**ANNUAL WORK PLAN CHART – FY 2022 Heritage Area: ALTSCHA, Inc.**

**Goals, Objectives and Action Items**

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

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| **Objective** | **Action Items** | **Project Lead** | **Project Partners** | **Project Cost** | **Funding Sources** | **Start/End Date** | **Desired Outcome/ Measurable Results** | **Other Criteria** | **Categories of Activity** (select all that apply) |
| 1. Develop and 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 | July 2021/June 2022 | New product development **as appropriate** | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  5  If not in plan, why priority? | ☒ Heritage Product Development  ☒ Partnership Building  ☒ Sustaining Regional Identity  ☐ Organizational |
| Publicize specific public and private grant opportunities for preservation, archeological and natural resources conservation projects **utilizing communications in Goal 2.1** | ALTSCHA | Annapolis Historic Preservation staff, AA Co Planning & Zoning staff, conservation partners including CBF, SRLT, Riverkeepers, AAEDC | Staff and/or volunteer time | Grant funded | July 2021/June 2022 | Positive stakeholder response |
| As appropriate, facilitate and work with trails and water trails organizations to promote project collaboration, enhance public water access to parks, trails, recreational opportunities and the water | ALTSCHA | AA County Rec and Parks, recreation, trails and water trail organizations | Staff and/or volunteer time | Grant funded | July 2021/June 2022 | Collaborations and promotion **as appropriate** |
| Continue to work with key preservation and conservation groups on projects, programs and technical assistance tools to encourage sustainable practices | ALTSCHA | Preservation partners include City of Annapolis, Annapolis HPC, PresMD, Downtown Annapolis Partnership; conservation partners including AAEDC, CBF,  Riverkeepers, SRLT,  AAC Rural Legacy  Program | Staff and/or volunteer time | Grant funded | July 2021/June 2022 | Positive stakeholder response |
| 2. Continue advocacy and collaborations for natural, historic and cultural resource protection and sustainability, both short- and long-term | As appropriate, participate in discussions of issues and incorporate advocacy alerts **utilizing communications in Goal 2.1** on opportunities for action regarding, or threats to, heritage resources | ALTSCHA | All  stakeholders | Staff and/or volunteer time | Grant funded | July 2021/June 2022 | Positive stakeholder response | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  5-6  If not in plan, why priority? | ☒ Heritage Product Development  ☒ Partnership Building  ☒ Sustaining Regional Identity  ☐ Organizational |
| Maintain preservation and natural resources conservation representation on ALTSCHA’s Board and/or Coordinating Council | ALTSCHA | None | Staff and volunteer time | Grant funded | July 2021/June 2022 | Representation maintained |
| 3. Increase collaborations to raise public awareness and interest in the heritage resources of our region | Connect with heritage sites newly-added to the CHA boundaries; inform about funding and other opportunities | ALTSCHA | Site directors, planners at various levels | Staff and volunteer time | Grant funded as well as in-kind support | July 2021/June 2022 |  | In Mgmt/5yr Plan?  ☐Yes ☒ No  Plan Reference: (page #)  6  If not in plan, why priority?  **With boundary amendment completed, need to liaison with new partners; Arts are thriving and expanding in the area** | ☐ Heritage Product Development  ☒ Partnership Building  ☒ Sustaining Regional Identity  ☐ Organizational |
| Collaborate with arts organizations to highlight the arts in the area | ALTSCHA | Annapolis Arts Week, Maryland Hall, Arts Council of AA County, Annapolis Arts District, MC3, and other partners | Staff and volunteer time | Grant funded as well as in-kind support | July 2021/June 2022 | Number of meetings, workshops, and communic-ations |
| Collaborate with preservation  organizations on current issue awareness | ALTSCHA | City of Annapolis HPC, Annapolis Historic Preservation Div. staff, AA Co Planning & Zoning, MHT staff, PM staff, Annapolis Green, and other partners | Staff and volunteer time | Grant funded as well as in-kind support | July 2021/June 2022 | Number of meetings, workshops, and communic-ations |
| Coordinate with conservation partners to increase public engagement and education on natural resources conservation and local conservation programs | ALTSCHA | AAEDC, SRLT, CBF, other Conservation partners | Staff and volunteer time | Grant funded as well as in-kind support | July 2021/June 2022 | Number of workshops and communic-ations |
| Continue mini-grant opportunity for educational projects about conservation and preservation topics for K-12 audiences | ALTSCHA, Education Comm-ittee | AACPS | Staff and volunteer time | Grant funded as well as in-kind support | July 2021/June 2022 | New mini-grant projects **as appropriate** |
| 4. Support heritage tourism-related educational programs at partner sites for K- 12, college and university students | Facilitate effective working relationships/communica-tions  between sites and schools (including faith-based groups  and youth programs) regarding  audiences, needs and  opportunities for educational  programming | ALTSCHA, Education Comm-ittee | AACPS, Site  directors,  private  schools,  religious  institutions | Staff and volunteer time; costs are included under Workshops | Grant funded as well as in-kind support | July 2021/June 2022 | Positive stakeholder response | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  7  If not in plan, why priority? | ☒ Heritage Product Development  ☒ Partnership Building  ☒ Sustaining Regional Identity  ☐ Organizational |

