arthur Rose Museum at Claflin College
Branchville RR Junction & Museum
Edisto Memorial Gardens
Elloree Heritage Museum
Great Branch Rosenwald Teacherage
Historic Church of the Epiphany
I.P. Stanback Museum & Planetarium
Old Willow High School
Parish House
Santee Cooper Visitors Center
Springfield High School
The Holly Hill Depot: TRCCC Information & Visitors Center
Vallentines
Santee Cultural Arts

Region 4 Sites**BERKELEY COUNTY**

Berkeley Museum
Black's Camp & Restaurant
Cypress Gardens
Mepkin Abbey
Moncks Corner Train Depot

Old Santee Canal Park

CHARLESTON COUNTY

Avery Research Center for African American History and Culture
Boone Hall Plantation
Caw Caw Interpretive Center
Charleston Tea Plantation
Charles Towne Landing
Charleston Visitors Center
Edisto Beach State Park
Edisto Island Museum
Edisto Island Serpentarium
Fort Moultrie
Fort Sumter
Hampton Park
Hampton Plantation State Historic Site
Magnolia Plantation
North Charleston Cultural Arts
Old St. Andrew's Parish Church
Sewee Visitor Center
South Carolina Aquarium
Sweetgrass Cultural Arts Pavilion
The Olde Village

COLLETON COUNTY

Bee City
Pon Pon Chapel of Ease
Colleton Museum
Colleton State Park
Slave Relics Museum
South Carolina Artisans Center
Tuskegee Airmen Monument and Airfield
Walterboro Welcome Center
Walterboro/Colleton Chamber of Commerce

DORCHESTER COUNTY

Audubon Center at Beilder Forest
Azalea Park
Colonial Dorchester State Historic Site
Drayton Hall
Givhans Ferry State Park
Middleton Place Plantation and Gardens
The Henry Timrod Library

The Klauber Building and Tri-County Chamber of Commerce
Summerville Dorchester Museum

GEORGETOWN COUNTY

Brookgreen Gardens
Georgetown County Museum
Hobcaw Barony
Hopsewee Plantation
Huntington Beach State Park
The Kaminski House Museum
The Rice Museum

Appendix 7
Sample Conference Agenda Hosted by the South Carolina National Heritage Corridor

2011 Heritage Development Summit
Tentative Agenda
November 14-16, 2011
Madren Center at Clemson University

Monday, November 14, 2011

9:00 a.m. – 5:00 p.m.	Registration Open
10:00 am. – 3:00 p.m.	Mobile Workshops Historic Preservation Tour Eco-Tourism Programming Tour Community Engagement in the Arts Tour Leadership Forum-County and City Leadership Classes Workshop
3:30 p.m. – 5:00 p.m.	Opening Session “Creating Livable Communities” Ed McMahon, Urban Land Institute
6:30 p.m. – 9:30 p.m.	Welcome Rendezvous at Death Valley

Tuesday, November 15, 2011

8:00 a.m. – 9:00 a.m.	Breakfast
9:00 a.m. – 10:15 a.m.	General Session: “Staying Motivated When the Mission Seems Impossible” Norm Bossio, President & CEO, Norm Bossio Enterprises
10:15 a.m. – 10:45 a.m.	Break
10:45 a.m. – 12:00 p.m.	Mission Training Courses Non-Hostile Merger: “Green” Philosophy and “Construction” Reality David Twiggs, Chairman, Green Building Council Todd Usher, President, Addison Homes Clinch Heyward, President, Sterling Homes Neal Workman, President & CEO, Trehel Corporation
	Double Agent Assignment: Viewing Your City from a Newcomer and Visitor Perspective Pat Mason, Co-Founder, Center for Carolina Living

Mission Accomplished: Rural Success Stories
Charlie Barrineau, City Manager, City of Greenwood
Suzie Shannon, Director of Research, Palmetto Institute
Annette Fisher, Executive Director, Georgetown Chamber of Commerce

It's Elementary: Clues for Using Photography to Boost Your Marketing
Perry Baker, Interactive Manager, SC Department of Parks, Recreation & Tourism

12:15 p.m. – 1:45 p.m.	Outdoor Lunch on Lake Hartwell
1:45 p.m. – 3:00 p.m.	Mission Training Courses Crack the Code: The Economics of Community Green Space Michael Kirshman, Division Director, Nature Preserves & Natural Resources, Mecklenburg County Parks & Recreation The Forensics of Meeting Tourism Goals in Rural Communities (Clemson University PRTM Team) “Rural vs. Urban” Doesn’t Have to Be “Maxwell Smart vs. KAOS” Chris Stone, Executive Director, Greenville Convention and Visitors Bureau Bennish Brown, Executive Director, Rock Hill Convention and Visitors Bureau Ric Luber, President & CEO, Midlands Authority for Convention, Sports and Tourism Investigative Payoff: Finding a Source (for Funding) Elizabeth Johnson, Deputy State Historic Preservation Officer, SC Department of Archives and History Gregg White, Program Director, United States Department of Agriculture T.J. Wallace, Grants & Programs Officer, SC Humanities Council Kristen Pearson, Tourism Marketing Associate, SC Department of Parks, Recreation & Tourism
3:00 p.m. – 3:30 p.m.	Break
3:30 p.m. – 4:45 p.m.	Mission Training Courses I Spy a Plan to Buy... Local: Why Every Community Needs a Buy Local Campaign Jamee Haley, Executive Director, Lowcountry Local First

Operation Cache: Utilizing Community Assets to Stimulate Economies
Rich Harrill, Director, Alfred P. Sloan Foundation, Travel and Tourism Industry Center
Be A Commando: Irregular Tactics for Rural Development
Randy Halfacre, President & CEO, Greater Lexington Chamber of Commerce
David Twiggs, COO, Savannah Lakes Village
Ben Gregg, Director, SC Wildlife Federation
Pat Mason, Co-founder, Center for Carolina Living

Using New Technology to Seize the Target (Audience)
Monica Lavin, Director of Teaching, Learning and Technology, College of Charleston

6:00 p.m. - 7:00 p.m.	Sponsor Reception
7:00 p.m. - 10:00 p.m.	Your Mission Should You Choose To Accept It: Party! Secondary Mission: Successfully Secure Items in the Silent Auction

Wednesday, November 16, 2011

8:00 a.m. - 9:00 a.m. Corridor	Breakfast Briefing, State of the South Carolina National Heritage SCNHC Executive Director
9:15 a.m. – 10:30 a.m.	Mission Round Table Briefings Sparking Rural Economies through Local Initiatives Ben Gregg, Executive Director, SC Wildlife Federation

Igniting Wealth through Rural Tourism Development
Simon Hudson, Endowed Chair, SC Center of Economic Excellence in Tourism and Economic Development

Activating a More Competitive SC Business Environment
The Palladian Group

Generating Partnerships to Effectively Package Your Destination
SCNHC Staff

10:30 a.m. - 11:00 a.m.	Break
11:00 a.m. – 12:30 p.m.	Project Success: Top Intelligence from SC's Successful Mayors Mayor Welborn Adams, City of Greenwood

Mayor Randy Halfacre, City of Lexington
Mayor Knox White, City of Greenville
Mayor Terence Roberts, City of Anderson

12:30 p.m. – 1:45 p.m.

Awards Luncheon
Governor Haley for award presentation (invited)