

5 year action plan template and Instructions

Instructions:

1. Begin by outlining the accomplishments of the heritage area, and then create a list of things that need to be accomplished by the organization in the next five years, and anything that needs to be added/changed from your initial Management Plan. Doing this with stakeholders or internally with the staff/board is appropriate, and should be guided by a thorough review of the Management Plan. The conversations with stakeholders and board members will help to understand what the role of the Management Entity needs to be moving forward.
2. Use the template below to:
 - a. Draft program and organizational goals
 - b. Draft objectives, action items, timelines, estimated costs, and responsibilities for each goal.
3. Categorize each objective as one or more of the four 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 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.
4. Keep in mind the performance measures that are required by MHAA. There must be objectives that address all three key categories of activity, and should include at least one Metric from each category (see Appendix B). At least one Impact Metric under each category must be selected as the priority area of focus for the Management Entity in the next five years.

Heart of the Civil War Heritage Area Five Year Management Plan – FY 2013 – FY 2018

Heritage Area Vision for the Next Five Years:

From the HCWHA interpretive plan, which was finalized in October, 2005, this vision was for ten years, and it remains applicable.

Vision

The region encompassed by the Heart of the Civil War Heritage Area has achieved a national reputation as an essential destination for travelers interested in history. Recognizing the importance of this asset—comprised of location, historic sites, and strong scenic character—leaders in this three-county region have expanded the central military campaign story of Civil War events, providing visitors and residents with the best place in the country to experience the decade that was a turning point socially, economically, and politically in the nation's history. Many visitors are choosing to make this region their "base camp" for stays of several days, driving the popular Maryland Civil War Trails and visiting Antietam, Gettysburg, Monocacy, South Mountain, Harpers Ferry, and Baltimore and Washington, D.C. Their longer stays are having a positive effect on the region's economy as they fill hotels and bed and breakfast inns and visit sites and attractions, eat, and shop. There is a heightened awareness among residents that the historic character of towns, the unspoiled beauty of countryside, the preservation of important historic sites, and the high quality of life gives this region a competitive advantage as a business location, too. As a result, growing public support has emerged to protect the battlefields, to retain farmland, and to discourage sprawling homogenization.

The visitor experience has been enhanced by the work of the Heart of the Civil War Heritage Area HCWHA (management entity), which has succeeded in:

- Increasing collaboration and coordination among governmental, for-profit, and nonprofit organizations.
- Increasing the regional economic impact of travelers to the heritage area.
- Meeting the hospitality needs and heritage and recreation interests of an unprecedented number of visitors drawn to participate in experiences related to the 150th Anniversary of the Civil War.
- Increasing awareness of the importance of Civil War heritage sites and resources, thus promoting their protection.
- Building upon existing interpretive themes and initiatives by expanding the core military story, tapping Maryland's border state status to explore the effect of the war on life for all Marylanders and, ultimately, all Americans.

Heritage Area Mission: The Heart of the Civil War Heritage Area mission is to promote the stewardship of our historic, cultural and natural Civil War resources; encourage superior visitor experiences; and stimulate tourism, economic prosperity, and educational development, thereby improving the quality of life of our community for the benefit of both residents and visitors.

Heritage Area Accomplishments: The Heart of the Civil War Heritage Area has completed, or is in the process of addressing, nearly all points identified in the Management Plan as Marketing Strategies (pp. 39-43), Action Plan (pp. 105-111), Priorities Timeline (pp.111-112) or Proposed Projects (pp.117-118). Among the accomplishments: Successful destination marketing, strong website, well received heritage area brochure, capital projects in three counties (way finding in Frederick, sidewalk and streetscape enhancements in Hagerstown and Taneytown), partnership with Journey Through Hallowed Ground National Heritage Area, new interpretive markers in several locations, notably a series in Hagerstown and several new Civil War Trails markers, Interpretive Framework plan developed for Sesquicentennial, and plans now in development based on that plan, active participation in preservation and conservation efforts, including serving as a consulting party for Section 106 review and participation in (and promotion of) several workshops related to preservation and conservation. The opening of the Heart of the Civil War Heritage Area Exhibit and Visitor Center demonstrates our commitment to serving visitors and building partnerships, and touches on all program goals of the heritage area. Likewise, the Frederick Visitor Center project embodies all that the heritage area program represents – stewardship (adaptive reuse of a historic structure), interpretive products (exhibits and film) that promote HCWHA themes and visitor opportunities, and heritage tourism service to visitors with a commitment to providing superior visitor experiences.

