



THE HERITAGE AREA OF  
ANNAPOLIS,  
LONDON TOWN,  
AND SOUTH COUNTY

**ALTSCHA, Inc.**  
**Four Rivers: The Heritage Area of Annapolis, London Town & South County**  
**Five-Year Action Plan – FY 2013 – FY 2018**

## **Introduction**

This plan is a response to the results of the Maryland Heritage Areas Authority's strategic plan process and the development of a 10-Year Plan for Sustainability. The MHAA plan requires that each of the eleven certified Maryland Heritage Area Management Entities develop a Five-Year Action Plan resulting in clearly defined, measurable goals and strategies linked to the MHAA plan and benchmarks.

## **Plan Development Process**

ALTSCHA, Inc. initiated its work on the Five-Year Action Plan in September 2010 with the selection of a board-approved consultant and timeline that would meet the MHAA requirement to deliver a draft plan in June 2011. Gaile Jones Associates was selected as the consultant to work with ALTSCHA staff and board members. Planning activity included a review of the heritage area's progress and changes against the original Management Plan, a thorough review of the MHAA 10-Year Plan for Sustainability, and consideration of priorities and progress related to ALTSCHA's current 2009-2011 Strategic and Implementation Plan. Key elements of these reviews were summarized in an "Action Plan Drivers Matrix" and laid the groundwork for goals and objectives for the new Five-Year Action Plan. Review and work sessions were conducted with ALTSCHA, Inc. Executive Director and staff, and draft planning documents were reviewed with the ALTSCHA, Inc. Board of Directors in November 2010 and June 2011, with the ALTSCHA, Inc. Coordinating Council in January, April, and July 2011, with heritage area stakeholders in September 2011, and final review in Spring 2012.

## **Inputs to 5-Year Plan**

- **Appendix A: 'Action Plan Drivers Matrix'**
- **Appendix B: 'ALTSCHA Management Plan Review'**

## **Planning Participants**

- ALTSCHA, Inc. Board of Directors, including: Patricia Barland, Chair; Matthew Grubbs, Vice Chair; Melanie Teems, Treasurer; Diane Nowak-Waring, Secretary; Lisa Craig, Donna Hole (past Board member)
- Carol Benson, PhD., ALTSCHA, Inc. Executive Director
- Aleithea Warmack, (former) Heritage Programs Coordinator
- Coordinating Council with invited guests, including: Lisa Barge (Anne Arundel Economic Development Corp.), V.K. Holtzendorf (SERC and West River Cruises), Alyssa Domzal, Rick Leader (Scenic Rivers Land Trust), Laura Burrell Baxter (Chesapeake Bay Foundation), Genevieve Kaplan (Banneker-Douglass Museum), April Nyman (Arts Council of Anne Arundel County), Suzanne Owens (AACPS), Terry Poisson (AACPS), Heather Ersts (Historic Annapolis Foundation), Lisa Robbins (Historic London Town and Gardens).
- Stakeholders including: Stephanie Bray (State House), Valerie Miller (Historic London Town and Gardens and aide to Alderman Richard Israel), Heathers Ersts (Historic Annapolis), Eileen Leahy (Charles Carroll House), Elizabeth Ramirez (Wimsey Cove Framing and Arts).
- Consultant, Gaile Jones Associates

### Relevant organizations/entities mentioned in this Plan:

- **AAC R&P Rural Legacy Pgm: Anne Arundel County Recreation & Parks Rural Legacy Program**, funded in part by the Maryland Department of Natural Resources (DNR), consists of two concepts: first, delineating a specific geographic area of a county in need of focused land conservation efforts, and, second, acquiring easements from willing landowners within that area.
- **AACPS: Anne Arundel County Public Schools**
- **AEDC: Annapolis Economic Development Corporation**, a newly-formed economic development organization for the City of Annapolis.
- **AAEDC: Anne Arundel Economic Development Corporation**, the economic development corporation for Anne Arundel County.
- **CBF: Chesapeake Bay Foundation**
- **CBT: Chesapeake Bay Trust**
- **CC (Coordinating Council):** The Coordinating Council referenced throughout the plan is the Annapolis, London Town, and South County Heritage Area Coordinating Council. This body provides external coordination with appropriate entities and activities relevant to heritage area interests, internal coordination with area nonprofits and private interests, initiation of programs that transcend individual heritage organization interests, and planning for ongoing implementation of heritage area plans.
- **Target Investment Zones (TIZ):** Specific priority areas within the Heritage area in which significant private investment is desired and which provide unique program incentives. The current target investment zones for the Four Rivers Heritage Area are Annapolis/West Street, Eastport, Mayo Road/London Town, and Deale.
- **Targeted Investment Program (TI):** Program to replace TIZs in FY2014,
- **DMO:** The Destination Marketing Organization for ALTSCHA, Inc. is the Annapolis and Anne Arundel County Conference and Visitors Bureau (AAACCVB).
- **MAP:** MainStreets Annapolis Partnership, Annapolis's Main Street Program.
- **MCHA:** Maryland Coalition of Heritage Areas, an informal affiliation of Heritage Area directors.
- **MHT:** Maryland Historical Trust
- **HPC:** Historic Preservation Commission for the City of Annapolis. A seven member, volunteer board, public agency appointed by the Mayor and confirmed by City Council, responsible for reviewing proposed exterior changes in the Historic District.

- **Partners for Open Space:** A statewide coalition of groups seeking to secure, save, and protect Maryland's land conservation programs.
- **SRLT: Scenic Rivers Land Trust,** a private, non-profit, non-governmental body chartered as a 501(c)(3) corporation in 1988 for the purpose of protecting land through voluntary land preservation agreements and educating landholders on issues of conservation and stewardship.
- **Stakeholders:** All those - private, public and nonprofit organizations - having an investment and interest in the development, sustainability and potential of the Heritage Area, and who are engaged to assist, advise, review, support or administer regional heritage activity and/or organizations.
- **Partners:** An organizational entity – nonprofit or for-profit – which collaborates and coordinates with ALTSCHA, Inc. for the benefit of heritage resources and heritage tourism.
- **Sites:** Physical heritage sites - built or natural - in the Four Rivers Heritage Area.

#### **Vision for the Next Five Years:**

To create and lead the way to a seamless connection between heritage and cultural sites, parks and natural resources, that are all dynamic, evolving, well maintained, and financially viable, which together present a spectacular visitor experience.

#### **Mission:**

To advance, support and promote the natural, historic and cultural resources of the region.

#### **Key Accomplishments Related to Management Plan and General:**

- Established ALTSCHA Coordinating Council
- Enhanced Interpretive Framework and promoted key themes with creation of thematic and self guided tours and events: Roots & Tides, Heritage Strides, Maryland Day, *Explore/Experience/Discover* collaborative brochure, South County Sundays, and participation in Scenic Byways project
- Initiated greater integration of arts theme with representation on Coordinating Council and proactive planning with Arts Council
- Increased linkages across sites and with partners through cooperative training, Annual Summit, technical support, research, marketing, and web communications
- Improved visitor marketing and services through CVB orientation program, coordination, upgraded website, and improved signage underway
- Supported sites' development and capital improvements by facilitating consistent levels of MHAA grant funding opportunities
- Created mini-grant program in 2003, and annually promoted and consistently secured mini-grant funding, for enhanced program development by area partners
- Expanded Annapolis TIZ and initiated evaluation of additional TIZs as well as boundary expansion opportunities
- Developed 2009-2011 Strategic Plan and Implementation Plan
- Partnered with City of Annapolis Planning and Zoning and Anne Arundel County Planning and Zoning departments to achieve Management Plan and Strategic Plan goals

#### **Significant Changes from or Additions to Initial Management Plan**

*Doing this with stakeholders or internally with the staff/board is appropriate, and should be guided by a thorough review of the Management Plan.*

- Interpretive Framework: New emphasis on green and ecotourism themes, which are essentially expanded versions of Management Plan themes

- Action Plan/Moving about the Area: City transportation planning evolved differently; adaptive solutions for access, parking, etc. successfully used as interim steps
- Management Entity: Evolved successfully from original entity under auspices of AAACCVB to separate 501(c)(3) with independent board and operational Coordinating Council

**Summary of Goals for FY 2013-FY 2018:**

GOAL 1: Steward the region’s heritage assets by preserving, protecting and strengthening natural, historic and cultural resources.

GOAL 2: Stimulate economic development through heritage tourism products, programs and experiences for visitors and residents.

GOAL 3: Become a model for effective organizational management among heritage areas.

**ALTSCHA Priority Impact Metrics for FY 2013-FY 2018**

- |                                     |  |
|-------------------------------------|--|
| <b>Heritage Product Development</b> | 1. Number of enhanced heritage attractions, activities, events                             |
| <b>Building Partnerships</b>        | 2. Number of organizations served through technical assistance and grant programs          |
| <b>Sustaining Regional Identity</b> | 3. Local communications, programs to educate residents about regional identity             |
|                                     | 4. Participation in development of new design guidelines, preservation/conservation policy |

**ALTSCHA Priority Statement:**

**Integrating the goals and objectives of ALTSCHA’s 2009-2011 Strategic Plan and MHAA’s 10-Year Plan for Sustainability, ALTSCHA priorities reflect stewardship of the diversity of heritage-related resources in our area, including:**

- National Register districts and properties, National Historic Landmarks, and other historic designations,
- our small rural communities,
- archaeological investigations that preserve the “archaeological record” of the past ,
- the preservation of built environment,
- the conservation and stewardship of our natural resources, and
- research resulting in strengthened heritage tourism products.

