



**ALTSCHA, Inc.**  
**Chesapeake Crossroads Heritage Area**  
**Five-Year Action Plan FY 2024 – FY 2028**

**Date Approved: March 15, 2023**



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## **Introduction**

This plan is a response to the results of the Maryland Heritage Areas Authority's strategic plan process and the development of its own strategic plan. The MHAA plan requires that each of the 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 for FY2024 - FY2028 in August 2022 with the selection of a board-approved consultant and timeline that would meet the MHAA requirement to deliver a draft plan in March 2023. After an official procurement process, Robert Forloney, a consultant with strong ties to multiple heritage areas, was selected to work with ALTSCHA staff and board members. Planning activity included a review of the heritage area's progress and recent changes against the original Management Plan including the recent boundary expansion and rebranding, a thorough review of recorded Coordinating Council meetings and additional collateral materials such as meeting minutes, and consideration of priorities and progress related to ALTSCHA's current dialogues about DEIA efforts, revising interpretive themes and other relevant issues. A robust stakeholder process was adopted to gather and prioritize input from ALTSCHA staff and board members, the Coordinating Council, close collaborators, key partners, various site representatives. Visioning and interview sessions were conducted with the Executive Director and Chair in both large as well as intimate settings to provide more targeted conversation. Focusing on particular programmatic or operational aspects. Throughout the process, draft planning documents were reviewed with the ALTSCHA, Inc. Board of Directors and the ALTSCHA, Inc. Coordinating Council until its final approval by the Board on March 15, 2023.

## **Planning Participants**

- ALTSCHA, Inc. Board of Directors: Tim Leahy (Chair), Linnell Bowen (Vice Chair), Barbara Polito (Treasurer), Dr. Jean Russo (Secretary), Gertrude Makell, Diane Nowak-Waring, Lily Openshaw, Heather Skipper
- Carol Benson, PhD., ALTSCHA, Inc. Executive Director
- Coordinating Council with additional stakeholders, including: Donna Anderson (Chesapeake Arts Center) Patricia Caldwell and Lynda Davis (Northern Arundel Cultural Preservation Society), Jackie Coleman (Maryland Hall), Patricia Delgado (Jug Bay), Louis Bondi, Becky Benner, and Linda Paez (Goshen Farm), Rod Cofield and Lauren Silberman (Historic London Town

and Gardens), Emily Oland Squires and Christopher Haley (Maryland State Archives), Sarah Knebel (Scenic Rivers Land Trust), Dianne Feeney (Hancock's Resolution), Christine Dunham (SERC), Lynne Forsman (Annapolis Green), Karen Theimer Brown and Mary Angela Hardwick (Historic Annapolis), Caitlin Swaim (Annapolis Maritime Museum), Erik Evans (Downtown Annapolis Partnership), Laura Wood (Maryland League of Conservation Voters), Jane Cox and Darian Beverungen (Anne Arundel County Cultural Resources), Janice Hayes-Williams (Anne Arundel County), Vincent Leggett (Blacks of the Chesapeake Foundation), April Nyman (Arts Council of AA County), Karlie Everett (Free School Museum), Pam Browne (Wiley H. Bates Legacy Center), Tony Spencer (MCAAHC and Northern Arundel Cultural Preservation Society); Debbie Wood and Cindy Borchardt (Chesapeake Children's Museum), Elaina Uhl (Captain Avery Museum), Marcie Taylor-Thoma (Maryland Council for Civic and History Education)

- Key Stakeholders engaged in special focus sessions, including: Wendy O'Sullivan, Superintendent, NPS/Chesapeake; Jessica Leys, Director, Anne Arundel Department of Recreation & Parks; Kristen Pironis, Executive Director, Visit Annapolis and Anne Arundel County; Heather Skipper, Hospitality Sales Manager, Naval Academy Business Services Division; Jake Iverson, Owner, Watermark Tours
- Consultant, Robert Forloney

#### **Partners & Collaborators 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**
- **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 ALTSCHA, Inc. Coordinating Council, an advisory body that meets quarterly, which took on a special Five-Year Planning role during the period July 2022-March 2023. 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.
- **DAP:** Downtown Annapolis Partnership, Annapolis's Main Street Program.
- **DMO:** The Destination Marketing Organization for ALTSCHA, Inc. is the Annapolis and Anne Arundel County Conference and Visitors Bureau (AAACCVB, now dba as Visit Annapolis and Anne Arundel County).
- **HPC:** Historic Preservation Commission for the City of Annapolis. A volunteer board, public agency appointed by the Mayor and confirmed by City Council, responsible for reviewing proposed exterior changes in the Historic District.
- **MCAAHC:** Maryland Commission on African American History and Culture
- **MCHA:** Maryland Coalition of Heritage Areas, an informal affiliation of Heritage Area directors.
- **MHT:** Maryland Historical Trust
- **PM:** Preservation Maryland
- **POS: 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 Chesapeake Crossroads Heritage Area.

### **Heritage Area Mission Statement**

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

### **Proposed Additions/ Changes to Management Plan**

New Framework for Interpretive Themes (See Appendix B)

### **Heritage Area Vision Statement for Next Five Years**

To forge connections among our heritage and cultural sites, parks, and natural resources, that are well-maintained and financially viable, for an optimal visitor experience.

### **Heritage Area Accomplishments (past 5 years)**

Significant accomplishments include: Completed multi-year “Story Project” with first-person stories about heritage sites; Completed Amendment Process, from initial partnership with Anne Arundel County Cultural resources staff to Final Proposal Approval; Completed “Getting to Know You Year” with new partners; Expansion of the Coordinating Council; Expansion of the Maryland Day Collaborative event to include county-wide roster of partners; Completed Rebranding Process, resulting in identification of audiences and Brand Persona, new Marketing identity (Chesapeake Crossroads Heritage Area), and new URL and updated website and collateral; Convened new “Small Organizations Group” to share concerns and best practices; Convened Chesapeake Crossroads African American Preservation Committee to listen to the concerns of the community and foster better projects through communication and support; Hosted workshops for stakeholders on topics ranging from interpretation to accessibility to Documentation for National register Nominations; Significant expansion of technical support to stakeholders.

**ALTSCHA Goals for FY 2024-FY 2028**

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

**GOAL #2:** Promote economic development through heritage tourism products, programs, and experiences for visitors and residents

**GOAL #3:** Cultivate partnerships and collaborations through capacity building, technical assistance for heritage and other means of support.