Summary of Program Goals for FY 2013-FY 2018:

Program goals, as stated in the HCWHA Management Plan, remain valid and are affirmed with the adoption of this 5-year action plan. They are:

1. Economic Benefit

- Thematically link and market the area's heritage resources, thereby creating synergy among varied historic sites, recreational resources, and cultural assets.
- Support the creation of economic gains for new and current visitor-serving businesses within the heritage area by generating greater visitation; in so doing, deemphasize county borders and focus effort on the heritage area at large.
- Guide visitors to places of unique character, such as Main Street communities and small town centers that provide visitor services.

2. Stewardship

- Help stewardship and preservation organizations become more effective through networking and coordination of effort.
- Foster stronger appreciation for sacred historic places, pristine landscapes, crisp town edges, and one-of-a-kind historic, recreational, and cultural resources in the heritage area among residents—newcomers as well as long-time landowners—and their elected officials.
- Help the region and its communities plan for the future of historic resources, including managing development pressures on historic sites and their surrounding grounds. Connect those seeking conservation of sites, such as battlefields, with relevant organizations and programs.

3. Storytelling & Interpretation

- Expand on Maryland's status as a border state, in both geographical and ideological terms, to explore issues related to the Civil War period.
- Expand interpretive activities to the human-interest dimension of the conflict: differing views on secession, divided loyalties within families, how civilian life was impacted by the war, and the difficulties people faced afterward in returning to normal life.
- Continue to promote accuracy in information about Civil War military action and troop movement. Frame military actions within a national context, relating their importance to the outcome of major battles and of the war.

4. Coordination

- Foster a regional perspective that allows progress on heritage area goals regardless of jurisdiction.
- Serve as an umbrella organization for connecting and protecting the diverse, valuable heritage resources in the Maryland Civil War Heritage Area and making its stories more accessible to visitors and residents.
- Support collaboration among the three counties' destination management organizations and other tourism marketing vehicles to facilitate regional marketing activities.

Summary of Organizational Goals for FY 2013-FY 2018:

5. Organization

- Continue governance by the Tourism Council of Frederick County (TCFC), Inc., a 501 (c) 6 organization; Effectively liaison with the TCFC Board, through representation of TCFC on the HCWHA Advisory Board and regular staff communication, to continue to garner enthusiastic support for this arrangement from the governing body.
- Maintain or expand Management Entity staff support as needed to meet the demands of implementing the Management Plan and 5-year Action Plan, whether through added staff (either direct hires, or personnel on contract), or in-kind staff support through partner organizations.
- Encourage each county delegation to function as working group of the HCWHA Advisory Board, to maximize effectiveness of the HCWHA decentralized approach to management, particularly where recommendations regarding HCWHA decisions pertaining to each county are concerned.

6. Funding

- Establish a Development Committee with three-county representation to:
 - Assess current and potential sources of financial support (cash and in-kind) for the HCWHA management entity
 - Create a Development Plan to assure ongoing sustainability of the HCWHA management entity
 - Lead implementation of the Development Plan

7. MHAA Benefits Facilitation in HCWHA

- Continue to assist nonprofit and government units in HCWHA to access MHAA benefits, including grants, low-interest loans, revenue bonds, and tax credits.
- Evaluate, expand and/or contract heritage area boundaries, and Target Investment Zones, as need, demand or local initiative arise, and as consistent with the HCWHA Management Plan.

Goals, Objectives and Action Items:

Goal 1: Economic Benefit

- Thematically link and market the area’s heritage resources, thereby creating synergy among varied historic sites, recreational resources, and cultural assets.
- Support the creation of economic gains for new and current visitor-serving businesses within the heritage area by generating greater visitation; in so doing, deemphasize county borders and focus effort on the heritage area at large.
- Guide visitors to places of unique character, such as Main Street communities and small town centers that provide visitor services.