**Priority Column Key (1, 2 or 3 in matrix below):**

- **Priority 1: Action items required to maintain status as CHA**
- **Priority 2: Action items that are Four Rivers priorities for FY2013-2018**
- **Priority 3: Action items that are part of Four Rivers plan, but will be undertaken only if we have sufficient capacity to complete**

**Goals, Objectives and Action Items:**

**Goal 1: Steward the region’s heritage assets by preserving, protecting and strengthening natural, historic and cultural resources.**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1. Actively encourage projects enhancing preservation and conservation of built, archeological, and natural resources	As appropriate, encourage the use of mini-grant funds for new product development addressing preservation and natural resources conservation topics	ALTSCHA	CC, partners, sites	Staff and/or volunteer time	Grant funded	2013	2018	Strategies for Enhancing Resources pg. A-1; Stewardship Strategies pg. A-27	Also MHAA Strategic Plan	2		New product development as appropriate	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building
	As appropriate, respond to opportunities that may arise for enhancing preservation and conservation of built, archeological, and natural resources	ALTSCHA	CC, partners, sites	Staff and/or volunteer time	Grant funded	2014	2018			2			<input checked="" type="checkbox"/> Sustaining Regional Identity
	Publicize specific public and private grant opportunities for preservation, archeological and natural resources conservation projects <b>utilizing communications in Goal 2.1</b>	ALTSCHA	None	Staff and/or volunteer time	Grant funded	2013	2018			2			<input type="checkbox"/> Organizational
	Continue to work with key preservation and conservation groups on technical assistance tools to encourage sustainable practices	ALTSCHA	Preservation partners include Annapolis HPC, MAP; conservation partners include CBT, CBF, Riverkeepers, SRLT, AAC R&P Rural Legacy Pgm	Staff and/or volunteer time	Grant funded	2013	2018			1			

**Goal 1: Steward the region’s heritage assets by preserving, protecting and strengthening natural, historic and cultural resources.**

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	Facilitate work with trails and water trails organizations to promote project collaboration and enhance public access to parks, trails, recreational opportunities and the water	ALTSCHA	Heritage trails & water trails organizations	Staff and/or volunteer time	Grant funded	2014	2016			2			
2. Increase advocacy for natural, historic and cultural resource protection and sustainability, both short- and long-term	Incorporate advocacy alerts <b>utilizing communications in Goal 2.1</b> on opportunities for action regarding, or threats to, heritage resources	ALTSCHA	All stakeholders	Staff and/or volunteer time	Grant funded	2013	2018	Action Plan, Organizing Framework pg 37, 43; Strategies for Enhancing Resources pg. A-1	Also MHAA Strategic Plan	1			<input checked="" type="checkbox"/> Heritage Product Development
	Develop a portfolio of preservation, archeological and conservation case studies and publish on website.	ALTSCHA	All stakeholders	Staff and/or volunteer time	Grant funded	2014	2018			3			<input checked="" type="checkbox"/> Partnership Building
	Coordinate with conservation partners to monitor and provide input on effective land use strategies that help preserve regional character.	ALTSCHA	Conservation partners	Staff and/or volunteer time	Grant funded	2014	2018			2			<input type="checkbox"/> Organizational
	Maintain preservation and natural resources conservation representation on ALTSCHA’s Board and/or Coordinating Council	ALTSCHA	None	Staff and volunteer time	Grant funded	2013	2018			1			
3. Raise public awareness and interest in the heritage resources of our region	Collaborate with preservation organizations to educate property owners on historic property significance and preservation tools, such as tax credits	ALTSCHA	HPC, MAP, MHT, etc.	Staff and volunteer time	Grant funded as well as in-kind support	2013	2018	Action Plan, Organizing Framework pg 37; Strategies for		1			<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building

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Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
	Coordinate with preservation organizations to increase public engagement and education on value of preservation for community development.	ALTSCHA	Preservation partners (see 1.3.1)	Staff and volunteer time	Grant funded	2014	2018	Achieving Optimum Visitation pg. A-7		2			<input checked="" type="checkbox"/> Sustaining Regional Identity  <input type="checkbox"/> Organizational
	Coordinate with conservation partners to increase public engagement and education on natural resources conservation.	ALTSCHA	Conservation partners	Staff and volunteer time	Grant funded	2014	2018			2			
	Create and implement initiative focused on stewardship	ALTSCHA, Stewardship Committee	Preservation and Conservation partners	Plan and implement Stewardship initiative	Grant funded as well as in-kind support	2013	2018			2		Public program attended by key stakeholders and 3 or more new organizations in “benchmark” year	
4. Support heritage tourism-related	Continue mini-grant opportunity for educational projects for K-12 audiences	ALTSCHA, Education Committee	AACPS	Staff and volunteer time	Grant funded	2013	2018	Interpretive Framework, Action Plan		2		New mini-grant projects as appropriate	<input checked="" type="checkbox"/> Heritage Product Development



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Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
educational programs for K-12, college and university students	Facilitate effective working relationships/communications between schools and sites (including faith-based groups and youth programs) regarding audiences, needs and opportunities for educational programming	ALTSCHA, Education Committee	AACPS, Site directors, private schools, religious institutions	Staff and volunteer time; workshop-related costs for “Showcase” for AACPS educators	Grant funded as well as in-kind support	2013	2018	Reaching Out to Heritage Audiences pg 43		2		Because “Showcase” is first annual, this will be “benchmark” year	<input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

**Goal 2: Stimulate economic development through heritage tourism products, programs and experiences for visitors and residents.**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1. <b>Continue communications</b> about heritage area activities that keep stakeholders informed about heritage tourism products, programs and experiences for visitors and residents	Produce and mail quarterly newsletter (includes Annual Report); produce and send E-newsletter twice monthly; produce and mail quarterly “Highlights of Quarterly Accomplishments” report	ALTSCHA	None	Printed newsletter, quarterly accomplishments report, E-news-letter	Grant funded as well as partial in-kind support	2013	2018			2		Annual increases in mailing lists:5% for mailings, 10% for e-newsletter list	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
2. Maximize and promote economic potential of Targeted Investment Projects (TIs - Replaces TIZs)	Review former TIZs for economic development potential and return to inform strategic Targeted Investment Projects (TIs)	ALTSCHA	Former TIZ stakeholders	Staff and volunteer time	Grant funded	2013	2013			2			<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building
	Review MHAA recommendations on Targeted Investment Projects (TIs) to evaluate opportunities for increased benefit and leverage	ALTSCHA	Stakeholders	Staff and volunteer time	Grant funded	2013	2013			1			<input checked="" type="checkbox"/> Sustaining Regional Identity

**Goal 2: Stimulate economic development through heritage tourism products, programs and experiences for visitors and residents.**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
	Provide educational and promotional information on TIs to stakeholders	ALTSCHA	MAP, AEDC, AAEDC Local Chambers of Commerce, realtors	Targeted Investment Stakeholder Briefing Initiative	Grant funded	2013	2018			1		Public programs attended by key stakeholders and 3 or new organizations added to stakeholders' list in "benchmark" year	<input type="checkbox"/> Organizational
	Identify key community leaders to disseminate information, mobilize their community and combine tools for local businesses and homeowners associations	ALTSCHA	MAP, AEDC, AAEDC, Local Chambers of Commerce, Realtors	Staff and/or volunteer time	Grant funded	2013	2018			3			
	Encourage and support stakeholders in developing successful capital grant applications	ALTSCHA	TI stakeholders	Staff and/or volunteer time	Grant funded	2013	2018			1		Successful capital grant applications from ALTSCHA stakeholders for FY2014	
	Track and report Heritage Area program and grant activity according to TI applications	ALTSCHA	TI stakeholders	Staff and volunteer time	Grant funded	2014	2018			1			
3. Strengthen marketing of Heritage Area resources by	Collaborate with DMO in creating and disseminating "destination" marketing and branding tools for heritage area	ALTSCHA, Marketing Committee	DMO, stakeholders	Staff and volunteer time	Grant funded	2014	2015	Strategies for Optimum Visitation	Also MHAA Strategic Plan	1			<input checked="" type="checkbox"/> Heritage Product Development

**Goal 2: Stimulate economic development through heritage tourism products, programs and experiences for visitors and residents.**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
updating and implementing Marketing Plan	Increase use of public web tools including social media and links to drive public traffic to and across stakeholder websites	ALTSCHA	All Stakeholders, Marketing Committee	Staff and volunteer time	Non-State Grant funded	2013	2015	pg A-7 -9 Strategies for Linkages pg A13-24		2		Increase visibility for collaborative events, increase website visits by 5% annually	<input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
	Update Four Rivers website content for more effective outreach	ALTSCHA	Stewardship, Marketing and Education Committees	Staff and volunteer time	Grant funded	2013	2015			2		Increase website visits by 5% annually	
	Continue “Maryland Day Celebration” or similar collaborative project	ALTSCHA	Maryland Day and Marketing Committees	Staff and volunteer time, promotional materials	Grant funded and sponsorships	2013	2018			2		Increase attendance by 5% annually	
	Develop new projects targeted to increase cross-marketing across sites	ALTSCHA, Marketing Committee	Marketing Committee, All stakeholders	Staff and volunteer time	Grant funded	2013	2015			3		Implementati on of one new project targeted to increase cross-marketing across sites	
	Continue DMO representation on ALTSCHA’s Board or Coordinating Council	ALTSCHA	AAACCVB	Staff and volunteer time	Grant funded	2013	2018			1			
	Review ALTSCHA’s marketing plan with DMO; brief DMO on annual work plan as input to DMO marketing plan	ALTSCHA, Marketing Committee	AAACCVB	Staff and volunteer time	Grant funded	2013	2018			1			

## Goal 2: Stimulate economic development through heritage tourism products, programs and experiences for visitors and residents.