**GOAL #4:** Ensure effective organizational management for growth and sustainability

**Summary of Program Goals for FY 2024 - FY 2028**

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

1. Develop and encourage projects enhancing preservation and conservation of built, archeological, and natural resources  
Publicize specific public and private grant opportunities for preservation, archeological and natural resources conservation projects utilizing communications
2. Continue advocacy and collaborations for natural, historic and cultural resource protection and sustainability, both short- and long-term
3. Increase collaborations to raise public awareness and interest in the heritage resources of our region
4. Support heritage tourism-related educational programs at partner sites for K- 12, college and university students
5. Broaden Our Scope
6. Take Action to Promote Environmental Stewardship

**GOAL #2:** Promote economic development through heritage tourism products, programs, and experiences for visitors and residents

1. Promote partnerships related to heritage tourism, conservation and recreational efforts that support the local economy and build stronger communities



2. Strengthen marketing of Heritage Area resources by continuing to update marketing efforts, materials, and website
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
4. Facilitate and promote new partnerships and collaborations
5. Supporting Community Members Sharing Their Untold Stories

**GOAL #3:** Cultivate partnerships and collaborations through capacity building, technical assistance for heritage and other means of support.

1. Promote partnerships related to heritage tourism, conservation and recreational efforts that support the local economy and build stronger communities
2. Expand networks that bring parties to the table with common interests and facilitate cooperation
3. Increase collaborative opportunities with private and corporate partners

### **Summary of Organizational Goals for FY 2024 - FY 2028**

**GOAL #4:** Ensure effective organizational management for growth and sustainability

1. Strengthen and build organizational capacity
2. Evaluate and communicate ALTSCHA's effectiveness in meeting goals, objectives
3. Continue strategies to address ALTSCHA's long-term financial stability and sustainability
4. Explore, identify, and implement strategies to help partners build organizational capacity and sustainability
5. Identify, measure, and communicate collective impact, quality and effectiveness of the heritage region
6. Equitability and Inclusivity: Be as equitable and inclusive as possible
7. Develop Peer-to-Peer Support and Technical Assistance

### **ALTSCHA Value Statement on Diversity, Equity, and Inclusion (Adopted November 2021):**

ALTSCHA follows the Alliance of National Heritage Areas, a related organization, in making a commitment to diversity, equity, and inclusion in our work, policies, and practices. Heritage Areas work collectively to protect and promote diverse people and places that tell Maryland's (and America's) stories equitably and inclusively.

- We define diversity as meaningful representation of different individuals and groups in cultural heritage development, included but not limited to race, age, gender identity, sexual orientation, physical/mental ability, ethnicity, geography, and perspective.
- We define equity as policies and practices that help communities gain access to opportunity, networks, and resources toward reaching their full cultural heritage development potential.
- We define inclusion as authentic engagement of diverse groups in cultural heritage development, providing all community members with a genuine sense of belonging.

**ALTSCHA Priority Impact Metrics for FY 2024 - FY 2028**

|                                     |  |
|-------------------------------------|--|
| <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             |
| <b>Organizational</b>               | 4. Participation in development of new design guidelines, preservation/conservation policy |

**ALTSCHA Priority Statement**

**Integrating the goals and objectives of ALTSCHA’s earlier plans and MHAA’s newly revised strategic plan, ALTSCHA priorities reflect stewardship of the diversity of heritage-related resources in our area, including:**

- **PAST:**
- 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
- research resulting in strengthened heritage tourism products

- **NEW:**
- Promoting untold stories
- Reforming the grant application processes
- Increasing available staff and consultants to meet ambitions
- Mining and gathering new oral histories
- Integrating cultural and natural aspects

**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 Chesapeake Crossroads priorities for FY 2024 - FY 2028
- Priority 3: Action items that are part of Chesapeake Crossroads plan, will be undertaken only if sufficient capacity to complete

## ALTSCHA, Inc. FIVE-YEAR ACTION PLAN, FY2024-FY2028

|   |   |
|---|---|
| <b>Name of Heritage Area:</b>                                     | ALTSCHA, Inc. (Chesapeake Crossroads Heritage Area)   |
| <b>Date 5-Year Plan Approved Heritage Area Management Entity:</b> | March 15, 2023  |
| <b>Heritage Area Mission Statement:</b>                           | To advance, support, and promote the natural, historic, and cultural resources of the heritage area.  |
| <b>Proposed Addition/Changes to Management Plan:</b>              | New Framework for Interpretive Themes (See Appendix B )   |
| <b>Heritage Area Vision Statement for Next Five Years:</b>        | To forge connections among our heritage and cultural sites, parks, and natural resources, that are well-maintained, sustainable, and financially viable, for an optimal visitor experience.   |
| <b>Heritage Area Accomplishments (past 5 years):</b>              | Significant accomplishments include: Completed multi-year “Story Project” with first-person stories about heritage sites; Completed Amendment Process, from initial partnership with Anne Arundel County Cultural resources staff to Final Proposal Approval; Completed “Getting to Know You Year” with new partners; Expansion of the Coordinating Council; Expansion of the Maryland Day Collaborative event to include county-wide roster of partners; Completed Rebranding Process, resulting in identification of audiences and Brand Persona, new Marketing identity (Chesapeake Crossroads Heritage Area), and new URL and updated website and collateral; Convened new “Small Organizations Group” to share concerns and best practices; Convened Chesapeake Crossroads African American Preservation Committee to listen to the concerns of the community and foster better projects through communication and support; Hosted workshops for stakeholders on topics ranging from interpretation to accessibility to Documentation for National register Nominations; Significant expansion of technical support to stakeholders. |
| <b>Summary of Program Goals for FY 2024-FY 2028:</b>              | GOAL #1: Steward the region’s heritage assets by preserving, protecting, and strengthening natural, historic, and cultural resources. GOAL #2: Promote economic development through heritage tourism products, programs, and experiences for visitors and residents. GOAL #3: Cultivate partnerships and collaborations through capacity building, technical assistance for heritage projects, and other means of support.  |
| <b>Summary of Organizational Goals for 2024-2028:</b>             | GOAL #4: Ensure effective organizational management for growth and sustainability.  |
|   |   |