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
1 Thematically link and market the area’s heritage resources, thereby creating synergy among varied historic sites, recreational resources, and cultural assets.	1.1a Update marketing plan at least bi-annually, including a focus on the heritage area as a multi-day experience; implement marketing plan.	HCWHA Marketing Committee	DMOs from Carroll, Frederick and Washington Counties	\$50,000 annually	MHAA and DMOs	Ongoing	On-going	p. 47, “Develop and Implement a Marketing Plan” and p. 43, “Market the Area as a Multi-Day Experience.”		N/A	Increasing number of visitors to visitor centers, state welcome centers, attractions, events, programs	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.1b Update and reprint HCWHA brochure to serve as a regional marketing piece to fulfill ads and to be distributed at visitors centers and other strategic locations	HCWHA marketing committee	DMOs, state welcome centers, county visitor centers, other resources that will distribute brochures	Projecting \$12,000-\$15,000 for design and printing of 50,000 copies	MHAA and DMOs	As needed	On-going	p. 41 “Develop a Regional Marketing Piece.”		N/A	Number of brochures distributed per year	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity

												<input type="checkbox"/> Organizational <input type="checkbox"/> Heritage <input checked="" type="checkbox"/> Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.1c Update and enhance dedicated website as needed, including more reciprocated links to Civil War travel websites and more user-friendly visitor access to information on Sesquicentennial opportunities	HCWHA marketing committee	DMOs; potentially all HCWHA partner resources	Varies – significant updates and enhancements can cost \$5,000 or more	MHAA and DMOs	As needed; anticipate enhancements for significant commemorations in 2013 and 2014	On-going	p. 48, “Create a Dedicated Website” and “Connect to Other Civil War Heritage Areas/Regions”		N/A	Comments from website visitors; information gleaned from Google Analytics	<input type="checkbox"/> Heritage <input checked="" type="checkbox"/> Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.1d Cultivate and continually update a database or report identifying Civil War sites that can accommodate groups of 40 or more, and hoteliers and restaurateurs willing to work with bus travelers (i.e. discounted menus, group check-in, reserved room blocks).	HCWHA marketing committee	DMOs, attractions, hotels, restaurants	Cost is mainly DMO staff time (approx. 2 hours per week by DMO sales staff)	HCWHA, DMOs and stakeholder businesses	Ongoing	On-going	p. 50, “Target the Group Tour Market”		N/A	Expansion of lists	<input type="checkbox"/> Heritage <input checked="" type="checkbox"/> Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.1e Support efforts of DMOs and partner resources to participate in trade show and sales opportunities available through such organizations as the American Bus Association and the National Tour Association.	HCWHA Marketing Committee	DMOs and partner resources, particularly those that are ABA and NTA members	Annual dues and fees for specific sales events	DMOs and other partner resources that choose to join ABA, NTA and related groups	Ongoing	On-going	p. 50, “Target the Group Tour Market”		N/A	Increased participation in such opportunities	<input type="checkbox"/> Heritage <input checked="" type="checkbox"/> Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.1f Encourage participation in Certified Tourism Ambassador (CTA) Program and other visitor services training opportunities (such as the Master Docent Series workshops, FAM training tours for frontline personnel sponsored by DMOs, etc).	Journey Through Hallowed Ground Partnership and DMOs	Journey Through Hallowed Ground Partnership, MD Office of Tourism Development via Welcome Centers; MD National Road Association;	\$50 per person for CTA training	DMOs, visitor serving business and attractions	CTA training is offered frequently and ongoing	On-going	p. 51, “Explore the Feasibility ... Ambassador Program”		N/A	Increased number of CTAs (increase by 5% annually), increased number or participants in other training programs;	<input type="checkbox"/> Heritage <input checked="" type="checkbox"/> Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organization

			other visitor centers and partner organization; Frederick Historic Sites Consortium									
	1.1g Increase awareness of the Civil War traveler customer base for merchants and other businesses in Main Street Communities and other towns and villages with orientation sessions, or “Civil War 101” classes aimed at front-line personnel	HCWHA Advisory Board	Main Street Communities, local merchants, DMOs	This can normally be accomplished with no cost to Management Entity other than time (about 4-6 hours per quarter).	DMOs, visitor serving business and attractions	Ongoing	On-going		Expands upon Tourism Ambassador concept already in the Management Plan		Number of orientations presented and number of participants in sessions.	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organization
	1.1h Consider creating a heritage area brochure rack program for hotel lobbies and other commercial outlets, as a less expensive alternative to those now commercially available	HCWHA Marketing Committee	Participating partner resources	Will consider a cost-share program with no cost to the Management Entity other than time; will seek to price cost to participant at \$250 per quarter or less.	Costs shared by participating partner resources	2013 – feasibility explored	On-going if a plan is adopted		Not specifically named in Management Plan, but consistent with p. 105 “Implementing Marketing Strategies”	N/A	Is a feasible plan adopted? Number of participating hotels. Number of participating partner resources. Efficiency of brochure distribution.	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organization
	1.1i Promote opportunities developed around Sesquicentennial commemorations but also other landmark anniversaries (such as town anniversaries like Westminster’s 250 th in 2014) that can be linked to HCWHA themes. Other upcoming anniversaries relate to the history of the fire service, the Star Spangled Banner	HCWHA Marketing Committee	Participating partner resources	Cost to HCWHA Management Entity will be included in annual marketing budget (see 1.1a)	MHAA, participating partner resources	2013	2018	P. 114, implementing marketing strategies (expanded with the attention to additional landmark anniversaries)		N/A	Number and types of promotions and media contacts	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organization

