



City of Annapolis
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Community Grant Application
 Deadline: January 22, 2016

Organization name Annapolis, London Town & South County Heritage Area, Inc. (ALTSCHA, Inc.)
 Contact Carol Benson Title Executive Director
 Address Arundel Center, 44 Calvert Street, Annapolis, MD 21401
 Phone 410-222-1805 Fax _____ Email heritage_area@aacounty.org
 Federal ID # 74-3082381
 Incorporation Date December 16, 2002 501(c)(3) Registration date October 27, 2003
 Project title Heritage Area Operations and Program Support (Match for State Funding)
 Project location Annapolis and Southern Anne Arundel Counties (certified heritage area boundaries)

Amount requested	\$	<u>25,000.00</u>
Other funds	\$	<u>187,000.00</u>
Total project amount	\$	<u>212,000.00</u>

Certification

"I certify that I have reviewed this application and that to the best of my knowledge and belief, all the information provided in this application is true."



 Signature of Chief Executive Officer

2/21/16

Date

Print name Carol Benson Title Executive Director
 Address ALTSCHA, Inc., 44 Calvert Street, Annapolis, MD 21401
 Phone 410-222-1805 Fax N/A Email heritage_area@aacounty.org

EXECUTIVE SUMMARY

Provide a brief summary of your project. Please be sure to include the following items: purpose of the project, number of people to be served, and how the city grant funds will be used.

ALTSCHA, Inc., also known as the Four Rivers Heritage Area, is the management entity for one of Maryland's 13 "Certified Heritage Areas" and part of the nationally-recognized Maryland Heritage Areas Program. Our organization is extremely grateful for the City's strong track record of past support, and we respectfully request the City of Annapolis to grant us continuing Operations and Program support in the amount of \$25,000. This amount is less than one-eighth of our annual budget and is one-quarter of the required match necessary to obtain matching state funds in the form of a Management Grant from the Maryland Heritage Areas Authority (MHAA) in the amount of \$100,000.

-- PURPOSE AND USE OF FUNDS: ALTSCHA will use the funding to conduct operations and programs as part of our overall annual budget. Our full proposed annual budget is attached to this application. The staffing and programs that we will maintain are detailed in our current 5-Year Plan, which was developed with City staff input. Our operations are considered as crucial support by our colleagues at more than 40 stakeholder organizations and the many residents, visitors, school groups and community organizations that each of them reaches.

-- NUMBER SERVED: A rough estimate would number over 1 million people who are reached annually by the continuing efforts of this heritage area. The appeal of Annapolis as a destination is greatly attributable to its well-preserved history and heritage, the deep-rooted character of its community, and its vibrant economy, which is fueled in large part by tourism. The many museums, heritage sites, cultural institutions, parks, and other attractions that make up our heritage community are part of the draw for the more than 4.5 million people who visit Annapolis each year, and a significant element of the quality of life in Annapolis that is vitally important to the city's more than 38,000 residents. In addition, our programs reach numerous K-12 teachers and students through our partnerships with AACPS.

PERFORMANCE HISTORY

If you received Community Grant funds last year, please evaluate progress you have made in implementing those projects. Please discuss any factors that may have hindered your progress.

ALTSCHA did receive Community grant funding in FY17 for Operations and Program Support. Our goals and objectives are fully on track through the first two quarters of the year, with several positive unexpected outcomes that have been detailed in our quarterly reports. One of the primary positive outcomes of our operations are the grant funds that are made available to partners within the heritage area boundaries through two different grant funds: the MHAA Program's grants for large projects, and our own Mini-Grant program for smaller projects that still make a large difference to the impact and reach of our partners.

The five grants to our area through the MHAA grant program in FY16 totaled \$316,737. Three of these grants funded Capital projects that improved the "bricks and mortar" capacity of our partners. The two larger capital projects were both awarded to organizations in the City of Annapolis: Historic Annapolis, Inc. received a grant of \$90,000 for the construction phase of their "1 Martin Street" renovation project, for a total project cost of more than \$1.5 million; and Maryland hall for the Creative Arts received a grant of \$81,737 for Metal Window Restoration in their stairwells, for a total project cost of \$163,474. This type of project improves the sustainability of both the structures themselves and the organizations that operate these buildings.

The unexpected outcomes included two new opportunities that were both very positive. The first was a potential regional partnership, which includes representatives of the City of Annapolis (Maria Broadbent and Marisa Wittlinger), to apply for the "Bee City USA" designation that states a priority to foster pollinator-friendly plantings where appropriate. Four Rivers plans to partner with the City of Annapolis, Anne Arundel County, and the Town of Highland Beach for a county-wide application for the designation, with additional partners AAEDC, AA County Dept. of Recreation and Parks, and property owner Anna Chaney. This will be an excellent opportunity to promote good stewardship practices, in line with the goals of Four Rivers' Stewardship Committee.

