

**ANNUAL WORK PLAN CHART – FY 2021**  
**Goals, Objectives and Action Items**

**Heritage Area: ALTSCHA, Inc.**

**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/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 2020/June 2021	New product development as appropriate	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity  <input type="checkbox"/> Organizational
	Publicize specific public and private grant opportunities for preservation, archeological and natural resources conservation projects <b>utilizing communications in Goal 2.1</b>	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 2020/June 2021	Positive stakeholder response	Plan Reference: (page #) 5  If not in plan, why priority?	
	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, and share water access location with the public	ALTSCHA	AA County Rec and Parks, AA Water Access Commission, trails and water trail organizations	Staff and/or volunteer time	Grant funded	July 2020/June 2021	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 include AAEDC, CBF, Riverkeepers, SRLT, AAC Rural Legacy Program	Staff and/or volunteer time	Grant funded	July 2020/June 2021	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 <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	July 2020/June 2021	Positive stakeholder response	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building
	Maintain preservation and natural resources conservation representation on ALTSCHA's Board and/or Coordinating Council	ALTSCHA	None	Staff and volunteer time	Grant funded	July 2020/June 2021	Representation maintained	Plan Reference: (page #) 5-6  If not in plan, why priority?	<input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
3. Increase collaborations to raise public awareness and interest in the heritage	<b>Develop application for CHA boundary amendment</b> and connect with heritage sites under consideration to be added to the CHA boundaries;	ALTSCHA	AACO team, Site directors of sites outside boundary, planners at	Staff and volunteer time	Grant funded as well as in-kind support	July 2020/June 2021	Boundary amendment process continues, and continuing discussions	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Heritage Product Development

resources of our region	inform about funding and other opportunities		various levels				with stakeholders and outside resource managers	Plan Reference: (page #) 6  If not in plan, why priority? <b>Boundary amendment is timely; Arts are thriving and expanding in the area</b>	<input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> 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, and other partners	Staff and volunteer time	Grant funded as well as in-kind support	July 2020/June 2021	Number of meetings, workshops, and communications		
	Collaborate with preservation organizations on current issue awareness	ALTSCHA	City of Annapolis HP Dept., Annapolis Historic Preservation staff, AA Co Planning & Zoning, MHT staff, Preservation Maryland staff, Annapolis Green, and other partners	Staff and volunteer time	Grant funded as well as in-kind support	July 2020/June 2021	Number of meetings, workshops, and communications		
	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 2020/June 2021	Number of workshops and communications		
	Continue mini-grant opportunity for educational projects about conservation	ALTSCHA, Education	AACPS	Staff and volunteer time	Grant funded as well	July 2020/June 2021	New mini-grant projects <b>as appropriate</b>		

	and preservation topics for K-12 audiences	Comm- ittee			as in- kind support				
4. Support heritage tourism-related educational programs at partner sites for K- 12, college and university students	Facilitate effective working relationships/communications 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 2020/June 2021	Positive stakeholder response	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Plan Reference: (page #) 7  If not in plan, why priority?	<input checked="" type="checkbox"/> Heritage Product Development <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/End Date	Desired Outcome/Measurable Results	Other Criteria	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	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 2020/June 2021	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? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  Plan Reference: (page #)  If not in plan, why priority? <b>This is a key part of annual operations</b>	<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. 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, Marketing Committee	Various partners	Staff and volunteer time	Grant funded as well as in-kind support	July 2020/June 2021		In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Plan Reference: (page #) 8-9	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity
	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 Stakeholders, Marketing Committee, Maryland Day Committee, Story Project team	Staff and volunteer time; <b>FY21 Marketing grant (1-year extension of previous project)</b>	Grant funded as well as in-kind support	July 2020/June 2021	Increased traffic to website, increased social media interactions and reach	If not in plan, why priority? <b>The Marketing field has changed</b>	<input checked="" type="checkbox"/> Organizational