	bicentennial, and the Centennial of NPS.											
1.1 Support the creation of economic gains for new and current visitor-serving businesses within the heritage area by generating greater visitation; in so doing, deemphasize county borders and focus effort on the heritage area at large.	1.2a Cross promote with other Civil War sites and Civil War themed trails, byways and heritage areas.	HCWHA Marketing Committee	DMOs, initiatives such as Civil War Trails, state and national scenic byways, Journey Through Hallowed Ground Partnership, Canal Towns	Cost to HCWHA Management Entity will be included in annual marketing budget (see 1.1a)	MHAA, America's Byways, other partner resources involved in cross-promotions	Ongoing	On-going	p. 48, "Connect to Other Civil War Heritage Areas/Regions"		N/A	Increased number of promotional collaborations	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.2b Encourage the development of packages and special offers (such as a discount passport program) with incentives for visitor spending at local businesses (i.e. hotels, restaurants, merchants), and attractions (i.e. museums, state and national parks, ballparks, theaters, concerts)	HCWHA Marketing Committee	DMOs, businesses and partner resources throughout the heritage area	Cost to HCWHA Management Entity will be included in annual marketing budget (see 1.1a); cost-share by partner resources anticipated	MHAA, DMOs, Participating businesses and attractions	Ongoing	On-going	p. 49, "Package Existing Products"		N/A	Number of special offers and packages developed; extent to which packages and offers are purchased and/or redeemed	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.2c Establish a presence at significant Civil War events/reenactments such as 150 th commemorations in and around the heritage area (i.e. 2013 – Gettysburg; 2014 - Monocacy)	HCWHA Marketing Committee	DMOs, potentially most partner resources;	This can normally be accomplished with no cost to Management Entity other than time (about 8 hours per day staffing a booth at commemorations)	MHAA, DMOs, participating stakeholders	2013	2015	p. 50, "Reach Out to Civil War Buffs"		N/A	Number of events attended with staffed displays	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.2d Broaden visitor engagement in the heritage area beyond the battlefield parks; in doing so, appeal to	HCWHA Marketing Committee	DMOs, partner resources; also less obvious partner resource such as Keys	Cost to HCWHA Management Entity will be primarily in the	MHAA, DMOs, participating stakeholders	Ongoing	On-going	p. 50, "Broaden the Appeal of Civil War History"			Increased visitation at locations other than battlefield	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining

	travelers less motivated by the Civil War in addition to those enthusiasts eager to discover Civil War experiences in diverse places.		Baseball, arts groups, outdoor outfitters, etc.	time given to gathering partners to for joint planning efforts. Costs will be shared by participant and determined by scope of each project.							parks.	Regional Identity <input type="checkbox"/> Organizational
	1.2e Support efforts aimed at the establishment of a Downtown Hotel and Conference Center in the Frederick TIZ	Downtown Hotel Task Force (representatives from City and County Economic Development offices, Downtown Frederick Partnership, Chamber of Commerce and TCFC)	HCWHA Advisory Board	No cost to Management Entity; some in-kind donation of time by HCWHA Board members serving on hotel task force. Direct project costs will constitute major investment in the Frederick TIZ	Private investment, MHAA bond revenue is a possibility	Now under-way	2018	Frederick TIZ work plan cites, “promoting a hotel locating in or near downtown” as a priority.		Fred erick	Hotel and Conference Center established.	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organization
1.3 Guide visitors to places of unique character, such as Main Street communities and small town centers that provide visitor services.	1.3a Encourage the development of suggested itineraries – either geographic or thematic in nature – including those that lead to Main Streets and town centers; Use these to complement battlefields, and Civil War Trails with other things to see and do (recreation, food, antiques, etc).	HCWHA Marketing Committee	DMOs, Main Street Communities, Initiative such as Civil War Trails, state and national byways, Journey Through Hallowed Ground Partnership, Canal Towns, partner resources including in itineraries	Cost to HCWHA Management Entity will be primarily in the time given to gathering partners to for joint planning efforts. Costs will be shared by participant and determined by scope of each project.	MHAA, America’s Byways, DMOs, participating stakeholder	Ongoing	On-going	p. 49, Package Existing Products”; p. 109, “Develop Visitor Itineraries & Packages”		N/A	Number of itineraries and packages created or enhanced	x <input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	1.3b Explore new media options (smart phone	HCWHA Marketing	DMOs, Main Street	Cost to HCWHA	MHAA, America’s	Ongoing	On-going	p. 49, “Package		N/A	Number of new media	<input type="checkbox"/> Heritage Product Development