| Goals and Objectives  | Action Items   | Deliverables/Measurable Items          | Project Lead | Project Partners   | Category of Activity (highlight all that apply)                      | Project Duration (mth/yr-mth/yr) | Reason for Priority (See Key) | FY Strategies /Action Items will Begin |
|---|--|--|--------------|--|--|----------------------------------|-------------------------------|--|
| <b>GOAL #1: Steward the region's heritage assets by preserving, protecting, and strengthening natural, historic, and cultural resources</b> |  |  |              |  |  |                                  |                               |  |
| Objective #1. Develop and encourage projects enhancing preservation and conservation of built, archeological, and natural resources         | 1. As appropriate, encourage the use of mini-grant funds for new product development addressing preservation and natural resources conservation topics   | New product development as appropriate | ALTSCHA      | Partners, sites  | <b>Heritage Product Partnership</b><br>Regional ID<br>Organizational | Ongoing                          | 2                             | 2024                                   |
|   | 2. Publicize specific public and private grant opportunities for preservation, archeological and natural resources conservation projects utilizing communications                                    | New product development as appropriate | ALTSCHA      | Annapolis Historic Preservation staff, AA Co Planning & Zoning staff, conservation partners including CBF, SRLT, Riverkeepers, AAEDC   | <b>Heritage Product Partnership</b><br>Regional ID<br>Organizational | Ongoing                          | 2                             | 2024                                   |
|   | 3. As appropriate, facilitate and work with trails and water trails organizations to promote project collaboration, enhance public access to parks, trails, recreational opportunities and the water | New product development as appropriate | ALTSCHA      | Preservation partners include Annapolis HPC, DAP; conservation partners include CBT, CBF, Riverkeepers, NPS, AAC R&P DNR               | <b>Heritage Product Partnership</b><br>Regional ID<br>Organizational | Ongoing                          | 2                             | 2024                                   |
|   | 4. Continue to work with key preservation and conservation groups on projects, programs and technical assistance tools to encourage sustainable practices  | New product development as appropriate | ALTSCHA      | Preservation partners include Annapolis HPC, DAP; conservation partners include CBT, CBF, Riverkeepers, SRLT, AAC R&P Rural Legacy Pgm | <b>Heritage Product Partnership</b><br>Regional ID<br>Organizational | Ongoing                          | 1                             | 2024                                   |
| Objective #2. Continue advocacy and collaborations for natural, historic and cultural resource protection                                   | 1. As appropriate, participate in discussions of issues and incorporate advocacy alerts utilizing communications on opportunities for action regarding, or threats to, heritage resources            | New product development as appropriate | ALTSCHA      | All stakeholders   | <b>Heritage Product Partnership</b><br>Regional ID<br>Organizational | Ongoing                          | 2                             | 2024                                   |

|  |   |  |                              |   |   |  |   |      |
|--|---|--|------------------------------|---|---|--|---|------|
| and sustainability, both short- and long-term  | 2. Maintain preservation and natural resources conservation representation on ALTSCHA's Board and/or Coordinating Council                               | New product development as appropriate | ALTSCHA                      | None  | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing  | 1 | 2024 |
|  | 3. Incorporate advocacy alerts utilizing communications on opportunities for action regarding, or threats to, heritage resources                        | New product development as appropriate | ALTSCHA                      | Conservation partners   | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing  | 1 | 2024 |
|  | 4. Develop a portfolio of preservation, archeological and conservation case studies and publish on website  | New product development as appropriate | ALTSCHA                      | Conservation partners   | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing; new initiative for case study communications, July 2025-June 2026 | 3 | 2026 |
|  |   |  |                              |   |   |  |   |      |
| Objective #3. Increase collaborations to raise public awareness and interest in the heritage resources of our region | 1. Connect with heritage sites newly-added to the CHA boundaries; inform about funding and other opportunities  | New product development as appropriate | ALTSCHA                      | Partners, newly-added sites   | Heritage Product Partnership Regional ID<br>Organizational        | Ongoing  | 1 | 2024 |
|  | 2. Collaborate with arts organizations to highlight the arts in the area to increase public engagement and education                                    | New product development as appropriate | ALTSCHA                      | Annapolis Arts Week, Maryland Hall, Arts Council of AA County, Annapolis Arts District, Maryland State Arts Council, partners                           | Heritage Product Partnership Regional ID<br>Organizational        | Ongoing  | 2 | 2024 |
|  | 3. Collaborate with preservation organizations on current issue awareness to increase public engagement and education on natural resources conservation | New product development as appropriate | ALTSCHA                      | City of Annapolis HPC, Annapolis Historic Preservation Div. staff, AA Co Planning & Zoning, MHT staff, PM staff, Annapolis Green, Preservation partners | Heritage Product Partnership Regional ID<br>Organizational        | Ongoing  | 1 | 2024 |
|  | 4. Continue mini-grant opportunity for educational projects about conservation and preservation topics for K-12 audiences                               | New product development as appropriate | ALTSCHA, Education Committee | None  | Heritage Product Partnership Regional ID<br>Organizational        | Ongoing  | 1 | 2024 |

|  |   |  |                                    |  |   |   |   |      |
|--|---|--|------------------------------------|--|---|---|---|------|
| Objective #4. Support heritage tourism-related educational programs at partner sites for K-12, college and university students | 1. Facilitate effective working relationships/communications between sites and schools (including faith-based groups and youth programs) regarding audiences, needs and opportunities for educational programming | New product development as appropriate | ALTSCHA                            | AACPS, Site directors, private schools, religious institutions | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing   | 2 | 2024 |
|  | 2. Continue mini-grant opportunity for educational projects for K-12 audiences  | New product development as appropriate | ALTSCHA, Education Committee, ACPS | Partners, Sites  | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing   | 2 | 2024 |
| Objective #5. <b>Identified Priority: Broaden Our Scope</b>  | 1. More fully integrate cultural and natural heritage into our programs   | New product development as appropriate | ALTSCHA, Education Committee       | Conservation Partners, Sites                                   | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing   | 2 | 2024 |
|  | 2. Coordinate with conservation partners to increase public engagement and education on natural resources conservation and local conservation programs  | New product development as appropriate | ALTSCHA                            | Conservation Partners, Sites                                   | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing   | 2 | 2025 |
| Objective #6. <b>Identified Priority: Take Action to Promote Environmental Stewardship</b>                                     | 1. Promote environmental awareness by engagement with climate change issues   | New product development as appropriate | ALTSCHA, Education Committee       | Conservation Partners, Sites                                   | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing; climate change communication initiative, July 2025-June 2026 | 2 | 2026 |
|  | 2. Promote partnerships to put sustainable management into action.  | New product development as appropriate | ALTSCHA                            | Conservation Partners, Sites                                   | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing; initiative to move to action steps, July 2026-June 2027      | 3 | 2027 |