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
4. Facilitate and promote an increase in the variety and quality of visitor experiences	Review and update existing Four Rivers' visitor products to ensure relevance; revise and reprint products as appropriate (also for download)	ALTSCHA	Marketing Committee, Partner Sites and AAACCVB	Staff and volunteer time	Grant funded	2013	2018	Interpretive Framework section pg 7; Strategies for Linkages pg A13-24		2		Increase brochure downloads from website by 5% annually	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	Conduct annual review of visitor programs and products at annual Site Director meeting and explore opportunities for new product development	ALTSCHA	All Site Directors	Staff and volunteer time	Grant funded	2013	2018			2			
	Spotlight new programs/products in E- and print newsletters utilizing communications in Goal 2.1	ALTSCHA	Partners, Sites	Staff and volunteer time	Grant funded	2013	2018			2			
	<b>As appropriate</b> , respond to opportunities that may arise to significantly leverage local and/or private investment in heritage-related projects	ALTSCHA	Sites, select stakeholders	Staff and volunteer time	Grant funded	2013	2018			2			
	Promote local experiential and educational programs linking key statewide initiatives (War of 1812 Bicentennial, etc.) utilizing communications in Goal 2.1	ALTSCHA	Sites, select stakeholders	Staff and volunteer time	Grant funded	2013	2018			2			
	<b>As appropriate</b> , respond to opportunities that may arise for projects that include national, regional, and local heritage initiatives, commissions and commemorations	ALTSCHA	Sites, select stakeholders	Staff and volunteer time	Grant funded	2013	2018			2			

## Goal 2: Stimulate economic development through heritage tourism products, programs and experiences for visitors and residents.

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
	Work with key stakeholders on best practices and strategies in ecotourism including water trails.	ALTSCHA	Ecotourism and water trails partners	Staff and volunteer time	Grant funded	2014	2015			2			
5. Promote greater integration of arts and traditional culture in interpretive themes and opportunities	Expand participation of arts organizations and resources in collaborative programs.	ALTSCHA	Stakeholder sites	Staff and volunteer time	Grant funded	2014	2015	Interpretive Framework section pg 31		2			<input checked="" type="checkbox"/> Heritage Product Development
	Maintain representation of at least one arts organization on Coordinating Council, participate in local initiatives designed to promote cultural attractions	ALTSCHA	Maryland Hall and partners	Staff and volunteer time	Grant funded	2013	2018			1			<input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
6. Leverage resources by connecting and creating new partnerships among area heritage organizations	Using successful training models, identify one key topic per year for collaborative initiatives ( <b>will be focused on TIs in FY2013, see Goal 2.2</b> )	ALTSCHA	Stakeholders, Sites	Staff and volunteer time	Grant funded	2013	2018	Action Plan and Strategies for Achieving Optimum Visitation, pgs A-7, A-31		2			<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building
	Ensure that annual Heritage Awards, mini grant criteria, and committee initiatives address partnerships and collaborations	ALTSCHA	None	Staff and volunteer time	Grant funded	2013	2018			2		Programs demonstrate at least 2 new partnerships created	<input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/>

**Goal 2: Stimulate economic development through heritage tourism products, programs and experiences for visitors and residents.**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
	Increase use of technology tools to encourage greater collaboration among stakeholders and partners	ALTSCHA	Stakeholder, sites, and partners	Staff and volunteer time	Grant funded	2014	2016			3			Organizational

### Goal 3: Become a model for effective organizational management among heritage areas.

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1. Strengthen and build organizational capacity	Maintain full Board complement; refine Board roles and responsibilities	ALTSCHA	None	Staff and volunteer time	Grant funded	2013	2018	Action Plan and Management pg. 37-51	Also MHAA Strategic Plan	1			<input type="checkbox"/> Heritage Product Development
	Monitor staff workload; pursue opportunities to add staffing as workload increases	ALTSCHA	None	Staff and volunteer time	Grant funded	2013	2014			2			<input type="checkbox"/> Partnership Building
	Continue activities outlined in Draft Development Plan	ALTSCHA	None	Staff and volunteer time	Grant funded	2013	2018			3			<input type="checkbox"/> Sustaining Regional Identity
	Establish systems/tools to manage Development activity including tracking and reporting results	ALTSCHA	None	Staff and volunteer time	Grant funded	2013	2018			2		New Development tracking tools in place by June 2013	<input checked="" type="checkbox"/> Organizational
2. Strengthen the Coordinating Council (CC)	Define and document Coordinating Council roles, structure, membership	ALTSCHA	CC, Board	Staff and volunteer time	Grant funded	2013	2018	Action Plan and Management pg. 37-51 and A-30		2			<input type="checkbox"/> Heritage Product Development
	Conduct quarterly Coordinating Council (CC) meetings	ALTSCHA	None	Staff and volunteer time	Grant funded	Quarterly			2			<input checked="" type="checkbox"/> Partnership Building	
	Staff and support CC and committees on key aspects of operations and programs (i.e., <b>Marketing, Education, Stewardship</b> , etc.)	ALTSCHA, Committees	None	Staff and volunteer time	Grant funded	2013	2018		2			<input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational	



**Goal 3: Become a model for effective organizational management among heritage areas.**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
3. Evaluate and communicate ALTSCHA's organizational effectiveness	Continue to refine draft Development Plan, and develop case statement and case study materials; continue annual Heritage Awards program; continue communications <b>utilizing communications in Goal 2.1</b>	ALTSCHA	None	Staff and volunteer time	Grant funded	2013	2015		MHAA Strategic Plan	1		Development Plan complete by June 2013	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
4. Develop strategies to address ALTSCHA's long-term financial stability and sustainability.	Begin implementing Development Plan as part of annual workplan.	ALTSCHA	None	Staff and volunteer time	Grant funded	2014	2018		MHAA Strategic Plan	1			<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building
	Evaluate progress against Development Plan and adjust as necessary	ALTSCHA	None	Staff and volunteer time	Grant funded	2015	2018			1			<input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
	Continue advocacy for ALTSCHA support with Legislators, elected officials	ALTSCHA	None	Staff and/or volunteer time	Grant funded	2013	2018			1			<input checked="" type="checkbox"/> Organizational
	Investigate opportunities to improve sustainability by consolidating operations, facilities or resources among stakeholders	ALTSCHA	All Stakeholders	Staff and volunteer time	Grant funded	2014	2016			3			

**Goal 3: Become a model for effective organizational management among heritage areas.**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
5. Identify, measure, and communicate collective impact, quality and effectiveness of the heritage region.	Apply new MHAA systems and tools to evaluate and communicate collective impact of heritage area.	ALTSCHA	MHAA, stakeholders	Staff and volunteer time	Grant funded	2018	2018	ROI Strategies & Analysis pg. 65; Target Investment Zones, B-6	MHAA Strategic Plan	1			<input type="checkbox"/> Heritage Product Development
	Access and evaluate CVB visitation metrics as available	ALTSCHA, Marketing Committee	CVB	Staff and volunteer time	Grant funded	2013	2018			2			<input checked="" type="checkbox"/> Partnership Building
	Utilizing guidance to be provided by MHAA, begin to collect visitation and visitor evaluation metrics from individual sites on annual basis	ALTSCHA	Site Directors	Staff and volunteer time	Grant funded	2013	2018			1			<input checked="" type="checkbox"/> Organizational
	Conduct periodic review of metrics with stakeholders to explore challenges and opportunities.	ALTSCHA	Stakeholders, Sites	Staff and volunteer time	Grant funded	2014	2018			3		Baseline visitation metrics collected	
6. Review issues of long term stability and sustainability for partners and help build capacity to	Identify priority needs for capacity building.	ALTSCHA	Partners	Staff and volunteer time	Grant funded	2015	2016		MHAA Strategic Plan	3			<input type="checkbox"/> Heritage Product Development
	Identify strategies for addressing priority needs, including leveraging resources across stakeholders.	ALTSCHA	Partners	Staff and volunteer time	Grant funded	2016	2018			3			<input checked="" type="checkbox"/> Partnership Building
													<input type="checkbox"/> Sustaining Regional

**Goal 3: Become a model for effective organizational management among heritage areas.**

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # descript title	If not in HAMP, indicate why it is a priority	Priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
adapt to change	Conduct workshop(s) on implementing strategies in common across stakeholders	ALTSCHA, co-led with stakeholders	None	Staff and volunteer time	Grant funded	2015	2018			3			Identity <input checked="" type="checkbox"/> Organizational
	Assist area nonprofits to communicate distinct purposes and missions via annual Site Directors meeting and other mtgs as necessary	ALTSCHA	Partners	Staff and volunteer time	Grant funded	2013	2018			2			

**Addendum A. Definitions**

**Goals:** These set out the accomplishments the organization hopes to make within a specific time period.

**Objectives:** Statements (usually measurable in some way) of short-term achievements and collections of activities that, if achieved, constitute fulfillment of the goals.

**Strategies/Action Items:** The activities that will be implemented to ensure that the goals are accomplished. They answer the question, “What will it take to accomplish our goal?”

**Addendum B. Heritage Area Program Impact Metrics**

On an annual basis, Heritage Areas will be asked to submit data for a series of metrics designed to measure Heritage Area impact in three key categories of activity: 1.) Development of Heritage Based Product; 2.) Building Partnerships; and, 3.) Sustaining Regional Identity. All Heritage Areas will collect data in all categories. However, Heritage Areas will identify those metric categories in which achievement is most relevant to accomplishing their management plan goals and objectives. Following action on the Strategic Plan by MHAA, data definitions for these metrics will be developed.

MHAA will review these metrics every year for clarity and effectiveness. It is anticipated that this performance measurement tool will continue to be refined over time with input from Heritage Areas and other Program partners.