	apps, You Tube short videos, geo-caching, etc.) for visitors following suggested itineraries, tours, byways or Civil War Trails.	Committee and/or HCWHA 150 th Interpretive Media Working Group	Communities, Initiatives such as Civil War Trails, state and national byways, Journey Through Hallowed Ground Partnership, Canal Towns, Participating stakeholders	Management Entity will be primarily in the time given to gathering partners to for joint planning efforts. Costs will be shared by participant and determined by scope of each project.	Byways, DMOs, participating stakeholders			Existing Products”			applications developed	x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Goal 2: Stewardship

- Help stewardship and preservation organizations become more effective through networking and coordination of effort.
- Foster stronger appreciation for sacred historic places, pristine landscapes, crisp town edges, and one-of-a-kind historic, recreational, and cultural resources in the heritage area among residents—newcomers as well as long-time landowners—and their elected officials.
- Help the region and its communities plan for the future of historic resources, including managing development pressures on historic sites and their surrounding grounds. Connect those seeking conservation of sites, such as battlefields, with relevant organizations and programs

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority	TIZ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
2.1 Help stewardship and preservation organizations become more effective through networking and coordination of effort.	2.1a Nurture innovative partnerships for Preservation and Conservation	HCWHA Board	County and Municipal Planning departments, all related partner resources, including HDC’s, state and national parks, Main Street Communities, conservation advocacy groups	Cost to HCWHA Management Entity will be primarily in the time given to gathering partners to for networking and coordination. Much of this effort will be in-kind time from HCWHA Board	Participating partners	Ongoing	On-going	p. 53, “Battlefields and Civil War Sites”		N/A	Increased partnerships	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

				members in historic preservation and natural resources conservation.								
	2.1b Help entities leverage local and state programs to protect and/or acquire threatened battlefield land/sites (respond to opportunities as they arise).	HCWHA Board	Civil War Trust, Save Historic Antietam, Central MD Heritage League, Save Historic Antietam Foundation and others	Cost to HCWHA Management Entity will be primarily in the time given to advising potential grantees and facilitating grants.	MHAA, Participating partners	Ongoing	On-going	p. 53, "Battlefields and Civil War Sites"		N/A	Increased acreage that is protected	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	2.1c Serve as an information clearinghouse on issues of preservation and conservation	HCWHA Management Entity	County and Municipal Planning departments, all related partner resources, including HDC's, state and national parks, Main Street Communities, conservation advocacy groups	Cost to HCWHA Management Entity will be primarily in the time given to advising in this area.	MHAA, Participating partners	Ongoing	On-going	p. 115, "Encourage Support for Historic Preservation & Scenic Conservation"		N/A	Number of requests that seek clearinghouse information	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
2.2 Foster stronger appreciation for sacred historic places, pristine landscapes, crisp town edges, and one-of-a-kind historic, recreational, and cultural resources in the heritage area among residents—newcomers as well as long-time landowners—and their elected officials.	2.2a Encourage the cultivation of a preservation ethic through such things as education programs, and promotion of preservation month.	HCWHA Advisory Board	Municipal Planning departments, all related partner resources, including HDC's, state and national parks, Main Street Communities, conservation advocacy groups	No cost to HCWHA Management Entity; these efforts will largely occur via partners like HDC's	MHAA, Participating partners	Ongoing	On-going	p. 115, "Encourage Support for Historic Preservation & Scenic Conservation"		N/A	Number of appreciation events and education programs	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