**GOAL #2: Promote economic development through heritage tourism products, programs, and experiences for visitors and residents**

|   |   |   |                              |      |   |         |   |      |
|---|---|---|------------------------------|------|---|---------|---|------|
| Objective #1. Promote partnerships related to heritage tourism, conservation and recreational efforts that support the local economy and build stronger communities | 1. 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) | 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) | ALTSCHA, Education Committee | None | <b>Heritage Product Partnership Regional ID</b><br>Organizational | Ongoing | 2 | 2024 |
|---|---|---|------------------------------|------|---|---------|---|------|

|  |   |   |                                     |  |  |  |         |      |
|--|---|---|-------------------------------------|--|--|--|---------|------|
|  | 2. Identify key community members to disseminate information, mobilize their community and combine tools for local businesses and homeowners associations   | List of key community members   | ALTSCHA, Marketing Committee        | DAP, AEDC, AAEDC, Local Chambers of Commerce, Realtors               | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2       | 2024 |
| Objective #2. Strengthen marketing of Heritage Area resources by continuing to update marketing efforts, materials and website | 1. Continue development and printing (and/or posting online) targeted materials to communicate heritage activities to all audiences   | Generation of materials   | ALTSCHA, Marketing Committee        | Partners, DMO  | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2       | 2024 |
|  | 2. Continue use of public web tools including social media and links to drive public traffic to website and to stakeholder websites   | Increased traffic to website, increased social media interactions and reach   | ALTSCHA                             | VAAAC, All Stakeholders, Marketing Committee, Maryland Day Committee | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2       | 2024 |
|  | 3. Continue support of “Maryland Day Celebration” or other collaborative project  | Stakeholder involvement with event planning   | ALTSCHA                             | Maryland Day and Marketing Committees                                | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2       | 2024 |
|  | 4. Continue DMO representation on ALTSCHA’s Board or Coordinating Council   | Representation maintained   | ALTSCHA                             | DMO  | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 1       | 2024 |
|  | 5. Review ALTSCHA’s marketing plan with DMO; brief DMO on annual work plan in relation to DMO marketing plan  | Revised marketing plan and briefing   | ALTSCHA, Marketing Committee        | DMO  | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2       | 2024 |
|  | 6. Develop and encourage new projects targeted to increase cross-marketing across sites   | Increased cross-marketing   | ALTSCHA, Marketing Committee        | Partners   | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 3       | 2024 |
|  | Objective #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 | 1. Conduct annual review of visitor programs and products at Site Director meeting(s) and encourage opportunities for new product development | Assessment of programs and products | ALTSCHA  | Site directors   | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing | 2    |



|   |   |  |                              |   |  |  |   |      |
|---|---|--|------------------------------|---|--|--|---|------|
|   | 2. Spotlight new programs/ products in E-newsletter and print newsletters utilizing communications  | Number of communications that include new programs/products                    | ALTSCHA                      | Partners  | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2 | 2024 |
|   | 3. Sponsor effective workshops for interpreters, volunteers, site staff, etc. to positively impact the quality of the heritage tourism experience                     | Number of workshops and briefings held and communications sent                 | ALTSCHA, Education Committee | Sites, select stakeholders  | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2 | 2024 |
|   | 4. Promote local experiential and educational programs utilizing communications   | Number of briefings held and communications sent                               | ALTSCHA, Education Committee | Sites, select stakeholders  | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2 | 2024 |
|   | 5. Maintain representation of at least one arts organization on Coordinating Council, participate in local initiatives designed to promote cultural attractions       | Representation maintained  | ALTSCHA                      | Annapolis Arts Week, Maryland Hall, Arts Council of AA County, Annapolis Arts District, MC3, MSAC, partners | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2 | 2024 |
|   | 6. Work with VAAAC and other partners' marketing efforts to co-promote the increase in the variety and quality of visitor experiences                                 | More variety and better quality of visitor experiences                         | ALTSCHA                      | VAAAC, Partners   | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2 | 2024 |
|   | 7. Ensure that annual Heritage Awards, mini grant criteria, and committee initiatives address partnerships and collaborations   | Partnerships and collaborations addressed                                      | ALTSCHA, Marketing Committee | None  | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing  | 2 | 2024 |
| Objective #4. Facilitate and promote new partnerships and collaborations                            | 1. Continue outreach efforts with an eye to taking advantage of new partnership and collaboration opportunities, including sites recently-added to the CHA boundaries | Highlight new partnerships and recently added sites                            | ALTSCHA, Marketing Committee | Partners  | Heritage Product Partnership Regional ID Organizational        | Ongoing  | 1 | 2024 |
| Objective #5. <b>Identified Priority: Supporting Community Members Sharing Their Untold Stories</b> | 1. Work with stakeholders to identify, record and interpret community stories   | New community stories identified and projects developed to share their stories | ALTSCHA, Education Committee | Partners  | <i>Heritage Product Partnership Regional ID Organizational</i> | Ongoing; if funded, special oral history initiative to begin July 2024 | 2 | 2024 |
|   | 2. Support training of community members to share their stories through interpretive products   | Hold stakeholder workshops   | ALTSCHA, Education Committee | Partners  | <i>Heritage Product Partnership Regional ID Organizational</i> | funded, special oral history initiative to begin July 2024             | 3 | 2025 |

**GOAL #3: Cultivate partnerships and collaborations through capacity building, technical assistance for heritage projects, and other means of support**

|   |   |  |         |   |   |   |   |      |
|---|---|--|---------|---|---|---|---|------|
| Objective #1. Promote partnerships related to heritage tourism, conservation and recreational efforts that support the local economy and build stronger communities | 1. Develop new projects targeted to increase cross-marketing across sites   | New projects as appropriate                                      | ALTSCHA | Partners  | Heritage Product Partnership Regional ID Organizational | Ongoing   | 2 | 2024 |
|   | 2. Conduct annual review of visitor programs and products at annual Site Director meeting and explore opportunities for new product development | Assessment of programs and products                              | ALTSCHA | Site Directors, Partners                                | Heritage Product Partnership Regional ID Organizational | Ongoing   | 2 | 2024 |
|   | 3. Respond to opportunities that may arise to significantly leverage local and/or private investment in heritage-related projects               | Develop new projects as appropriate                              | ALTSCHA | Partners  | Heritage Product Partnership Regional ID Organizational | Ongoing   | 3 | 2024 |
|   | 4. Promote local experiential and educational programs linking key statewide initiatives  | New connections to key statewide initiatives                     | ALTSCHA | Maryland State Department of Education, AACPS, Partners | Heritage Product Partnership Regional ID Organizational | Ongoing   | 3 | 2024 |
| Objective #2. Expand networks that bring parties to the table with common interests and facilitate cooperation  | 1. Work with key stakeholders on best practices and strategies in ecotourism including water trails.  | Improved and new water trails                                    | ALTSCHA | Conservation partners, DMO, AA Rec & Parks, NPS         | Heritage Product Partnership Regional ID Organizational | Ongoing   | 2 | 2024 |
|   | 2. Promote greater integration of arts, culture, and natural experiences in interpretive themes and opportunities                               | Integration of new stories in visitor experience                 | ALTSCHA | Arts Partners   | Heritage Product Partnership Regional ID Organizational | Ongoing   | 2 | 2024 |
| Objective #3. Increase collaborative opportunities with private and corporate partners  | 1. Respond to opportunities that may arise to significantly leverage public, private and corporate investment in heritage-related projects      | Appropriate leverage of public, private and corporate investment | ALTSCHA | Private and corporate partners                          | Heritage Product Partnership Regional ID Organizational | Ongoing; new development planning initiative to begin July 2025 | 2 | 2026 |