**Below, identify at least one Impact Metric in each of the three categories which will be priorities for the Management Entity for the next five years.**

Heritage Product Development		Sustaining Regional Identity	
	Number of enhanced heritage attractions, activities, events		Local communications, programs to educate residents about regional identity
	Increased attendance at heritage attractions, activities, events (year over year percentage)		Anecdotes from stakeholders, residents
	Capital investment in TIZs/TIs		Increased number of volunteer hours and dollars donated locally
	New designated resources – byways, historic districts, protection, arts & entertainment districts – to attract or contribute to heritage area, heritage tourism		Participation in making positive change in county comprehensive plan
	Increase in other cultural/natural products and services related to heritage area awareness, themes, or heritage tourism (interpretation, guide training, signage, local marketing communications)		Participation in development of new design guidelines, preservation/conservation policy
Building Partnerships			
	Number of organizations served through technical assistance and grant programs		
	Three demonstrations of how heritage area management entity assistance added value, helped accomplish mission (preferably in heritage product development, sustaining regional identity)		
	Workshops held and number of participants (follow-up following year to determine actual implementation– report as result)		
	Cultivate new national funding (leverage certified heritage area status to attract federal funds)		
	New partnerships cultivated to overcome preservation, protection challenge		

## Appendix A: ALTSCHA (Four Rivers Heritage Area) 5-Year Action Plan Drivers

MHAA 5 Yr Action Plan Priorities & Emphasis	5 Yr Action Plan Impact Metrics	ALTSCHA Management Plan	ALTSCHA/Four Rivers 2011 Management Grant, Long Term Priorities
<p><i>Stewardship:</i></p> <ul style="list-style-type: none"> <li>Plans to address natural resource conservation, preservation, archeology</li> <li>Increased projects, grant applications; preservation partners</li> <li>Promotion of TIZs</li> <li>Involvement in local planning</li> <li>Conservation representation</li> <li>Promotion and advocacy for preservation and conservation</li> </ul>	<p><i>Building Partnerships:</i></p> <ul style="list-style-type: none"> <li>Number of organizations served through technical assistance and grant programs</li> </ul> <p><i>Sustaining Regional Identity:</i></p> <ul style="list-style-type: none"> <li>Local communications, programs to educate residents about regional identity</li> <li>Participation in development of new design guidelines, preservation/conservation policy</li> </ul>	<p>Interpretation/Themes Waterways Living with the Past America's Roots Arts &amp; Traditional Culture</p> <p>Physical Facilities</p> <p>Reaching out to audiences</p> <p>Moving about the area</p> <p>Private commercial activity</p>	<p>Continue matching mini-grants program, expand outreach and applicants</p> <p>Co-sponsor workshops for interpreters</p> <p>Further development of Maryland Day collaborative event</p> <p>Revisit TIZs, including Deale TIZ; maximize tourism opportunities through economic development tools</p>
<p><i>Marketing and Product Development:</i></p> <ol style="list-style-type: none"> <li>Destination marketing, visitor experience</li> <li>Interpretation/themes</li> <li>Partner with DMO</li> <li>Internet</li> </ol>	<p><i>Heritage Product Development:</i></p> <ul style="list-style-type: none"> <li>Number of enhanced heritage attractions, activities, events</li> </ul>	<p>Return on Investment: Increased visitation and economic impacts</p>	<p>Develop thematic web-based products</p>
<p><i>Performance Evaluation</i></p> <ul style="list-style-type: none"> <li>Performance measurement reporting</li> </ul>		<p>Strategies:</p> <ul style="list-style-type: none"> <li>Enhancing Heritage Resources</li> <li>Achieving Optimum visitation</li> <li>Linkages</li> <li>Compatible Economic Development</li> <li>Stewardship</li> <li>Management</li> </ul>	<p>Continue peer-to-peer training opportunities</p>
<p><i>Management:</i></p> <ul style="list-style-type: none"> <li>Five year and annual plans</li> <li>Financial sustainability, Fundraising/development</li> <li>Leadership capacity building</li> </ul>		<p>Promotion and development of CHAs and TIZs</p>	

**APPENDIX B - ALTSCHA Management Plan Review**

revised 11/11/10

Mgmt Plan Section	Priority	Activity	Sect. #	Pg #	Status	Examples/Notes	Changes or Issues	New Opportunities
Interpretive Framework	Waterways, Living Past, Amer Roots	Strengthen and increase number, variety and quality of visitor experiences, i.e., creation of Beverly Triton Park, HAF Museum	3.2.2	10	Ongoing - to be achieved by others			New emphasis on green and ecotourism expands themes
Interpretive Framework	Filling in/Increasing density	Foot Notes: Self-guided walking tours	3.3.2	19	Partially completed	Footnotes brochure for Fleet and Cornhill Streets completed; Heritage Strides available for download online		
Interpretive Framework	Filling in/Increasing density	Highways and Byways: A self-guided audio tour	3.3.2	19	Completed	"Roots & Tides"		
Interpretive Framework	Filling in/Increasing density	Thematic guided and self-guided tours	3.3.2	20	Ongoing - Through mini-grants and MHAA grants			
Interpretive Framework	Filling in/Increasing density	Expeditions: Off the beaten path guided tours	3.3.2	22	Pilot project completed: "Footnotes"			
Interpretive Framework	Filling in/Increasing density	Passport Program	3.3.3	23	Complete to degree feasible	2 Versions have been created by "Passport to Discovery" children's booklets	Issues with revenue sharing	Revise/revamp
Interpretive Framework	Creating Linkages	Collaborative Brochures	3.3.3	23	Completed	"A History Explorer's Map & Guide", "Explore, Experience, Discover Four Rivers"		
Interpretive Framework	Creating Linkages	Celebrations and Special Events	3.3.3	23	Ongoing	Annual Maryland Day Celebration		Expand
Interpretive Framework	Creating Linkages	Uniform Interpretive Elements at sites throughout the heritage area	3.3.3	24	Earliest stages	Continued discussion.	Difficult to achieve across all sites	
Interpretive Framework	Creating Linkages	Site Visits and Interpretive Research	3.3.3	24	Ongoing	Site Directors Summit, Networking events, e.g. the Summer 2010 Picnic		

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Mgmt Plan Section	Priority	Activity	Sect. #	Pg #	Status	Examples/Notes	Changes or Issues	New Opportuni-ties
Interpretive Framework	Creating Linkages	Cooperative Training	3.3.3	25	Ongoing	Co-sponsorship of training for docents and interpreters held at Historic London Town and Gardens		
Interpretive Framework	Creating Linkages	Visitor Services	3.3.3	25	Completed	Fam Tour for CVB staff in August 2009; CVB Executive Director is on the CC		Enhance relationship with CVB
Interpretive Framework	Creating Linkages	Reinterpretation of the US Naval Academy and Maryland State House	3.3.3	25	Partially completed	USNA Museum reopened August 2009; State House received a mini-grant for an interpretive brochure		Enhance relationship with State House, USNA
Interpretive Framework	Creating Linkages	Cooperative marketing outside of the Heritage Area	3.3.3	27	Earliest stages	Maryland Day partially fulfills this role, more could be done with Marketing Grant. Other potential partners include Belvoir, Rising Sun, Benson-Hammond House, Marley Neck Rosenwald School, Odenton Heritage Society		Focus for new opportunity, partnerships with Marketing Grant
Interpretive Framework	Arts & Traditional culture	Arts organizations should be represented on the Coordinating Council	3.4	31	Completed	Linnell Bowen, MHCA, is on the CC		Can be a bigger focus for new product
Interpretive Framework	Early Implementation projects	Improved communication among heritage organizations	3.5.1	32	Ongoing	Annual report, newsletters (printed and e-news), new brochure, press releases, partner pages and new resources page (in development) on Four Rivers website		
Action Plan	Interpretation	See all above						
Action Plan	Physical Facilities	Capital Improvements at Historic London Town	4.1.2	39	Ongoing	See Capital Grants from MHAA and FY2011 Non-Capital Grant		
Action Plan	Physical Facilities	The Capital City Visitors Center	4.1.2	40	"Phase I" solution completed	26 West St. remains the visitor's center, has had improvements since 2000. Current administration is talking about a new visitor's center		Pursue conditioned on City plans

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Mgmt Plan Section	Priority	Activity	Sect. #	Pg #	Status	Examples/Notes	Changes or Issues	New Opportunities
Action Plan	Physical Facilities	Historic Annapolis Foundation Museum	4.1.2	42	Completed	Currently housed in HistoryQuest, 99 Main St.		
Action Plan	Reaching out to audiences	Heritage Area Website	4.1.3	43	Ongoing			
Action Plan	Reaching out to audiences	Audience Identification	4.1.3	43	Partially Completed	Incorporated into Four Rivers recent strategic planning process		
Action Plan	Reaching out to audiences	Visual Consistency Program (including wayfinding signage)	4.1.3	43-44	Partially completed	Four Rivers logo revised, and burgee logo developed in 2009		
Action Plan	Reaching out to audiences	Marketing Materials	4.1.3	44	Ongoing			
Action Plan	Moving about the area	Wayfinding Signage	4.1.4	44	Partially completed	Roots & Tides Byway in South County		
Action Plan	Moving about the area	Highway/Roadway improvements to Route 2/US 50 interchange and West St. Visitor's Center	4.1.4	45	Completed			
Action Plan	Moving about the area	Visitor's Center Parking, Transit, and Pedestrian Improvements	4.1.4	46-49	Partially completed	Improvements to vehicle access to the Visitor's Center completed. New Knighton Garage serves expanded West St.TIZ	City transportation planning evolved differently; adaptive solutions for access, parking, etc. successfully used as interim steps	
Action Plan	Moving about the area	Bicycle Improvements	4.1.4	49	Ongoing	City of Annapolis recently published a revised bicycling guide		Bike connections; CVB bike station?
Action Plan	Private commercial activity	Establish four "target investment zones" (See Appendix B for specific TIZ development goals)	4.1.5	50-51	Completed	Some TIZs have been expanded, others are being studied for revisions (see below)		
Return on Investment							Not yet addressed	Opportunity to select key metrics to track, analyze & use