The second unexpected opportunity was to learn more about Accessible Inclusive Programming for small museums and related sites, in line with goals discussed by our Education Committee and fully consistent with the missions of our partner organizations; Director Benson attended a "Sensory Morning" program at the Walters Art Museum for families with sensory-related issues (primarily those diagnosed as autistic), and shared her experiences with the Education Committee at their December meeting. A workshop on this topic offered by the Walters staff (with Kennedy Krieger Institute specialists) will be attended by Director Benson and several partners.

RATIONALE (20 Points)

Describe the issue or problem to be addressed including the size and/or severity of the problem. Provide the demographic data and geographic information used to determine the extent of the problem.

ALTSCHA, Inc. respectfully requests \$25,000 for operating and program support. This represents one-quarter of the required matching funds necessary to receive state funding of \$100,000 from the Maryland Heritage Areas Authority (MHAA) that brings with it a large package of grant and program opportunities to heritage-related organizations in Annapolis. The geographical area designated in our Management Plan comprises of all the City of Annapolis and a portion of Anne Arundel County (south of Routes 50/301 and east of Route 2 in Southern Anne Arundel County, extending down to the county line).

--Problem/need addressed:

ALTSCHA is the only entity through which nonprofit and for-profit heritage-related organizations in this region are eligible for matching grants and loans through the MHAA program. All grant applications to the Maryland Heritage Areas Authority must go through, and be approved and evaluated by, ALTSCHA, the local "management entity." ALTSCHA then serves as the advocate for those applications at the state review process. The City of Annapolis has been a direct recipient of 4 MHAA grants as well as 7 ALTSCHA mini-grants, as have numerous city-based organizations. Our effectiveness is better expressed through dollars than through attendance numbers, which are counted differently by each of our partner sites and are thus not easily collected. Since certification, ALTSCHA has brought into the community more than \$3.5 million in fully matched grants and one low-interest business loan for heritage-related capital and non-capital projects, leveraging total project costs of more than \$11 million. These dollars have gone into improving the heritage tourism experience, which in turn brings in more tourism dollars. ALTSCHA is an umbrella organization that reaches out to all residents and visitors to our area through a variety of means, including our website (www.fourriversheritage.org), and the website of our tourism partner, Visit Annapolis and Anne Arundel County [known as the AAACCVB] (www.visitannapolis.org). Our activities successfully foster collaborative partnerships among the local nonprofit community, and directly provide services to city residents that sustain and enhance their quality of life. It is worth noting that if this region did not have a Certified Heritage Area, then the \$2.7 Million that the MHAA program awards in grants annually would go to other regions in the state that attract heritage tourism.

ALTSCHA is a partnership among the City of Annapolis, Anne Arundel County, the Town of Highland Beach, the State of Maryland through the Maryland Heritage Areas Authority, and historic sites, heritage organizations, and heritage tourism related businesses that work together as stewards of the heritage resources of this region to leverage economic development through preservation and heritage tourism. ALTSCHA was certified in 2001 by the Maryland Heritage Areas Authority (MHAA), after a six-year regional planning process, during which residents and businesses participated in the development of a broad-based management plan for the region's nationally significant natural, historic, and cultural resources. ALTSCHA was incorporated as a 501(c)3 nonprofit organization in 2003. The City of Annapolis has been a leading partner since the inception of the planning process and has adopted the ALTSCHA Management Plan into its own Comprehensive Plans, as has Anne Arundel County into its General Development Plans. In July 2001, the Annapolis City Council adopted the ALTSCHA Management Plan as part of the Annapolis Comprehensive Plan (Resolution R-18-01), as required by the authorizing legislation (H.B.1). In October 2009, Annapolis again included the heritage area in its new Comprehensive Plan (R-32-09, Appendix, pp. 23-6, 30.)

PROJECT DESCRIPTION (30 Points)

Please give a detailed description of the program or project you are proposing. Please include the group of persons you plan to serve and the number of expected participants, the activities or services you will provide and location.