**GOAL #4: Ensure effective organizational management for growth and sustainability**

|  |  |  |         |      |  |         |   |      |
|--|--|--|---------|------|--|---------|---|------|
| Objective #1. Strengthen and build organizational capacity | 1. Maintain full Board complement; refine Board roles and responsibilities | Robust and diverse board with clear understanding of roles | ALTSCHA | None | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing | 1 | 2024 |
|  | 2. Monitor staff workload and add staffing as necessary                    | Appropriate staffing levels                                | ALTSCHA | None | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing | 2 | 2024 |

|   |  |  |                              |                          |  |   |   |      |
|---|--|--|------------------------------|--------------------------|--|---|---|------|
|   | 3. Continue activities for Strategic Development Planning and Strategic Messaging  | Strategic Development Planning and Messaging continued           | ALTSCHA                      | None                     | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing; new development planning initiative to begin July 2025 | 2 | 2026 |
|   | 4. Conduct quarterly Coordinating Council (CC) meetings  | Regular Coordinating Council (CC) meetings                       | ALTSCHA                      | None                     | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 2 | 2024 |
|   | 5. Staff and support CC and committees on key aspects of operations and programs (i.e., Marketing, Education, etc.)                      | Committee meetings accomplished                                  | ALTSCHA                      | None                     | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 2 | 2024 |
| Objective #2. Evaluate and communicate ALTSCHA's effectiveness in meeting goals, objectives                                 | 1. Evaluate and communicate ALTSCHA's effectiveness in meeting goals, objectives   | Effective communication about achievements                       | ALTSCHA                      | None                     | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 1 | 2024 |
| Objective #3. Continue strategies to address ALTSCHA's long-term financial stability and sustainability                     | 1. Access and evaluate VAAAC metrics available; continue to utilize communications in Goal 2.1; continue Strategic Messaging as feasible | Review VAAAC visitation reports and website metrics as available | ALTSCHA, Marketing Committee | VAAAC                    | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 2 | 2024 |
| Objective #4. Explore, identify, and implement strategies to help partners build organizational capacity and sustainability | 1. As appropriate strategies appear viable and effective, provide training, funding and/or resources to partners seeking support         | Provide training, funding and/or resources                       | ALTSCHA                      | None                     | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 1 | 2024 |
| Objective #5. Identify, measure, and communicate collective impact, quality and effectiveness of the heritage region.       | 1. Utilizing guidance provided by MHAA, continue Program Impact Metrics reporting  | Continue Program Impact Metrics reporting                        | ALTSCHA                      | MHAA                     | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 1 | 2024 |
|   | 2. Assist area nonprofits to communicate distinct purposes and missions via annual Site Directors meeting(s) and other mtgs as necessary | Meeting(s) accomplished  | ALTSCHA                      | Site Directors, Partners | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 2 | 2024 |
| Objective #6. <b>Identified Priority - Equity and Inclusivity: Be as equitable and inclusive as possible</b>                | 1. Foster and promote equity, diversity, inclusivity, and accessibility among our partners   | Model and promote DEIA practices                                 | ALTSCHA                      | Partners                 | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 1 | 2024 |
|   | 2. Assist area nonprofits to better understand and implement DEIA practices in their operations and educational opportunities            | Support cultural change through training and capacity support    | ALTSCHA                      | Partners, Sites          | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing   | 1 | 2024 |

|   |  |   |         |                                      |  |         |   |      |
|---|--|---|---------|--------------------------------------|--|---------|---|------|
| Objective #7. Develop Peer-to-Peer Support and Technical Assistance | 1. Increase peer-to-peer support opportunities                         | Create additional opportunities for peer-to-peer interactions | ALTSCHA | Education Committee, Partners, Sites | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing | 2 | 2024 |
|   | 2. Foster new partnerships among our stakeholders                      | Number of new partnerships                                    | ALTSCHA | Stakeholders                         | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing | 2 | 2024 |
|   | 3. Offer strategic technical assistance to meet the needs of partners. | Support needs of stakeholders                                 | ALTSCHA | Partners, Sites, Peer organizations  | Heritage Product Partnership Regional ID <b>Organizational</b> | Ongoing | 1 | 2024 |

**ALTSCHA Value Statement on Diversity, Equity, and Inclusion (Adopted November 2021):**

ALTSCHA follows the Alliance of National Heritage Areas, a related organization, in making a commitment to diversity, equity, and inclusion in our work, policies, and practices.

Heritage Areas work collectively to protect and promote diverse people and places that tell Maryland’s (and America’s) stories equitably and inclusively.

- We define diversity as meaningful representation of different individuals and groups in cultural heritage development, included but not limited to race, age, gender identity, sexual orientation, physical/mental ability, ethnicity, geography, and perspective.
- We define equity as policies and practices that help communities gain access to opportunity, networks, and resources toward reaching their full cultural heritage development potential.
- We define inclusion as authentic engagement of diverse groups in cultural heritage development, providing all community members with a genuine sense of belonging.

## Appendix A. Definitions and Structure

### **MHAA 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?”

### **MHAA Categories of Activity**

#### **Product Development, Building Partnerships, Regional Identity and/or Organizational:**

##### **Product Development:**

Management entities lead or initiate the creation of new or enhanced place-based (archaeological, historic, cultural, natural) experiences for both visitors and Maryland residents. Heritage Areas focus on the sustainability and capacity of these heritage tourism products both so their partner Destination Marketing Organizations (DMO) have more to market to the consumer and so Maryland residents have better communities in which to live.

##### **Building Partnerships:**

Management entities work to engage all partners and leverage resources. They work to bring both common and uncommon partners together to focus on projects of common benefit. Heritage Areas bring disparate state and local entities together around a common, local vision. Heritage Areas help to build organizational capacity, understanding, and access to financial and technical assistance.

**Regional Identity:**

Heritage Areas provide a connection to a place that showcases each area's distinctive archaeological, cultural, historic, and natural assets. They apply an approach that is unique to, and respectful of, local geography. Through the projects and events that they host or encourage, Heritage Areas sustain, respect, and celebrate the heritage of an area, making it relevant to both present and future generations.

**Organizational:**

Activities that relate to the internal workings of the Management Entity.