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<b>Mgmt Plan Section</b>	<b>Priority</b>	<b>Activity</b>	<b>Sect. #</b>	<b>Pg #</b>	<b>Status</b>	<b>Examples/Notes</b>	<b>Changes or Issues</b>	<b>New Opportunities</b>
Plan Strategies	Enhancing resources available to public	Continue to develop Historic Londontown and Gardens as a destination and educational resource (Edgewater)	1.1	A-2	Ongoing	Through mini-grants and MHAA grants		
Plan Strategies	Enhancing resources available to public	Develop HAF's [proposed] new museum (Annapolis)	1.1	A-2	Ongoing	Through mini-grants and MHAA grants		
Plan Strategies	Enhancing resources available to public	Enhance public access to the Maynard-Burgess House (Annapolis)	1.1	A-3	In process - to be achieved by others (City)	Owned by the City of Annapolis, received MHAA grant FY08		
Plan Strategies	Enhancing resources available to public	Enhance public access to the Charles Carroll House (Annapolis)	1.1	A-3	Ongoing	Through mini-grants and MHAA grants		
Plan Strategies	Enhancing resources available to public	Enhance public access to the Stephen Steward Colonial Shipyard (Galesville)	1.1	A-3	Inactive	Site is in private hands		
Plan Strategies	Enhancing resources available to public	Enhance parks, recreational facilities, and other public lands (Examples: Thomas Point Park, Phillip Merrill Center (CBF), historic farmhouse at Sandy Point, Greenbury Point, Beverly Triton Beach Park, Franklin Point)	1.1	A-4	In process - to be achieved by others (State, County, City, private)			
Plan Strategies	Private resources	Strengthen and expand programs to encourage preservation	1.2	A-5	Ongoing	Co-sponsorship and coordination of tax credit workshops		
Plan Strategies	Private resources	Explore actions that support agriculture and maritime economy	1.2	A-6	Ongoing	Promote Farmer's Markets through e-news. More involvement with AACO Agricultural Preservation Program and General Development Plan		More involvement with AACO Agricultural Preservation Program

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Mgmt Plan Section	Priority	Activity	Sect. #	Pg #	Status	Examples/Notes	Changes or Issues	New Opportunities
Plan Strategies	Optimum visitation: Marketing plan	Develop a strategic marketing plan	2.2	A-9-10	Partially completed			Maintain CVB representation on CC
Plan Strategies	Transportation linkages	Encourage expansion of water transportation services	3.1	A-14	In process - support work by others			
Plan Strategies	Transportation linkages	Play an ongoing role in transportation strategies in downtown Annapolis, coordinated roadway access, the management of tour buses, and the development of bicycle routes in heritage area	3.1	A-18-22	Ongoing	Coordinate with city of Annapolis officials such as Josh Cohen, Lily Openshaw, and others; support dissemination of information		
Plan Strategies	Compatible Economic development	Identify and promote private investment in support of heritage tourism	4.0	A-25	Ongoing	Discover Annapolis received low-interest loan from MHAA		
Plan Strategies	Stewardship	Maintain and strengthen existing municipal codes and regulations protecting heritage and natural resources	5.0	A-28	Ongoing	Advocacy on the state and local level. Playing a role in the County's 2009 General Development Plan and the City of Annapolis comprehensive plans		Greater priority and focus on advocacy & projects for preservation & natural resources; archeology is already well represented. Annual spotlight
Plan Strategies	Management	Establish the ALTSCHA Coordinating Council	6.0	A-31	Completed		Evolved successfully from AAACCVB to separate 501(c)(3) with independent board and operational Coordinating Council	

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<b>Mgmt Plan Section</b>	<b>Priority</b>	<b>Activity</b>	<b>Sect. #</b>	<b>Pg #</b>	<b>Status</b>	<b>Examples/Notes</b>	<b>Changes or Issues</b>	<b>New Opportunities</b>
CHAs and TIZs		Heritage Area boundary expansion or non-contiguous site inclusion reviewed annually	1.0	B-2	Ongoing	Board Chair made recommendation at April CC mtg; poll taken at 2009 Site Dirs' Summit included this option	Expansion of TIZs in process	Build on So. County study: Expansion of Mayo Road, Deal areas
CHAs and TIZs		Performance measure data to be collected and reported to the MHAA	1.0	B-5	In process	MHAA's strategic plan revised this process		

**Appendix C: Table of Stakeholder Projects, FY 2013-2018**

**NOTE: the appended list of stakeholders' planned projects for the five-year period covered by this document represents PRIORITY ACTIVITIES of ALTSCHA/Four Rivers Heritage Area**

Organization Name	Contact	Project Name	Projected Start Date	Projected End Date	Estimated cost/public or private investment, and sources/share of funding	ALTSCHA Management Plan Interpretive Theme(s) and/or 5-Year Plan Goal(s)
Annapolis Maritime Museum	Jenny Kottler	Phase II Technology Integration Project	July 1, 2012	May 31, 2013	MHAA \$30,000 AMM \$39,000 Total: \$69,000	Primary Themes: Waterways, Living with the Past, America's Roots, Secondary: Living Landmarks, African Americans, Ecology of the Water's Edge, Waterborne Commerce & Communication, Commerce to Recreation, Life on the Water
Annapolis Maritime Museum	Jenny Kottler	Campus renovation, including Education Center	2013	2014	\$50,000 for first phase	See above
Anne Arundel County	Jane Cox	Reassess the National Register Eligibility of Galesville, including a building by building survey. Develop comprehensive Design Guidelines for the Galesville Historic district listed on the County Inventory.	2013	2014	\$14,000 (Contractual)	Living Past
Anne Arundel County	Jane Cox	Update County inventory of historic resources within the Heritage Area	2015	2015	\$30,000 (County)	Living Past

Anne Arundel County	Jane Cox	Improve recordation and tracking procedures for maintaining an up-to-date and accurate inventory of historic properties and easements in the county, including the Four Rivers Heritage Area.	2016	2016	\$18,000 (Contractual)	Living past
Anne Arundel County	Jane Cox	Continue archaeological investigations of the Chew Site (18AN1372) to better identify and investigate the African-American experience on the entire site. Cultivate potential preservation, public interpretation, and educational opportunities.	2014	2016	\$66,000 (30% County/70% Grant/Contractual)	America's Roots, Living Past
Anne Arundel County	Jane Cox	Develop a comprehensive survey effort (archival/ archaeological) to identify sites in Deale and Shadyside related to the War of 1812 skirmish in the fall of 1814. Develop a public outreach effort to share this little known story with the public	2013	2014	\$80,000	America's Roots, Living Past, Waterways
Anne Arundel County	Jane Cox	Develop comprehensive archaeological survey and identification efforts for high potential parcels of land within the Four Rivers Heritage Area, especially those regions of colonial occupation, and those regions that may be impacted by Sea-Level Rise.	2013-2015	0	\$45,000 (20%County/80% Grant/Contractual)	America's Roots, Living Past, Waterways
Anne Arundel County	Jane Cox	Identify and develop preservation proposals for select historic communities in the Four Rivers Heritage Area that are not currently listed on the County Inventory. Add to Inventory as appropriate.	2014	2015	\$15,000 (County)	Living Past

Anne Arundel County	Jane Cox	Develop historic preservation design review guidelines for County Inventory historic districts in the Four Rivers Heritage Area (Galesville, Owensville, etc.)	2017	2017	\$15,000 (County)	Living Past
Anne Arundel County	Jane Cox	Develop educational programs and tours of historic sites in the County by partnering with State and nonprofit agencies to raise awareness and appreciation of the area's natural and historic resources	2013	2018	\$10,000 (Contractual)	America's Roots, Living Past, Waterways
Anne Arundel County	Jane Cox	Conduct a thorough survey of tobacco barns in Southern AA County. Identify and implement financial incentives for their preservation	2013	2015	\$6,000 (Contractual)	America's Roots, Living Past
Anne Arundel County	Jane Cox	Coordinate and/or sponsor both hands-on and educational preservation workshops for historic property homeowners on a variety of topics, such as window restoration, and preservation funding resources.	2013	2018	\$15,000 (Contractual)	Living Past
Anne Arundel County	Jane Cox	Friendship, Maryland: A Historic Community at an Economic Crossroads. Using Heritage Tourism to Encourage Sustainable Development, Historic Preservation, and Economic Vitality. Rediscovering and promoting the historic resources of the small crossroads town of Friendship will begin a multi-faceted process that will encourage private investment in the historic resources in the town. With its commercial-zoned center, this town is struggling to expand its economic viability. Heritage recognition (National Register	2013	2018	\$250,000 to \$500,000. Combination of public/private investment. Potential funding sources include State grants, tax credits for private commercial property rehabilitation, and local government staff support to encourage and guide preservation efforts in advance of potential heritage tourism expansion.	Living with the Past: specifically Living Landmarks, Preserving the Past, and The Re-Usable Past America's Roots: specifically A Revolutionary Time, War & Peace, and African-Americans in Anne Arundel County. Goal 1: Stewardship, and Goal 2

		nomination/ possible NR listing) can be leveraged by local government, non-profits, private individuals, and businesses to encourage and realize sustainable economic revitalization of the historic enclave. The Friendship story is rich, embracing more than 400 years of history that is representative of the broader patterns of history found throughout the County, and Maryland at large.				
Anne Arundel County Recreation and Parks Department	Jane Cox	Rehabilitation of the Wilson Farmstead, Hot Sox Ballfield and a program for the long-term development of a County-owned public park for recreation and heritage tourism.	2013	2018	Funding sources projected~ State Grants, Anne Arundel County support, Partnership with affinity organizations, and private fundraising	Living with the Past: specifically Living Landmarks, Preserving the Past, and The Re-Usable Past. America's Roots: specifically African-Americans in Anne Arundel County
Banneker-Douglass Museum	Joni Jones	Heritage Tourism Immersion Program A joint project of the sites in the Four Rivers Heritage Area. Year 1: Pilot program for teachers throughout Maryland. Year 2: Open to the public	7/2012	4/2014	\$50,000. Costs to be paid via grants, individual site contributions, participant registration fees, donations from local businesses participating	America's Roots, Living Past
Banneker-Douglass Museum	Joni Jones	In the Spotlight. Five Year Exhibition Series Featuring County-by-county. Acclaim worthy-but Unrecognized African American Marylanders	7/2013	6/2018	\$12, 500 – \$15, 000. Funded by MD Commission on African American History & Culture fundraising and Private grants	America's Roots, Living Past
Banneker-Douglass Museum	Joni Jones	Artifact Storage Facility	7/2013	6/2014	\$175,000. - \$200,000. Funded through State Capital campaign	America's Roots, Living Past