ALTSCHA will use the City's support to serve as an active and effective Management Entity for the Heritage Area. In addition to maintaining our operations that allow us to function as an active and effective nonprofit organization, ALTSCHA manages the MHAA grants program for projects in our area. ALTSCHA has announced guidelines and deadlines for the FY17 MHAA grant round, has solicited proposals from area non-profit organizations, and will work with this year's applicants to craft the best possible proposals. An ALTSCHA grants committee reviews all completed MHAA grant proposals and advises applicants on strengthening their applications. When approved by ALTSCHA's Board of Directors, the grant proposals are passed on to the Technical Advisory Committee of the Maryland Heritage Areas Authority for review. ALTSCHA serves as the "agent" for these grant proposals, providing additional information if requested, supporting the proposed projects, and encouraging MHAA approval of heritage area grant proposals. In FY2016, ALTSCHA organizations received MHAA funding of \$318,737, for total projects of \$2,183,474, funding which would not come to this area without the presence of a State-Certified Heritage Area.

ALTSCHA's programs include the popular and successful mini-grants program (which is now emulated by most other state heritage areas), interpretive workshops, promotional activities, collaborative projects and programs. The mini-grants encourage collaborative partnerships, incorporate themes and activities consistent with those in our approved Management Plan, and enhance preservation activities and visitation at our heritage sites by both visitors and residents. The tangible products that have resulted include brochures, exhibits, events, educational partnerships, strategic planning and capacity building, and other eligible and innovative activities. ALTSCHA will also continue the heritage awards program that debuted in 2004. Heritage awards not only acknowledge outstanding contributions to local history and heritage, they raise awareness of the depth and breadth of heritage related activities by individuals and organizations in this area. ALTSCHA will continue to develop collaborative programs that include regional interpretive training, heritage director summits, heritage site development workshops, and heritage tourism-related initiatives. As the area's "heritage resource," ALTSCHA put extensive resources into improving our website over the past few years, and staff will continue to actively expand and update our professionally designed website that provides information to the heritage audience, which includes both residents and tourists. Increasingly important as a marketing and information tool, our website contains links to appropriate heritage, history, tourism, preservation, funding sources, municipal partners, maps and downloadable heritage tourism products. As we have done in the past, it is our goal to create "spotlight" pages for special City of Annapolis commemorations and significant community projects, as they are developed.

Describe the methodology (or approach) for the proposed program/project, e.g., the procedures, tasks, techniques, or tools you will use to develop the program

ALTSCHA plans to conduct operations and programs in a manner that is fully consistent with previous years. Funding from the City of Annapolis allows ALTSCHA to carry out a successful and efficient operation with a staff of 1.5 FTE supported by the activities of an active Board and Coordinating Council. Executive Director Carol Benson's activities include managing all aspects of ALTSCHA's operations; administering grants as both grantee and grantor; supervision of all ALTSCHA's programs and projects, including advocacy and outreach; and support of Board of Directors, Coordinating Council, and committees. She also serves on the Executive Committee of Visit Annapolis and Anne Arundel County (the AAACCVB), our local Destination Marketing Organization, and is currently Vice Chair. Heritage Programs Coordinator Christina Csaszar's activities include program coordination; preparation and follow-up for meetings; updates to the website; writing and layout of publications; development of our weekly E-Newsletter; attending meetings and taking minutes; and communicating with stakeholders. We will continue our collaborative program, "Maryland Day Celebration Weekend," our annual heritage awards and mini-grant program, and will organize or co-sponsor workshops and networking meetings to meet the demands of our stakeholders. We will continue to create and distribute printed newsletters as well as an E-Newsletter, which is praised by our stakeholders as a very effective means of keeping them informed about grant opportunities, programs, workshops, and activities throughout the heritage area.

Explain how this proposal relates to the organization's mission, goals and/or strategic plan, and other activities planned for this year.

This proposal supports ALTSCHA's mission, goals, objectives and actions as summarized in our original Management Plan (created in 2000) and our annually-updated 5-Year Action Plan for FY2013-2018. The Management Plan can be read on our website at <http://fourriversheritage.org/for-partners/management-plan/>, and our 48-page 5-Year Action Plan is posted on our website at: <http://fourriversheritage.org/for-partners/five-year-plan/>.

ALTSCHA's mission is to advance, support and promote the natural, historic and cultural resources of the region. The three primary goals of our 5-Year Action Plan are:

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

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

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

Each of these goals have objectives and action items that are too lengthy to summarize here, but are detailed in the 5-Year Action Plan referenced above.

Here is ALTSCHA's Priority Statement from the Plan:

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

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

Priority projects conducted by our stakeholder organizations have been included in our annually updated "Appendix C: Table of Stakeholder Projects, FY 2013-2018," prepared with City of Annapolis staff input. This Appendix, now being updated for FY2017, includes more than two dozen projects planned by the City of Annapolis itself, as well as numerous projects planned by nonprofit heritage organizations in the city. This listing serves as an indicator to our funders (especially MHAA, which mandated this 5-Year Plan) that these are priority projects for funding in the next few years.