**MHAA PLAN STRUCTURE**

**Goal 1:**

**Objective 1:**

**Action Items:**

- 
- 
- 
- 

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**Deliverables / Measurable Items:**

- 
- 

| <b>Project Lead and Partners:</b>  | <b>Categories of Activity (Bold those that apply)</b>   | <b>Project Duration:</b> |
|--|---|--------------------------|
| <ul style="list-style-type: none"><li>- Lead:</li><li>- Partner:</li><li>- Partner:</li><li>- Partner:</li></ul> | <ul style="list-style-type: none"><li>- Heritage Product Development</li><li>- Partnership building</li><li>- Sustaining Regional Identity</li><li>- Organizational</li></ul> |                          |

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**Reason for Priority**

## Appendix B. New Interpretive Framework



### New Interpretive Framework, Chesapeake Crossroads Heritage Area March, 2023

**Recognizing all of our community members’ stories: inspired by the past, connecting to the present, and imagining the future.**

**Our framework uses four primary themes: they are Crossroads of Place, Crossroads of Culture, Crossroads of Struggle for Equality and Freedom, and Crossroads of Social Change.**

**I. Crossroads of Place** – The stories of how our county’s peoples interacted with the natural landscape to shape the places we know today. Their actions continue towards shared goals of preserving and sustaining our environment for the present and for future generations.

Sub-themes:

- Waterways: Local creeks, streams, rivers and the Chesapeake Bay – the ways the water connects us
- Land Connectors: Trails, Roads, Landings, Railroads, Highways, Airports – the means with which our peoples have traveled across the land
- Open Spaces: Parks, Recreational Opportunities
- Stewardship: Conservation of the land and water, Ecology, Sustainability
- Stewardship: Preservation of the Built Environment
- Stewardship: Archaeology



## Topics/Keywords:

- Watershed
- Environment
- Indigenous Peoples
- Waterways
- Oysters, Crabs, Finfish
- Birds – native to migratory
- Agriculture: Tobacco, etc.
- Railroads
- Middle Passage (Port Markers, etc.)
- Sacred Places
- Burial grounds, cemeteries, discoveries of forgotten burials
- Slave quarters
- Taverns
- Recreation
- Erosion, Pollution
- Climate Change, Sea-level rise
- Open Spaces: Parks, Trails, etc.
- Maritime Heritage
- Watermen
- Navigation
- Lighthouses
- Ferries
- Boating
- Military Heritage
- Forts
- Archaeology
- Sustainability
- Eminent Domain (Government takeover of land, i.e., BWI Airport, Fort Meade)
- Captain John Smith and NPS Captain John Smith National Historic Trail
- NPS Washington-Rochambeau Revolutionary Route
- War of 1812 in the Chesapeake and NPS Star-Spangled Banner National Historic Trail

**II. Crossroads of Culture** – The stories of our county’s unique and diverse peoples -- in their roles as leaders, innovators, artists, tradespeople, teachers, and creatives of all kinds. Through their interactions and cross-influences these change-makers have been creating new narratives, expressions, innovations, and imaginings of place.

Sub-Themes:

- The Indigenous: Our Area’s Original Inhabitants
- Community Cross-Influences: Old and New Community Members, including Immigrants
- Arts, Culture, Expression
- Foodways
- Innovation and Ingenuity
- Design for the Future: technology, media, more

Topics/Keywords:

- ALL PEOPLES, including subsets of communities
- Leaders, historical figures
- Arts, Culture, Expression, Music, Dance
- Community cross-influences
- Cultural Traditions
- Middle Passage (Port Markers, Kunta Kinte)
- Immigrants
- Connections
- Anthropology
- Technology
- Trades and Tradespersons
- Trades’ cultures – Watermen, Farmers, Ship-pilots
- Boat-building
- Positive results of Adaptation (survival to thriving)
- Mentors to Mentees/Learners
- Oral History
- Communications and Publishing

**III. Crossroads of Struggle for Equality and Freedom** – The stories of peoples’ striving for freedom, not only our Nation’s freedom, but the struggles of those who had their freedom taken from them, and all those who have shown bravery and leadership in removing barriers and forging the foundation of the present day.

Sub-themes:

- Nation’s Freedom: U.S. Naval Academy, National Cryptologic Museum, Maryland State House
- Enslavement and Personal Freedom: The stories of the enslaved, from the Middle Passage to Plantations to Town Houses
- Struggles for Personal Freedom: Runaways, Fugitives, Free Blacks
- Community Inequality, Segregated communities: Highland Beach
- Community Inequality, Segregated schools: Rosenwald Schools, Bates Legacy Center
- Community Inequality, Segregated Expression: Carr’s and Elktonia Beaches, Hopy Adams – “Race music” and segregated beaches, entertainment, and recreation

Topics/Keywords:

- Leaders and historical figures
- America 250
- 1964-2024 Civil Rights Commemoration
- Indigenous peoples
- Leadership
- Revolutionary War
- Liberty Tree
- Signers of Declaration of Independence
- George Washington Resigns Commission
- War of 1812
- Bound Labor
- African American Heritage
- Inequities
- Segregation
- Freed Blacks
- Right to Vote
- Civil Rights
- Social Injustices
- Lynchings

- Religious Freedom
- Immigrants
- Courthouses
- Red Lining
- Urban Renewal
- Jim Crow Era
- Crownsville Hospital
- Almshouses
- LGBTQIA+
- Economy
- Entrepreneurs

**IV. Crossroads of Social Change** –The stories of fundamental social transformations over time that account for the contrasts – both positive and negative – seen and experienced in our lives and livelihoods.

Sub-themes:

- Commerce to Recreation
- Railroads to Rail Trails
- Workboats to Sailboats
- Truck Farming to Commercial Food Distribution to Farmers’ Markets
- Communications and Publishing -- Printed Newspapers to Internet
- Gender Identity and Social Roles
- Expectations for Women: From Home-Bound to Every Profession
- Changing Roles Based on Gender and Identity

Topics/Keywords:

- Leaders, historical figures
- Women’s Roles
- Gender Identity, LGBTQIA+
- Social Roles
- Civil Rights
- Historic Preservation

- Crownsville Hospital
- Almshouses
- Technology
- Conservation
- Sustainability
- Communications and Publishing
- Education and Schools
- Industry
- Economy
- War and Strife
- Sports
- Artistic Expression
- Ethnic Music influencing new modes of music
- Carr's Beach, Elktonia Beach, Hoppy Adams -- music and influence

## **Interpretive Priorities**

**Our interpretive priorities include the following means of creating access to our stories:**

- By the Sites: New and Renewed Exhibits, Hands-On Activities, Engaging Programs
- By the Interpreters: Storytellers, Living History, and Reenactors
- By the Recorders: Oral Histories, Documentaries
- For the End-User: Brochures to Websites to Apps