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

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| **Objective** | **Action Items** | **Project Lead** | **Project Partners** | **Project Cost** | **Funding Sources** | **Start/End Date** | **Desired Outcome/ Measurable Results** | **Other Criteria** | **Categories of Activity** (select all that apply) |
| 1. **Continue communica-tions** about heritage area activities that keep stakeholders informed about heritage tourism products, programs and experiences for visitors and residents | Continue effective e-mail communications. Produce and mail quarterly newsletter (includes Annual Report); produce and send E-newsletter weekly (50 issues/yr); create and post effective social media communications (Facebook, Instagram, Twitter) | ALTSCHA | None | Staff and volunteer time; printed newsletter, printing costs for 4 x 350 copies; Weekly E-newsletter fees | Grant funded | July 2021/June 2022 | Keep updating mailing lists; maintain e-newsletter list at approx. 350+ contacts with 35% or above open rate (note: the lists constantly change as stakeholder personnel changes) | In Mgmt/5yr Plan?  ☐Yes ☒ No  Plan Reference: (page #)  If not in plan, why priority? **This is a key part of annual operations** | ☒ Heritage Product Development  ☒Partnership Building  ☒Sustaining Regional Identity  ☐ Organizational |
| 2. Strengthen marketing of Heritage Area resources by continuing to update marketing efforts, materials and website | Continue development and printing (and/or posting online) targeted materials to communicate heritage activities to all audiences | ALTSCHA, Market-ing Comm-ittee | Various partners | Staff and volunteer time | Grant funded as well as in-kind support | July 2021/June 2022 |  | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  8-9  If not in plan, why priority?  **The Marketing field has changed substantially in 4 years** | ☒ Heritage Product Development  ☒ Partnership Building  ☒ Sustaining Regional Identity  ☒ Organizational |
| Increase use of public web tools including social media and links to drive public traffic to Four Rivers website and to stakeholder websites | ALTSCHA | VAAAC, All  Stakehold-ers, Marketing Committee, Maryland Day Committee, Story Project team | Staff and volunteer time | Grant funded as well as in-kind support | July 2021/June 2022 | Increased traffic to website, increased social media interactions and reach |
| Continue support of **“Maryland Day Celebration”** or other collaborative project | ALTSCHA | Maryland Day and Marketing Committees | Staff and volunteer time; cost of promotion-al and program materials printed and distributed, and social media promotions | Grant funded, participation fees and sponsor-ships, in-kind support | July 2021/June 2022 | Stakeholder involvement with event planning, marketing, and collaborations |
| Continue DMO representation  on ALTSCHA’s Board or  Coordinating Council | ALTSCHA | VAAAC | Staff and volunteer time | Grant funded | July 2021/June 2022 | Representation maintained |
| Review ALTSCHA’s marketing plan with DMO; brief DMO on annual work plan as input to DMO marketing plan | ALTSCHA, Market-ing Comm-ittee | VAAAC | Staff and volunteer time | Grant funded | Winter 2019/20 | Briefing completed |
| 3. Facilitate and promote an  increase in the variety and  quality of visitor experiences, including accessibility for all audiences; diversity and inclusivity; statewide and regional commemorations; the arts; and a wide array of cultural experiences | Conduct annual review of visitor programs and products at **annual Site Director meeting** and encourage opportunities for new product development | ALTSCHA | All Site  Directors | Staff and volunteer time | Grant funded as well as in-kind support | February 2020 | Meeting accomplished | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  8-10  If not in plan, why priority? | ☒ Heritage Product Development  ☒ Partnership Building  ☒ Sustaining Regional Identity  ☒ Organizational |
| Spotlight new programs/ products in E- and print newsletters **utilizing communications in Goal 2.1** | ALTSCHA | Partners,  Sites | Staff and volunteer time | Grant funded | July 2021/June 2022 | Number of communications that include new programs/products |
| Sponsor effective workshops for interpreters, volunteers, site staff, etc. to positively impact the quality of the heritage tourism experience | ALTSCHA | Education Committee, sites, select stakeholders | Staff and volunteer time; costs under Workshops | Grant funded as well as in-kind support | July 2021/June 2022 | Number of workshops and briefings held and communica-tions sent |
| Promote local experiential and educational programs **utilizing communications in Goal 2.1** | ALTSCHA, Education Committee | Partners, Sites, select  stakeholders | Staff and/or volunteer time | Grant funded | July 2021/June 2022 | Number of briefings held and communica-tions sent |
| Maintain representation of at  least one arts organization on  Coordinating Council, participate in local initiatives designed to promote cultural attractions | ALTSCHA | Anne Arundel County Arts Council, Maryland Hall, Anna-polis Arts District, Chesapeake Arts Center, MC3, and other partners | Staff and/or volunteer time | Grant funded | July 2021/June 2022 | Arts and cultural support maintained |
| Work with VAAAC and other partners’ marketing efforts to co-promote the increase in the variety and quality of visitor experiences | ALTSCHA, Market-ing Comm-ittee | VAAAC, Marketing Committee, partners and stakeholders | Staff and/or volunteer time | Grant funded as well as in-kind support | July 2021/June 2022 | **As appropriate**, add new co-promotion effort |
| Ensure that annual Heritage  Awards, mini grant criteria, and committee initiatives address partnerships and  collaborations | ALTSCHA | None | Staff and volunteer time | Grant funded | July 2021/June 2022 | Programs demonstrate at least 1 new partnership created |
| 4. Facilitate and promote new partnerships and collaborations | Continue outreach efforts with an eye to taking advantage of new partnership and collaboration opportunities, including sites newly-added to the CHA boundaries | ALTSCHA | Partners, stakeholders, site directors | Staff and volunteer time | Grant funded | July 2021/June 2022 | At least one new collaboration developed | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  9-10  If not in plan, why priority? | ☒Heritage Product Development  ☒Partnership Building  ☒Sustaining Regional Identity |