Captain Avery Museum	Prue Hoppin	Exhibit: "Generations"	Sep 2013		Undetermined	America's Roots, Living Past
Captain Avery Museum	Prue Hoppin	Exhibit: "7 Communities of Shady Side"	Spring 2015	Fall 2016	Undetermined	America's Roots, Living Past
Captain Avery Museum	Prue Hoppin	Exhibit: "Avery History"	Fall 2016	Spring 2018	Undetermined	America's Roots, Living Past
Captain Avery Museum	Prue Hoppin	Roof Replacement	2012	2013	See FY13 Emergency Grant	Goal 1 (Stewardship)
Captain Avery Museum	Prue Hoppin	Parking Redesign project	2016		Currently acquiring estimates	Goal 1 (Stewardship)
Charles Carroll House of Annapolis	Eileen Leahy	Repair Roof and Dormers	Fall 2012		Private funding	Goal 1 (Stewardship)
Charles Carroll House of Annapolis	Eileen Leahy	Repair Side Porch	Fall 2012		Private funding	Goal 1 (Stewardship)
Charles Carroll House of Annapolis	Eileen Leahy	Rehabilitation of the Carroll House Front Door/Entrance	Spring 2013	Fall 2013	\$30,000 MD Bond Bill (Approved FY12) \$30,000 Private Funding	Goal 1 (Stewardship)
Charles Carroll House of Annapolis	Eileen Leahy	Restoration of Charles Carroll of Carrollton's Library – Phase 1	Fall 2013	Fall 2014	\$45,000 MD Bond Bill (Approved FY12) \$45,000 Private Funding	Goal 1 (Stewardship)
Charles Carroll House of Annapolis	Eileen Leahy	Cultural Landscape Report	Fall 2013		Amount TBD Private/Public Funding	Goal 1 (Stewardship)
Charles Carroll House of Annapolis	Eileen Leahy	Restoration/Rehabilitation Charles Carroll of Carrollton's 18 <sup>th</sup> -C. Garden Projects	Spring 2014	Spring 2015	Amount TBD Private/Public Funding	Goal 1 (Stewardship)
Charles Carroll House of Annapolis	Eileen Leahy	Restoration of Charles Carroll of Carrollton's Library – Phase 2	Fall 2015	Fall 2016	Amount TBD Private/Public Funding	Goal 1 (Stewardship)
Charles Carroll House of Annapolis	Eileen Leahy	Restoration of the Carroll House Wine Cellar – Phase 1	Fall 2016	Fall 2017	Amount TBD Private/Public Funding	Goal 1 (Stewardship), Living with the Past



Charles Carroll House of Annapolis	Eileen Leahy	Using teacher feedback and focus groups, we will create educational programs for secondary students. Increase the type and amount of public programming so that it serves multiple purposes- public interest and educational programming.	2013	2014	Currently acquiring estimates	Living with the Past
Charles Carroll House of Annapolis	Eileen Leahy	Pilot educational programs- secondary programming. Review the public/educational programs and refine plans for 2014-2016.	2014	2015	Currently acquiring estimates	Living with the Past
Charles Carroll House of Annapolis	Eileen Leahy	Expand educational programs to attract a wider audience. Diversify the public programs to meet the needs of the public and to inform the local and greater community about the legacy, history, culture, and context of the Carrolls.	2015	2016	Currently acquiring estimates	Living with the Past
Chase Home, Inc.	Molly Smith	Plan and installation of energy-efficient heating and cooling system consistent with green initiatives and values of the Board of Trustees for the residents of the Chase home	2013	2015	Phase one, energy audit for plan, \$4,500; phase two (implementation), cost to be determined	Goal 1 (Stewardship)
Chesapeake Bay Foundation	Laura Wood	Initiate an enhanced effort to train Anne Arundel County teachers & principals in incorporating environmental education, natural resources, maritime industry, & fisheries management into their curriculum in order to meet MD's new environmental literacy high school graduation requirement.	Fall 2012		\$200,000	Waterways Living with the Past

Chesapeake Bay Foundation	Laura Wood	Initiate an enhanced effort to provide hands-on environmental education programs within the 4 Rivers Heritage Area (Merrill Center, Meredith Creek/Arthur Sherwood Center, & historic skipjack <i>Stanley Norman</i> ) to MD K-12 students in order to develop environmental literate students who care about the local natural resources.	Fall 2012 (on-going)		\$50,000	Waterways Living with the Past
Chesapeake Bay Foundation	Laura Wood	Replace boom on historic skipjack, <i>Stanley Norman</i> , so that it may continue to be used for environmental education for students & adults in Annapolis, including the role of watermen & historic & current population of oysters.	2013	Winter 2013	\$5,000	Waterways; Goal 1 (Stewardship)
Chesapeake Bay Foundation	Laura Wood	Replace decking on historic skipjack, <i>Stanley Norman</i> , so that it may continue to be used for environmental education for students & adults in Annapolis, including the role of watermen & historic & current population of oysters.	2014	2014	\$10,000	Waterways; Goal 1 (Stewardship)
Chesapeake Bay Foundation	Laura Wood	Replace pushboat engine wench (so that the skipjack may run under power) wench on historic skipjack, <i>Stanley Norman</i> , so that it may continue to be used for environmental education for students & adults in Annapolis, including the role of watermen & historic & current population of oysters.	2013		\$2,500	Waterways; Goal 1 (Stewardship)
Chesapeake Bay Foundation	Laura Wood	Replace forward cabin house/hatch on historic skipjack, <i>Stanley Norman</i> , so that it may continue to be used for	2013	Winter 2014	\$10,000	Waterways; Goal 1 (Stewardship)

		environmental education for students & adults in Annapolis, including the role of watermen & historic & current population of oysters.				
Chesapeake Bay Foundation	Laura Wood	Replace engine in the <i>Maritime</i> so that it may continue to be used for environmental education for adults & decision-makers in Annapolis, including the role of watermen & historic & current population of oysters & visiting historic downtown Annapolis & the Thomas Point Shoal Lighthouse.	2012 -- Completed		\$10, 000	Waterways; Goal 1 (Stewardship)
Chesapeake Bay Foundation -- (NOTE: CBF's environmentally sustainable headquarters, the Philip Merrill Environmental Center in Annapolis, is a destination point for Anne Arundel County residents as well as others from all over the area, the country and the world. They come to visit to learn about reducing pollution, restoration, Bay culture, and how to design, build and operate buildings and grounds to reduce the negative impact on our natural world – very	Laura Wood	Conduct an energy audit of CBF's 12-yr old LEED Platinum headquarters building in Annapolis to see if there are additional energy & cost savings to be had by implementing newer technology. (Stewards the region's natural resources & would further attract visitors to the building to see its innovative practices and lessons learned).	2013	2014	\$50, 000	Waterways; Goal 1 (Stewardship)

much like our ancestors who understood the value of stewardship.)						
Chesapeake Bay Foundation	Laura Wood	Implement recommendations from the energy audit of CBF's 12-yr old LEED Platinum headquarters building in Annapolis to realize additional energy & cost savings.	2013	2014	\$100,000	Waterways
Chesapeake Bay Foundation	Laura Wood	Install an outdoor walking tour of CBF's 12-yr old LEED Platinum headquarters building in Annapolis for visitors to use on both CBF hosted tours & during off-business hours. Preliminary signage has been designed by University of Maryland students.	2013		\$2,500	Waterways
Chesapeake Bay Foundation	Laura Wood	Enhance CBF's Oyster Restoration Center in Shadyside, MD with additional educational materials regarding the historic and cultural influence of oystering watermen on the Chesapeake Bay, oyster populations, and overall culture.	2013	2014	\$5,000	Waterways
Chesapeake Bay Foundation	Laura Wood	Replace broken, un-safe, or outdated educational supplies, materials, or equipment for CBF's environmental education programs for students, teachers, principals, and other adults operating in the Four Rivers Heritage area (currently Merrill Center, Meredith Creek/Arthur Sherwood Center, & historic skipjack <i>Stanley Norman</i> ). These programs teach Chesapeake Bay ecology, history, and culture while instilling a stewardship ethic among participants.	July 2012	2015	\$50,000	Waterways