## Appendix C. Table of Stakeholder Projects, FY 2024-2028

| Organization Name                            | Contact         | Project Name                                      | Projected Start/End Dates | Estimated cost            | Capital or Non-Capital? | ALTSCHA Interpretive Theme(s), if known                     |
|--|-----------------|---|---------------------------|---------------------------|-------------------------|---|
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Park Pavilion                                     | 2/2023 - 5/2023           | \$1,000,000               | Capital                 | Waterways, Living with the Past, America's Roots            |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Deepwater Dock                                    | 2/2023 - 5/2023           | \$250,000                 | Capital                 | Waterways, Living with the Past<br>America's Roots          |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Waterside Boardwalk                               | 3/2023 - 5/2023           | \$150,000                 | Capital                 | Waterways, Living with the Past, America's Roots            |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Outdoor Exhibits                                  | 7/2024 – 9/2025           | \$500,000                 | Non-Capital             | Waterways, Living with the Past, America's Roots            |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Outdoor Preschool                                 | 2/2024 – 5/2024           | \$375,000                 | Capital                 | Waterways, Living with the Past, America's Roots            |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Under Current (Art in the Park)                   | 9/2022 – 5/2023           | \$7,500                   | Non-Capital             | Waterways, Living with the Past, America's Roots            |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Water Connector                                   | 9/2024 - 4/2025           | \$200,000                 | Capital                 | Waterways, Living with the Past, America's Roots            |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Public Kayak Kiosk                                | TBD                       | \$100,000                 | Non-Capital             | Waterways, Living with the Past, America's Roots            |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Park Master Planning and Inclusive Interpretation | 7/2023 – 9/2024           | \$120,000                 | Non-Capital             | Waterways, Living with the Past, America's Roots            |
| Annapolis Maritime Museum & Park             | Caitlin Swaim   | Maritime Cultural Heritage Resource Center        | 9/2026 – 12/2027          | \$130,000                 | Capital                 | Waterways, Living with the Past, America's Roots            |
| Baldwin Hall (Severn Cross Roads Foundation) | Gail Campbell   | Exterior Painting                                 | 7/2023 – 10/2024          | \$40,000 - Private - SCRF | Capital                 | Living With the Past  |
| Baldwin Hall (Severn Cross Roads Foundation) | Gail Campbell   | Repair of leaking historic arched windows         | 7/2024 – 10/2025          | \$20,000 – Private - SCRF | Capital                 | Living With the Past  |
| Baldwin Hall (Severn Cross Roads Foundation) | Gail Campbell   | Replacement of leaking cedar shake shingle roof   | 7/2025 – 10/2026          | \$35,000 – Private - SCRF | Capital                 | Living With the Past  |
| Baldwin Hall (Severn Cross Roads Foundation) | Gail Campbell   | Replace 162-year-old hardwood floors              | 7/2026 – 10/2027          | \$30,000 – Private - SCRF | Capital                 | Living With the Past  |
| Blacks of the Chesapeake Foundation          | Vincent Leggett | Elktonia Heritage Park                            | 8/2023 - 8/2026           | \$15,000,000              | Both                    | Waterways, Living with the Past, America's Roots, & Natural |
| Captain Avery Museum                         | Elaina Lill Uhl | Learning Pier                                     | 2023 - 2029               | \$35,000                  | Capital                 | Waterways   |

|   |                  |   |                           |                          |             |  |
|---|------------------|---|---------------------------|--------------------------|-------------|--|
| Captain Avery Museum  | Elaina Lill Uhl  | Stopping Storm Damage   | 2024                      | \$20,000                 | Capital     | Living with the Past, Preserving   |
| Captain Avery Museum  | Elaina Lill Uhl  | Youth Program development   | 2024 - 2028               | \$50,000                 | Non-Capital | Waterways  |
| Captain Avery Museum  | Elaina Lill Uhl  | DEIA Training, Strategic Plan, & Programming                                    | 2024 - 2028               | \$100,000                | Non-Capital | Waterways  |
| Captain Avery Museum  | Elaina Lill Uhl  | Shoreline Restoration   | 2024 - 2028               | \$75,000                 | Capital     | Waterways  |
| Charles Carroll House, with St Mary's Annapolis Roman Catholic Congregation, Inc. | Pamela Gratton   | Renewal of museum display panels first floor                                    | Fall 2023 – Spring 2025   | Project cost - \$50,000  | Non-Capital | Living with the Past   |
| Charles Carroll House, with St Mary's Annapolis Roman Catholic Congregation, Inc. | Pamela Gratton   | Installation of descriptive information on archaeological finds in Crystal Room | Summer 2025 – Spring 2026 | Project cost - \$10,000  | Non-Capital | America's Roots  |
| Charles Carroll House, with St Mary's Annapolis Roman Catholic Congregation, Inc. | Pamela Gratton   | Stabilization of Library Walls  | Fall 2026 – Fall 2027     | Project cost - \$100,000 | Capital     | Living with the past   |
| Charles Carroll House, with St Mary's Annapolis Roman Catholic Congregation, Inc. | Pamela Gratton   | Repair of Charles Carroll House front door                                      | Spring 2028               | Project cost - \$5000    | Capital     | Living with the past   |
| Chesapeake Arts Center  | Donna Anderson   | Improved Wayfinding and Signage Project   | 8/2023 - 9/2024           | \$115,000                | Non-Capital | assets by preserving, protecting, and strengthening natural, historic and cultural resources; Collaborate with arts organizations to highlight the |
| Chesapeake Conservancy  | Allison Anderson | Elevating Black Voices in the New Elktonia Park's Master Plan                   | 2023 - 2024               | \$ 100,000               | Non-Capital | Crossroads of the Struggle for Equality and Freedom  |
| Goshen Farm   | Erik Wallace     | Goshen Farm House Stabilization   | 2023 - 2025               | \$250,000                | Capital     | Living Past  |
| Goshen Farm   | Erik Wallace     | Goshen Farm House Restoration   | 2023 - 2028               | \$1 million              | Capital     | Living Past  |
| Goshen Farm   | Erik Wallace     | Outbuilding Restoration   | 2023 - 2028               | \$1 million              | Capital     | Living Past  |
| Goshen Farm   | Erik Wallace     | Infrastructure Improvement  | 2024 - 2028               | \$150,000                | Capital     | N/A  |