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

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| 1. Strengthen and build organizational capacity | Maintain full Board complement; refine Board roles and responsibilities | ALTSCHA | None | Staff and volunteer time | Grant funded | July 2021/June 2022 | Positive Board response | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  11  If not in plan, why priority? | ☐ Heritage Product Development  ☐Partnership Building  ☐Sustaining Regional Identity  ☒ Organizational |
| Monitor staff workload and add staffing as necessary | ALTSCHA | None | Staff and volunteer time | Grant funded | July 2021/June 2022 | Monitoring accomplished |
| Continue activities for Strategic Development Planning and Strategic Messaging | ALTSCHA | None | Staff and volunteer time | Grant funded | July 2021/June 2022 | Strategic Development Planning and Messaging  continued |
| Develop 5-Year Plan for FY2024-2029 | ALTSCHA | None | Staff and volunteer time | Grant funded | July 2021/June 2022 | 5-Year Plan Approved by MHAA and Completed in accordance with MHAA timetable |
| Conduct quarterly Coordinating Council (CC) meetings | ALTSCHA | None | Staff and volunteer time | Grant funded | Quarterly | Meetings accomplished |
|  | Staff and support CC and  committees on key aspects of operations and programs  (i.e., **Marketing, Education,** etc.) | ALTSCHA, Committees | None | Staff and volunteer time | Grant funded | July 2021/June 2022 | Committee meetings accomplished |  |
| 2. Evaluate and communicate  ALTSCHA’s effectiveness in meeting goals, objectives | Continue advocacy and educational meetings and communications about  ALTSCHA and MHAA with Legislators, elected officials and stakeholders | ALTSCHA | None | Staff and/or volunteer time | Grant funded | July 2021/June 2022 | Testimony given, informational meetings and communica-tions accomplished | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  12  If not in plan, why priority? | ☐ Heritage Product Development  ☐Partnership Building  ☐Sustaining Regional Identity  ☒ Organizational |
| Complete MHAA Management Entity Performance Measures reporting as required | ALTSCHA | None | Staff and volunteer time | Grant funded | July 2021/June 2022 | Completed Performance Measures reporting as required |
| 3. Continue strategies to address  ALTSCHA’s long-term financial  stability and sustainability. | Access and evaluate VAAAC  metrics available; continue to utilize communications in Goal 2.1; continue Strategic Messaging in tandem with Story Project | ALTSCHA, Market-ing Comm-ittee | VAAAC | Staff and volunteer time | Grant funded | July 2021/June 2022 | Benson to continue to review VAAAC visitation reports and website metrics as available | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  12  If not in plan, why priority? | ☐ Heritage Product Development  ☒Partnership Building  ☐Sustaining Regional Identity  ☒ Organizational |
| 4. Explore, identify, and implement strategies to help partners build organizational capacity and sustainability | As appropriate strategies appear viable and effective, provide training, funding and/or resources to partners seeking support | ALTSCHA | Various | Staff and volunteer time | Grant funded | July 2020/ June 2021 | Positive stakeholder, partner response | In Mgmt/5yr Plan?  \_\_ Yes X No  Plan Reference: (page #)  If not in plan, why priority?  **Response to recently-identified needs** | ☐ Heritage Product Development  ☒Partnership Building  ☐Sustaining Regional Identity  ☒ Organizational |
| 5. Identify, measure, and communicate collective impact, quality and effectiveness of  the heritage region. | Utilizing guidance provided by MHAA, continue Program Impact Metrics reporting | ALTSCHA | Various Partners | Staff and volunteer time | Grant funded | July 2021/June 2022 | Completed Program Impact Metrics reporting | In Mgmt/5yr Plan?  ☒ Yes ☐ No  Plan Reference: (page #)  13  If not in plan, why priority? **MHAA requirements under revision** | ☒ Heritage Product Development  ☒Partnership Building  ☒Sustaining Regional Identity  ☒ 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 | July 2021/June 2022 | Meeting accomplished |

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