Chesapeake Children's Museum	Deborah Wood, Ph.D.	Parking Lot Renovation – including bus turnaround	July 2013	2014	Planning, design, permitting, contracting: \$40,000. Materials: \$28,000. Labor: \$32,000 Total estimate \$100,000 Sources to be determined	Goal 1 (Stewardship)
Chesapeake Children's Museum	Deborah Wood, Ph.D.	Nature Observation Ramps and Decks	2012	2014	Planning, design, permitting, contracting: \$10,000. Materials: \$12,000. Labor: \$5,000 Total estimate \$27,000 Sources: Maryland Bond Bill (portion of \$115k), in-kind support from various professionals	Goal 1 (Stewardship)
Chesapeake Children's Museum	Deborah Wood, Ph.D.	Living Shoreline – Silopanna Beach	2013	2016	\$500,000. Sources: Spa Creek Conservancy, Federal Grant? Other sources to be determined	Goal 1 (Stewardship)
Chesapeake Children's Museum	Deborah Wood, Ph.D.	Boat Bodega – small craft rental business. (CCM is located at the top of the creek and could be a second starting point and parking area for boat renters.)	2013	2016	To be determined. Partners: Housing Authority of the City of Annapolis and other Kids at Hope partners. Note: The boats could be stored at a dock which already exists at the back of the HACA office in Eastport. Parking needs to be further developed at this site.	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Inventory HPD historic/project files and develop searchable database	July 2012	June 2015	Est. \$25,000 with 50% of costs from grant sources and 50% from City	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Update historic resource survey through filing intensive level survey gaps and conducting photo survey of properties within the Historic District	July 2012	June 2015	Est. \$40,000 with 50% of costs from grant sources and 50% from City	Goal 1 (Stewardship)

City of Annapolis, Historic Preservation Division	Lisa Craig	Promote compliance with local design guidelines and national standards for historic rehabilitation	Ongoing		Est. \$5,000 for public workshops, social media outreach & webcasts	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Provide clear guidance and timely review of Certificate of Approval applications	Ongoing		Est. \$5,000 for public workshops and online technical assistance (i.e. webcasts)	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Address violations through a coordinated program of enforcement	Ongoing		Est. \$75,000 for HPC contract enforcement position - pilot project through Capitol City program (see below); 50% of costs from grant sources and 50% from City/State	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Support efforts to rehabilitate City Hall, specifically the restoration of Council Chambers.	2013	(est. through 2014)	Est. total cost 3.5 M, funded entirely via City CIP.	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Support rehabilitation of City-owned Community Service building (formerly used as the City's recreation center)	2013	2016	Est. total cost 1.5 M. Sources, share undetermined.	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Support rehabilitation of Maynard-Burgess House	2013	2018	Project budget tbd.	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Advise and assist in City Dock Master Planning	Ongoing	(est. through 2013)	Est. \$50,000 for Cultural Landscape Study; 25% City funding & 75% from Grant sources	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Support capital improvements as recommended in the City Dock Master Plan.	2013	2016	Est. total cost 3 – 5 M. Sources, share undetermined.	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Support implementation of Wayfinding Signage Program in the historic downtown and city-wide.	July 2012	2014	Est. total cost 750K. Sources, share undetermined.	Goal 1 (Stewardship)

City of Annapolis, Historic Preservation Division	Lisa Craig	Develop a Capital City Preservation Program in partnership with Historic Annapolis Foundation	July 2012	Ongoing	Est. \$270,000 annually – funding from City/State and grant sources	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Relaunch and support Annapolis Main Street program	July 2012	Ongoing	Est. \$25,000 annual commitment from City	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Partner with AEDC on initiatives benefiting Main Streets historic properties (i.e. wayfinding, business survey)	June 2011	Ongoing	Est. \$5,000 annual with 75% commitment from Main Streets program (to include grant funding) and 25% from City/grant funding	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Establish revolving fund program for building design, facades, sprinklers and banners	June 2011	Ongoing	Est. \$100,000 for annual revolving fund (façade improvements) with funding from private sector, State and grants	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Coordinate and sponsor workshops showcasing the economic benefits of historic preservation	Jan 2012	June 2015	Est. \$15,000 annually with 100% of non-staff costs from sponsors & grant funding	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Promote the use of historic tax credits through one-on-one assistance	Jan 2012	Ongoing	Est. \$5,000 annually for consultant & website with 100% grant funding	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Initiate a city-wide outreach effort to develop Annapolis' first Preservation Action Plan	Jan 2012	Jan 2013	Est. \$25,000 for funding a preservation planning consultant with 75% grant funding and 25% City funding	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Support program development for new Heritage Commission (i.e. Maryland Day, Preservation Month, etc.)	Nov. 2011	Ongoing	Est. \$5,000 annual budget with 75% grant funding and 25% City funding	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Develop and promote annual awards events recognizing people/places representing Annapolis history and culture	Jan. 2012	Ongoing	Est. \$5,000 annual budget with combination of private sponsorships and grant funding	Goal 1 (Stewardship)

City of Annapolis, Historic Preservation Division	Lisa Craig	Use unpaid volunteers, students and interns for program and project activities	Jan 2012	Ongoing	Est. \$1,000 annually for project specific expenses to be paid by City	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Establish a revolving list of qualified professionals to be used on an "on-call" project basis	Nov. 2011	Ongoing	Est. \$15,000 annually for project specific expenses to be paid by City	Goal 1 (Stewardship)
City of Annapolis, Historic Preservation Division	Lisa Craig	Identify and seek new grant sources for historic preservation, Main Street and Heritage Commission projects	June 2011	Ongoing	Est. \$1,000 annually for workshop, trainings and research costs to be paid by City and Main Streets	Goal 1 (Stewardship)
City of Annapolis, Planning and Zoning	Lisa Craig, Sally Nash	Wayfinding and Signage Program	Fall 2013	2017 (4-year phased project)	Estimated overall project cost \$750,000, capital and grant funding	Goal 1 (Stewardship)
Galesville Heritage Society	Julie Wechsler	<i>Capital Project:</i> Implement GHS Interpretive Plan: Reorganize museum interior, install additional exterior doors, to make museum flow better and to make room for new/interactive exhibits.	Nov 2013	Jan 2014	\$20,000	Living Past: Preserving the Past, The Re-Usable Past
Galesville Heritage Society	Julie Wechsler	<i>Capital Project:</i> Energy Conservation & Building Preservation—Replace museum windows, repair foundations, seal crawlspace, insulate, paint exterior.	Nov 2014	May 2015	\$45,000	Living Past: Preserving the Past, The Re-Usable Past
Galesville Heritage Society	Julie Wechsler	<i>Capital Project:</i> Replace Museum Roof, repair soffits	Apr 2016	Aug 2016	\$25,000	Living Past: Preserving the Past, The Re-Usable Past
Galesville Heritage Society	Julie Wechsler	<i>Non-Capital Project:</i> Develop/Implement new exhibit—Steamboat Landing Days and the Emma Giles	Jan 2013	Jul 2013	\$10,000	Waterborne Commerce: Commerce to Recreation
Hammond-Harwood House, Annapolis	Carter Lively or Allison	Roof Restoration	2005	2015	Funded by private donations and government and	Goal 1 (Stewardship)



	Titman				foundation grants	
Hammond-Harwood House, Annapolis	Carter Lively or Allison Titman	Electrical Update	2016	2016	Combination of budgeted funds, private donations, and grants from public organizations	Goal 1 (Stewardship)
Hammond-Harwood House, Annapolis	Carter Lively or Allison Titman	Exterior Trim Painting	2016	2016	Combination of budgeted funds, private donations, and grants from public organizations	Goal 1 (Stewardship)
Hammond-Harwood House, Annapolis	Carter Lively or Allison Titman	Interior Plasterwork and Painting	2016	2016	Combination of budgeted funds, private donations, and grants from public organizations	Goal 1 (Stewardship)
Hammond-Harwood House, Annapolis	Carter Lively or Allison Titman	Window Restoration	2017	2017	Combination of budgeted funds, private donations, and grants from public organizations	Goal 1 (Stewardship)
Hammond-Harwood House, Annapolis	Carter Lively or Allison Titman	UV Film Installation	2017	2017	Combination of budgeted funds, private donations, and grants from public organizations	Goal 1 (Stewardship)
Hammond-Harwood House, Annapolis	Carter Lively or Allison Titman	Collections Storage Refitting	2018	2018	Combination of budgeted funds, private donations, and grants from public organizations	Goal 1 (Stewardship)
Hammond-Harwood House, Annapolis	Carter Lively or Allison Titman	Textile Replacement (Curtains, Chair Covers)	2018	2018	Combination of budgeted funds, private donations, and grants from public organizations	Goal 1 (Stewardship)
Historic Annapolis	Carrie Kiewitt	<i>Freedom Bound</i> Exhibition	Opening February 2013		\$180,000	Waterways Living Past America's Roots

Historic Annapolis	Carrie Kiewitt	<i>Freedom Bound</i> Educational Outreach - traveling trunk package with video clips to schools in MD at various Heritage Areas	2013	2016	\$250,000	Waterways Living Past America's Roots
Historic Annapolis	Carrie Kiewitt	First Person Interpretation	Ongoing		\$40,000 annually	Living Past America's Roots
Historic Annapolis	Carrie Kiewitt	Changing Exhibitions at Historic Annapolis Managed Sites	2013	2018	Up to \$500,000	Waterways Living Past America's Roots Goals: (1) Stewardship; (2) Stimulate economic development Activities: Product Development, Building Partnerships Regional Identity
Historic Annapolis	Carrie Kiewitt	Capital Repairs at Historic Annapolis Managed Sites	2013	2018	Up to \$3 million	Living Past Goals: (1) Stewardship Activities: Regional Identity
Historic Annapolis	Carrie Kiewitt	Consultants and materials related to messaging, brand development, visual identity, wayfinding and/or signage.	2013 - 2018	Up to \$200,000	Waterways Living Past America's Roots	Goals: (1) Steward the region's heritage assets (2) Stimulate economic development Activities: Product Development, Building Partnerships, Regional Identity