|                            |                   |  |             |                   |             |  |
|----------------------------|-------------------|--|-------------|-------------------|-------------|--|
| Goshen Farm                | Erik Wallace      | Education / Outreach / Marketing   | 2023 - 2028 | \$100,000         | Non-Capital | Living Past, Waterways, America's Roots          |
| Hammond-Harwood House      | Barbara Goyette   | Introduction Gallery - Permanent Exhibit, 250th Anniversary  | 2024        | \$30,000          | Non-Capital | America's Roots                                  |
| Hammond-Harwood House      | Barbara Goyette   | Streetscape Landscaping  | 2023 - 2024 | \$200,000         | Capital     | Living With the Past                             |
| Hammond-Harwood House      | Barbara Goyette   | Various Programs for America 250   | 2024        | TBD               | Non-Capital | America's Roots                                  |
| Hammond-Harwood House      | Barbara Goyette   | Artisan workshops  | 2023 - 2024 | \$5,000           | Non-Capital | Living With the Past                             |
| Historic Annapolis         | Kaelynn Bedsworth | Capital Repairs at Historic Annapolis Managed Sites  | 2024 - 2028 | \$10 Million      | Capital     | Living With the Past, America's Roots            |
| Historic Annapolis         | Kaelynn Bedsworth | Interpretive Exhibitions and Materials, Public Programs, and First Person Interpretation at Historic Annapolis Managed Sites                           | 2024 - 2028 | \$30,000 Annually | Non-Capital | Waterways, Living with the Past, America's Roots |
| Historic Annapolis         | Kaelynn Bedsworth | Educational Programs at Historic Annapolis (After-school program, field trips, homeschool days, etc.)  | 2024 - 2028 | \$50,000 Annually | Non-Capital | Waterways, Living with the Past, America's Roots |
| Jug Bay Wetlands Sanctuary | Patricia Delgado  | Rehabilitate AA-340; The Riggleman House at Emory Waters Nature Preserve   | 2024 - 2025 | \$ 250,000        | Capital     | Living With the Past                             |
| Jug Bay Wetlands Sanctuary | Patricia Delgado  | Restore the Plummer Barn #2 (an early 20th C Gambrel roofed Barn) at the Glendening Nature Preserve, to support expanded public programming and events | 2025 - 2026 | \$ 100,000        | Capital     | Living With the Past                             |



|                            |                  |   |                  |                      |             |                      |
|----------------------------|------------------|---|------------------|----------------------|-------------|----------------------|
| Jug Bay Wetlands Sanctuary | Patricia Delgado | Stabilize and restore AA-2488: The Railroad Stationmaster's House   | 2026 - 2027      | \$ 150,000           | Capital     | Living With the Past |
| Jug Bay Wetlands Sanctuary | Patricia Delgado | Develop an interpretative plan for the JBWS campus to guide historic programming, tour development, exhibit planning and visitor experiences. | 2025 - 2026      | \$ 50,000            | Non-Capital | Waterways            |
| Jug Bay Wetlands Sanctuary | Patricia Delgado | Expand archeological research and interpretation for the public across the JBWS sites   | 2024 - 2025      | \$50,000<br>Annually | Non-Capital | Waterways            |
| Linthicum Walks            | Katie Dentler    | Lectures on a variety of topics, including author talks   | 2023 and ongoing | \$ 500               | Non-Capital | Living With the Past |
| Linthicum Walks            | Katie Dentler    | Historic House Restoration Project  | 2023             | \$ 85,000            | Capital     | Living With the Past |
| Linthicum Walks            | Katie Dentler    | Build an outdoor event space to include a stage   | 2024 - 2026      | \$ 10,000            | Capital     | Living With the Past |
| Linthicum Walks            | Katie Dentler    | Rebuild the 1815 Tobacco House Exterior/Interior to honor the Tobacco House but be built as a modern event space with modern accessibility    | 2025 - 2028      | \$ 150,000           | Capital     | Living With the Past |
| Linthicum Walks            | Katie Dentler    | Increase the private use of the historic house and grounds (weddings, parties and meetings)   | 2023 and ongoing | N/A                  | Non-Capital | Living With the Past |

|                 |                |   |             |                   |             |   |
|-----------------|----------------|---|-------------|-------------------|-------------|---|
| Linthicum Walks | Katie Dentler  | Review and edit the previous 5-year plan and goals listed here to create a new plan   | 2023        | N/A               | Non-Capital | Living With the Past  |
| Maryland Hall   | Jackie Coleman | Sound + Light Project, a permanent solar-powered public art piece called The Path of the Bumblebee, with a temporary exhibit  | 2023        | \$70,000          | Non-Capital | Crossroads of Place, Crossroads of Culture  |
| Maryland Hall   | Jackie Coleman | Crab Radio Project, Community Radio for the Arts and the Bay; programming that is driven by the community to share stories and art, based on the needs of the community.            | 2023 - 2028 | \$40,000 annually | Non-Capital | Crossroads of the Struggle for Equality and Freedom, Crossroads of Place, Crossroads of Culture |
| Maryland Hall   | Jackie Coleman | Inspire Through the Arts, lifting up the voices and stories of Black artists through our gallery, on stage and education programming, including "Inspired By Black Voices" project. | 2023 - 2024 | \$60,000          | Capital     | Crossroads of Struggle for Equality and Freedom, Crossroads of Culture                          |
| Maryland Hall   | Jackie Coleman | Act III, Scene 1 Project: New Capital Campaign for Md Hall's theater spaces   | 2023 - 2024 | \$5 Million       | Non-Capital | Crossroads of Struggle for Equality and Freedom, Crossroads of Culture                          |
| Maryland Hall   | Jackie Coleman | Empower Thgrough the Arts, lifting up the voices and stories of Women   | 2024 - 2025 | \$60,000          | Non-Capital | Crossroads of Struggle for Equality and Freedom, Crossroads of Culture                          |

|   |                |  |                 |            |             |  |
|---|----------------|--|-----------------|------------|-------------|--|
| Maryland Hall                           | Jackie Coleman | The Hands-On Series, Free to the public interactive and engaging performances, some to use outdoor spaces.                           | 2023 - 2025     | \$60,000   | Non-Capital | Crossroads of Place, Crossroads of Culture                             |
| Maryland Hall                           | Jackie Coleman | Ignite Through the Arts, lifting up the voices and stories of LGBTQ+ artists through our gallery, on stage and education programming | 2025 - 2026     | \$60,000   | Non-Capital | Crossroads of Struggle for Equality and Freedom, Crossroads of Culture |
| Ralph J. Bunche Community Center        | Nelsa Brown    | Community Museum Development   | 2023 - 2025     | \$ 100,000 | Non-Capital | Crossroads of the Struggle for Equality and Freedom                    |
| Visit Annapolis and Anne Arundel County | Heather Ersts  | Sharing Civil Rights Stories with Visitors   | 7/2023 - 6/2024 | \$100,000  | Non-Capital | Crossroads of the Struggle for Equality and Freedom                    |