TIMELINE (10 Points)

Provide a timeline for implementation and all program/project activities for the project.

Date	Activity
July-June	Maintain level staffing of the organization at 1.5 FTE, carrying out the goals&objectives of 5-Year Plan
July-June	Advise and provide technical assistance to grant applications to leverage maximum funding possible
July-June	Support partner organizations with collaborative programs, communications, workshops, networking
Quarterly	Submit full quarterly reports to the Finance Office Administrator

Please indicate how you have determined that the timeline is achievable.

This timeline is consistent with our operations each year. As funding grows ever more scarce and applicants for grant opportunities multiply, the workload increases but our experienced and committed Board of Directors, Coordinating Council, volunteer committee members and staff have been very successful in building an effectively-managed and sustainable organization in a challenging economic climate. Our quarterly grant reports reflect consistent, effective operations that meet the needs of our stakeholders. One of the most important things we do is the grantee-advising process for the funding opportunity from MHAA (for larger grants) and the mini-grant opportunity from ALTSCHA itself (for smaller grants up to \$2,500). As part of our function as a state-certified heritage area, we must demonstrate success in meeting MHAA Performance Measures. Heritage Area Management Entities are evaluated in three categories - Funding Leveraged, Activities Completed, and Management Capability. Our most effective measurable result is our funding leveraged; to date, our organization has brought more than \$3.7 million in state funding to projects totaling more than \$11.5 million. Our active Board of Directors is led by Diane Nowak-Waring, Chair. A list of our Board of Directors and Coordinating Council (the Council is an advisory body that meets quarterly) is attached to this application. Our schedule of workshops, collaborative programs, and other activities is constructed with the active input of our committees.

Describe the organization's ability to implement the request.

ALTSCHA has a consistent track record of excellent management as a grantee from the State of Maryland, Anne Arundel County, and the City of Annapolis, with major grants each year from these sources. In addition, ALTSCHA's efforts to raise revenue through workshop fees, product sales and donations/sponsorships from individuals and local businesses supplements our governmental grants to allow ALTSCHA to maintain its operations in a smooth, effective and sustainable manner. In 2012, ALTSCHA was recognized by the Maryland Historical Trust with a state-wide award for "Outstanding Organizational Leadership at the Local Level." As a result of our 5-Year Planning Process, ALTSCHA was further strengthened by adding two new committees to make a total of four strong volunteer committees which have taken the lead in planning, developing and/or strengthening programs and services. These committees are: Marketing Committee, chaired by Diane Nowak-Waring, APR; and our Maryland Day Planning Committee, Stewardship Committee, and our very innovative Education Committee, which is jointly co-managed by committee members, including Terry Poisson, Social Studies Coordinator from AACPS. These committees continue to meet regularly, resulting in public programs and new initiatives, including collaborative marketing.

EVALUATION (20 Points)

Clearly state the specific, goals, objectives, and measurable outcomes of the project/program.

Goals	Objectives	Measurable Outcomes
1. Steward the region's heritage assets 2. Stimulate economic development through heritage tourism products, programs and experiences for visitors and residents 3. Be a model of effective management for our partners, and share best practices	1. Actively promote stewardship through programs and funding 2. Actively stimulate economic development through tourism products, etc. 3. Harness committee and volunteer commitment to expand reach and effectiveness	1. Number of stewardship activities and amount of grant funding 2. Number of new tourism products, etc., amount of funding (both capital and non-capital), and successful outcomes of projects 3. Number of volunteer hours and new programs and products resulting from committee activities

Describe the impact (long-term effects) you expect will be produced by program/project outcomes.

The most effective long-term achievement that ALTSCHA has accomplished is the cumulative list of MHAA-funded and minigrant-funded projects over our 13-plus years of operations as a certified heritage area. ALTSCHA is the only entity through which nonprofit and for-profit heritage-related organizations in this region are eligible for matching grants and loans through the MHAA program referenced above. Our activities successfully foster collaborative partnerships among the local nonprofit community, and directly provide services to city residents that sustain and enhance their quality of life in a manner that is proactively targeted to be as equitable, accountable, and responsive to community needs as possible. ALTSCHA's Board and staff are actively engaged in stewardship, economic development, and marketing activities that directly and indirectly benefit all residents.