Historic Annapolis	Carrie Kiewitt	After-School Educational Program: 4 rotating themes Annapolis Footprints, Fabulous Foods, CIS Annapolis, and one still TBD	Ongoing		\$30,000 (annually)	Waterways Living Past America's Roots
Historic London Town and Gardens/ London Town Foundation, Edgewater	Rod Cofield, Acting Director	Reconstruction of Rumney/West Tavern/Ordinary	Sep 2012	Dec 2017	\$300,000/MHAA/LTF/private	Waterways, Living Past, America's Roots
Historic London Town and Gardens/ London Town Foundation, Edgewater	Rod Cofield, Acting Director	New entrance road, improved vehicular access and expand parking	2013	2014	\$400,000/ MHAA/Anne Arundel County/MD State Bond Bill	Waterways, Living Past, America's Roots
Historic London Town and Gardens/ London Town Foundation, Edgewater	Rod Cofield, Acting Director	Renovations to Event Bldg and LTF Offices	2013	2014	\$400,000/ MHAA/Anne Arundel County/Private donors/MD State Bond Bill	Waterways, Living Past, America's Roots
Historic London Town and Gardens/ London Town Foundation, Edgewater	Rod Cofield, Acting Director	Waterfront/Historic Seaport Improvements and Access	2014	2015	\$200,000/ MHAA/CBGN/ Corporate/Private donors	Waterways, Living Past, America's Roots
Historic London Town and Gardens/ London Town Foundation, Edgewater	Rod Cofield, Acting Director	Construct and furnish a covered pavilion for school tour, group tour, educational, and interpretive use. The pavilion would create an 'outdoor classroom' that would allow us to adequately accommodate the 3,000+ school children and other museum visitors each year.	2013	2015	Cost estimates under way.	Waterways, Living Past, America's Roots
Kunta Kinte-Alex Haley Foundation	Greg Stiverson	Redesign Website	July 2012	Dec 2012	\$3,500	America's Roots: African Americans in AA Co.

Kunta Kinte-Alex Haley Foundation	Greg Stiverson	Carroll Slave Exhibit	July 2012	June 2013	\$4,000	America's Roots: African Americans in AA Co.
Kunta Kinte-Alex Haley Foundation	Greg Stiverson	Memorial Conservation	2016	2016	\$8,000	America's Roots: African Americans in AA Co.
Kunta Kinte-Alex Haley Foundation	Greg Stiverson	Community History Days (annually)	2013	2017	\$25,000	America's Roots: African Americans in AA Co.
Kunta Kinte-Alex Haley Foundation	Greg Stiverson	Cataloguing Research Collection	2014	2014	\$2,500	America's Roots: African Americans in AA Co.
Kunta Kinte-Alex Haley Foundation	Greg Stiverson	Genealogy Conference	2013	2017	\$75,000	America's Roots: African Americans in AA Co.
Maryland Hall for Creative Arts	Linnell Bowen	Large-scale capital project for auditorium (MDP/MHT Concept Plan dated 11/8/2011, Ziger/Snead Architects, Baltimore) including: 1. Repair of windows—approval to replace/repair; 2. Reconfiguration of auditorium seating; 3. Reconfiguration of balcony tiers; 4. Window veiling/blackout treatments; 5. "Restoration" of auditorium lobby configuration; 6. Installation of a new control booth and sound/light lock; 7. Construction of a fly loft; 8. Reconfiguration of existing balcony control booth; 9. Construction of two 7,808 square foot additions; 10. Installation of an orchestra pit—visually reversible; 11. Reconfigure the exterior landscape	2013	2018	Multi-phase project, \$10 million overall	Goal 1: Stewardship, and Goal 2: Stimulate economic development

Maryland State Archives/State House Office of Interpretation	Elaine Rice Bachmann	Self-guided visitor brochure (featuring QR codes and mobile applications) to accompany Old Senate Chamber interpretive exhibits	Fall 2013	Fall 2014	\$7,000; Funding sources projected to come from a combination of private support, and Local Grants	Living Past/America's Roots
Maryland State Archives/Commission on Artistic Property	Elaine Rice Bachmann	Conservation of Thurgood Marshall Memorial including restoration and enhancement of engraved lettering	2014	2014	\$15,000 Funding sources projected to come from a combination of State support, and Local Grants	Stewardship, America's Roots
Maryland State Archives /State House Office of Interpretation	Elaine Rice Bachmann	Permanent exhibit of State House dome and original State House acorn in Archives Room of State House	2014	2015	\$35,000-\$70,000 Funding sources projected to come from a combination of State support, private support, and Local Grants	Living Past
Maryland State Archives/Friends of the Maryland State Archives	Elaine Rice Bachmann	Book/comprehensive history of the Maryland State House	2014	2016	Funding sources projected to come from a combination of State support, private support, and Local Grants	Living Past/America's Roots
Maryland State Archives/Commission on Artistic Property	Elaine Rice Bachmann	Conservation of Roger Brooke Taney Memorial	Spring 2016	2016	\$20,000 (estimate) Funding sources projected to come from a combination of State support, and Local Grants	Stewardship, America's Roots
Maryland State Archives /State House Office of Interpretation	Elaine Rice Bachmann	Creation of cell phone tour of the Maryland State House	2014	Ongoing	\$1500-1700 annually Funding sources projected to come from a combination of State support, private support, and Local Grants	Living Past

Maryland State Archives/Friends of the Maryland State Archives	Elaine Rice Bachmann	Book/comprehensive history of the state-owned art collection in honor of the 50 <sup>th</sup> Anniversary of the Maryland Commission on Artistic Property in 2019	2016	2017	Funding sources projected to come from a combination of State support, private support, and Local Grants	Living Past, America's Roots, Stewardship
Maryland State Archives, Legacy of Slavery in Maryland Project	Chris Haley	Study of United States Colored Troops from local Maryland counties	2013	2014	Cost undetermined	Living Past, America's Roots, Stewardship
Maryland State Archives, Legacy of Slavery in Maryland Project	Chris Haley	Study of Fugitive Slaves/British Military Recruits from local Maryland counties	2013	2014	Cost undetermined	Living Past, America's Roots, Stewardship
Maryland State Archives, Legacy of Slavery in Maryland Project	Chris Haley	Develop plan to incorporate MSA primary sources and research into K-12 state, social studies curriculum, in partnership with Maryland Historical Society, Reginald F. Lewis Museum, and Maryland State Department of Education	2012	2014	Supported by federal grant funding	Living Past, America's Roots, Stewardship
Muddy Creek Farm	Gail Campbell	Creation of a Sustainable, Stewardship-focused Farming Operation	2013	2015	Funding sources projected to come from a combination of private support, State and Local Grants	America's Roots, Living with the Past; Goal 1 (Stewardship)
Muddy Creek Farm	Gail Campbell	Conservation of Heirloom Plants and Livestock	2013	2015	Funding sources projected to come from a combination of private support, State and Local Grants	America's Roots, Living with the Past; Goal 1 (Stewardship)

Muddy Creek Farm	Gail Campbell	Conservation and Restoration of Tobacco Barns	2013	2015	Funding sources projected to come from a combination of private support, State and Local Grants	America's Roots, Living with the Past; Goal 1 (Stewardship)
Muddy Creek Farm	Gail Campbell	Community Connections through establishment of a CSA, sustainability day camps, school field trips, partnerships with shelters & youth group organizations, internships and apprentice programs/ labor opportunities, scientific research programs and open farm days	2013	2015	Funding sources projected to come from a combination of private support, State and Local Grants	America's Roots, Living with the Past; Goal 1 (Stewardship)
Smithsonian Environmental Research Center	Anson Hines	Visitors Center, Auditorium & Offices, several phases starting with archaeology of site and historic preservation of Homestead House.	Jan 2013	Dec 2018	\$20 million in several phases, from private funds, and federal funds	Goal 1 (Stewardship)
Smithsonian Environmental Research Center	Anson Hines	Preservation and interpretation of Contee Mansion ruins and Construction of Contee Farm Complex Buildings For education programs on Terrestrial ecosystems & watershed Forestry and agriculture And archaeology, over several phases starting with archaeology of site and development of trails and exhibits.	Jan 2012	Dec 2018	\$8 million in several phases, from private funds, and federal funds	Goal 1 (Stewardship)
Wiley H. Bates Legacy Center, Inc	Alma H. Cropper, Chair	Window Coverings – Roller Black-out Shades for 3 large arched windows and 2 exterior doors.	Urgently needed - 2013.		Cost estimate is \$10,500.	Goal 1 (Stewardship)

Wiley H. Bates Legacy Center, Inc	Alma H. Cropper, Chair	Click Rail System – Closed-face gallery rail track for displays that will help preserve the integrity of the original brick walls.	Urgently needed – 2013		Cost estimate is \$4,200..	Goal 1 (Stewardship)
Wiley H. Bates Legacy Center, Inc	Alma H. Cropper, Chair	Mobile Display Cabinets (2) – increased display capacity with flexible placement and design options. .	Greatly increasing need – 2013		Cost estimate is \$5000	Goal 1 (Stewardship)
Wiley H. Bates Legacy Center, Inc	Alma H. Cropper, Chair	Exterior Signage – Directional Signage on West St, Smithville St and Spa Road. Also signage at main entry door, with day and night visibility for motorists from mid-street.	Greatly increasing need – 2013		Cost estimate is \$2500	Goal 1 (Stewardship)
Wiley H. Bates Legacy Center, Inc	Alma H. Cropper, Chair	Publication of the Wiley H. Bates text – the man, the school and the community story. The broader text to the “Bringing Back Bates” film story.	Greatly increasing need – 2014		Cost estimate is \$4000-6000	Goal 1 (Stewardship)
Wiley H. Bates Legacy Center, Inc	Alma H. Cropper, Chair	Develop Bates Community Tour Guide and Interactive Map Series (1) Walking Tour of the Annapolis/ West Street/ Parole Community including promotion of history and health walks, and natural history sites (2) Second phase – Develop Bates Community Driving Tour Guide and Interactive Map Series promoting community history and natural history points of interest.	Developing need – 2014-2015		Phase 1, Cost estimate is \$4500. Phase 2, Cost estimate is \$4000.	Goal 1 (Stewardship)