	Continue support of <b>“Maryland Day Celebration”</b> or other collaborative project	ALTSCHA	Maryland Day and Marketing Committees	Staff and volunteer time; cost of promotional and program materials printed and distributed, and social media promotions	Grant funded, participation fees and sponsorships, in-kind support	July 2020/June 2021	Stakeholder involvement with responsibility for event planning, marketing, and collaborations	<b>substantially in 4 years</b>	
	Continue DMO representation on ALTSCHA’s Board or Coordinating Council	ALTSCHA	VAAAC	Staff and volunteer time	Grant funded	July 2020/June 2021	Representation maintained		
	Review ALTSCHA’s marketing plan with DMO; brief DMO on annual work plan as input to DMO marketing plan	ALTSCHA, Marketing Committee	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	Conduct annual review of visitor programs and products at <b>annual Site Director meeting</b> 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? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Plan Reference: (page #) 8-10  If not in plan, why priority?	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity  <input checked="" type="checkbox"/> Organizational
	Spotlight new programs/products in E- and print newsletters <b>utilizing communications in Goal 2.1</b>	ALTSCHA	Partners, Sites	Staff and volunteer time	Grant funded	July 2020/June 2021	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 2020/June 2021	Number of workshops and briefings held and communications sent		

cultural experiences	Promote local experiential and educational programs <b>utilizing communications in Goal 2.1</b>	ALTSCHA, Education Committee	Partners, Sites, select stakeholders	Staff and/or volunteer time	Grant funded	July 2020/June 2021	Number of briefings held and communications 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, Annapolis Arts District, and other partners	Staff and/or volunteer time	Grant funded	July 2020/June 2021	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, Marketing Committee	VAAAC, Marketing Committee, partners and stakeholders	Staff and/or volunteer time	Grant funded as well as in-kind support	July 2020/June 2021	<b>As appropriate</b> , 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 2020/June 2021	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	ALTSCHA	Partners and stakeholders	Staff and volunteer time	Grant funded	July 2020/June 2021	At least one new collaboration developed	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Plan Reference: (page #) 9-10  If not in plan, why priority?	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity

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

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. Strengthen and build organizational capacity	Maintain full Board complement; refine Board roles and responsibilities	ALTSCHA	None	Staff and volunteer time	Grant funded	July 2020/June 2021	Positive Board response	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Plan Reference: (page #) 11  If not in plan, why priority?	<input type="checkbox"/> Heritage Product Development  <input type="checkbox"/> Partnership Building  <input type="checkbox"/> Sustaining Regional Identity  <input checked="" type="checkbox"/> Organizational
	Monitor staff workload and add staffing as necessary	ALTSCHA	None	Staff and volunteer time	Grant funded	July 2020/June 2021	Monitoring accomplished		
	Continue activities for Strategic Development Planning and Strategic Messaging	ALTSCHA	None	Staff and volunteer time	Grant funded	July 2020/June 2021	Strategic Development Planning and Messaging continued		
	Develop 5-Year Plan for FY2021-2026	ALTSCHA	None	Staff and volunteer time	Grant funded, including \$2,000 from FY2020 Budget	July 2020/June 2021	5-Year Plan Completed		
	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., <b>Marketing, Education, etc.</b> )	ALTSCHA, Committees	None	Staff and volunteer time	Grant funded	July 2020/June 2021	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 2020/June 2021	Testimony given, informational meetings and communications accomplished	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Heritage Product Development
	Complete MHAA Management Entity Performance Measures reporting as required	ALTSCHA	None	Staff and volunteer time	Grant funded	July 2020/June 2021	Completed Performance Measures reporting as required	Plan Reference: (page #) 12  If not in plan, why priority? <b>MHAA requirements under revision</b>	<input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
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, Marketing Committee	VAAAC	Staff and volunteer time	Grant funded	July 2020/June 2021	Benson to continue to review VAAAC visitation reports and website metrics as available	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> 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? <b>Response to recently-identified needs</b>	<input type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input type="checkbox"/> Sustaining Regional Identity  <input checked="" type="checkbox"/> 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 2020/June 2021	Completed Program Impact Metrics reporting	In Mgmt/5yr Plan? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  Plan Reference: (page #) 13  If not in plan, why priority? <b>MHAA requirements under revision</b>	<input checked="" type="checkbox"/> Heritage Product Development  <input checked="" type="checkbox"/> Partnership Building  <input checked="" type="checkbox"/> Sustaining Regional Identity  <input checked="" type="checkbox"/> Organizational
	Assist area nonprofits to communicate distinct purposes and missions via annual <b>Site Directors meeting</b> and other mtgs as necessary	ALTSCHA	Partners	Staff and volunteer time	Grant funded	July 2020/June 2021	Meeting accomplished		