Capital improvements to heritage sites have the longest-lasting value as they attract the "heritage tourist" to a well-maintained and sustainable destination, and a positive experience often results in repeat visits and effective "word-of-mouth" recommendations to family and friends. MHAA grants have to date funded 23 capital improvement projects at 8 sites, 6 of which are in the City of Annapolis:

- Annapolis and Anne Arundel County Conference and Visitors Bureau, 2 MHAA capital grants, \$83,000, Total Project: \$1,400,000
- Annapolis Maritime Museum, 1 MHAA capital grant: \$100,000, Total Project: \$1,119,109
- Captain Avery Museum, 1 MHAA capital grant, \$6,225, Total Project: \$32,255
- Charles Carroll House of Annapolis, Inc., 2 MHAA capital grants, \$135,000 total for Total Projects: \$275,000
- City of Annapolis, 2 MHAA grants, \$75,500 total for Total Projects: \$241,404
- Historic Annapolis Inc., 7 MHAA capital grants, \$314,800 total for Total Projects: \$2,070,860
- Historic London Town and Gardens, 5 MHAA capital grants, \$229,348 total for Total Projects: \$486,194
- Maryland Hall for the Creative Arts, 3 MHAA capital grants, \$261,737 total for Total Projects: \$588,873

Each year our two grant sources fund non-capital projects as well. We learn from our stakeholders that our actions have helped them to foster new partnerships with other organizations and have extended their reach more deeply into the community because they now work directly with their fellow stakeholders in our networking meetings, workshops, committees, and collaborative programs.

BUDGET DOCUMENTS (20 Points)

Include a detailed program budget that includes expenses, city funds requested and pending sources of support. Please use the attached Program/Project Budget Format.

Outline the organizations plans for securing funding from sources other than those provided by the City of Annapolis and indicate how City of Annapolis' funds will be used to leverage a request for, or use of, other grant funds.

--ALTSCHA will apply for a FY2017 Management Grant from MHAA for \$100,000. This funding is contingent, by law, on raising a 1:1 match (75% in cash and the rest In-Kind). Thus City of Annapolis funding is crucially important to our operations in order to continue staffing and programs at the current level. ALTSCHA has received the maximum Management Grant funding allowable each year since its inception.

--For additional funds to meet this required cash match, ALTSCHA will apply for support through a grant from Anne Arundel County through the Department of Planning and Zoning. ALTSCHA has received level funding from the county for 13 years.

--ALTSCHA will raise additional funds through sponsorships of our collaborative events, participation and workshop fees, fund-raising activities, etc.

--ALTSCHA receives In-Kind support from our many volunteers, including our all-volunteer Board and Coordinating Council, our committee members, and our collaborative event partners, as well as the many organizations and businesses that provide us with in-kind use of space and resources. Last year, the In-Kind donations to the collaborative Maryland Day program remained high with thousands of volunteer hours, support from the AAACCVB, and the donation of transportation (several vehicles over two days) donated by Towne Transport in support of the event, which is generously being continued for the 2017 weekend.

ALTSCHA's Operating Budget is projected to be \$212,000, consistent with recent years.

PROJECT BUDGET

Please complete the following budget chart for this project, including all budget items, the total budget for each item, and the funds that are being requested for each line item.

Budget item	City funds requested	Other funds	Source of Other funds (Federal, State, Private)	Is "Other funding" committed or requested?	Total project cost
Salaries/Benefits (list each position)					
Executive Director	\$ 10,000.00	\$ 54,947.00	State and County		\$ 64,947.00
Heritage Prog.Coordinator	3,000.00	22,640.00	State and County		25,640.00
Benefits, FICA	600.00	12,523.00	State and County		13,123.00
Contract Services		2,150.00	State		2,150.00
Rent/Leasing Costs		19,150.00	County In-Kind		19,150.00
Utilities/Telephone (please specify)					
Utilities/Telephone/Pkg			(Included in In-Kind)		
Equipment	150.00	50.00	State and County		200.00
Insurance		1,200.00	State		1,200.00
Office Supplies	700.00	1,105.00	State, private		1,805.00
Printing/Postage			(Included in In-Kind)		
Audit/Accounting		1,970.00	State and County		1,970.00
Other (please describe)					
Travel and training	1,350.00	1,420.00	State and private		2,770.00
Web fees	300.00	400.00	State and private		700.00
Mini-grants program	5,000.00	40,000.00	State, County,grantee		45,000.00
Website Update Project		5,000.00	State and private		5,000.00
Newsletters/Annual Rep.	1,200.00	2,125.00	State and private		3,325.00
Board and Council exp.		9,430.00	State and private		9,430.00
Other Programs	2,700.00	12,890.00	State, County,private		15,590.00
Total Budget	\$ 25,000.00	\$ 187,000.00			\$ 212,000.00