<p>2.3 Help the region and its communities plan for the future of historic resources, including managing development pressures on historic sites and their surrounding grounds. Connect those seeking conservation of sites, such as battlefields, with relevant organizations and programs</p>	<p>2.3a Encourage active farming, encourage the preservation of the area’s rural character, and encourage preservation of historic character in towns.</p>	<p>HCWHA Advisory Board</p>	<p>County and Municipal Planning departments, all related partner resources, including HDC’s, state and national parks, Main Street Communities, conservation advocacy groups</p>	<p>No cost to HCWHA Management Entity; these efforts will largely occur via county and municipal planning and economic development units.</p>	<p>MHAA, Participating partners</p>	<p>Ongoing</p>	<p>On-going</p>	<p>p. 53, “Battlefields and Civil War Sites,” and p.51, “Towns with Strong Historic Character”</p>		<p>N/A</p>	<p>Number of positive changes and use of programs such as Rural Legacy, Community Legacy, and other tools for encouragement of preservation and conservation.</p>	<p><input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational</p>
	<p>2.3b Promote protection and sensitive use of historic towns through support of design guidelines and town planning (such as Emmitsburg town square planning process anticipated in FY13).</p>	<p>HCWHA Advisory Board</p>	<p>County and Municipal Planning departments, SHA/Scenic Byways, all related partner resources, including HDC’s, state and national parks, conservation advocacy groups</p>	<p>No cost to HCWHA Management Entity; these efforts will largely occur via partners.</p>	<p>MHAA, Participating partners</p>	<p>Ongoing</p>	<p>On-going</p>	<p>p.58, “Towns with Strong Historic Character”</p>		<p>N/A</p>	<p>Number of entities using and/or developing design guidelines</p>	<p><input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational</p>
	<p>2.3c Encourage adaptive reuse of significant historic structures; in particular, encourage serious consideration of adaptive reuse of historic structures.</p>	<p>HCWHA Advisory Board;</p>	<p>County and Municipal Planning departments, also Economic Development Departments, all related partner resources, including HDC’s, state and national parks, Main Street Communities,</p>	<p>No cost to HCWHA Management Entity; these efforts will largely occur via partners like HDC’s</p>	<p>Private investment, MHAA, Participating partners</p>	<p>Ongoing</p>	<p>On-going</p>	<p>p.58, “Towns with Strong Historic Character”</p>		<p>All TIZ action plans anticipate adaptive reuse projects</p>	<p>Number of adaptive reuse projects underway or completed</p>	<p><input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational</p>

			conservation advocacy groups									
	2.3d Encourage the use of the façade grant programs, historic preservation tax credits, and revolving funds as tools for preserving historic downtowns	HCWHA Advisory Board	Main Street Organizations	No cost to HCWHA Management Entity; these efforts will largely occur via partners	Main Street Organizations, Participating partners	Ongoing	On-going	p.58, “Towns with Strong Historic Character”			Incidence of façade grants, tax credits and other similar programs being used	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

Goal 3: Storytelling & Interpretation

- Expand on Maryland’s status as a border state, in both geographical and ideological terms, to explore issues related to the Civil War period.
- Expand interpretive activities to the human-interest dimension of the conflict: differing views on secession, divided loyalties within families, how civilian life was impacted by the war, and the difficulties people faced afterward in returning to normal life.
- Continue to promote accuracy in information about Civil War military action and troop movement. Frame military actions within a national context, relating their importance to the outcome of major battles and of the war.

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	If not in HAMP, indicate why it is a priority	TIZ ?	Desired Outcome/Measurable results	Categories of Activity (select all that apply)
3.1 Expand on Maryland’s status as a border state, in both geographical and ideological terms, to explore issues related to the Civil War period.	3.1a Facilitate and encourage the efforts of partner organizations to implement the Interpretive Framework developed for the Civil War Sesquicentennial (see Appendix C for examples of potential Sesquicentennial projects)	HCWHA Sesquicentennial Steering committee	All HCWHA partner organizations	Cost to HCWHA Management Entity will be primarily in the time given to convening partners and coordinating planning and promotions.	MHAA, America’s Byways, DMOs, participating stakeholders	Ongoing	On-going	p.68, “Interpretive Framework”		N/A	Development of Interpretive product as outlined in framework	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

	3.1b Update Interpretive Framework to cover post-Sesquicentennial years.	HCWHA Board	All HCWHA partner organizations	This may be undertaken in house with minimal hard costs; if it is determined to engage an interpretive planning consultant, cost is anticipated to be \$30,000-\$50,000.	MHAA, America's Byways, participating stakeholders	2013	2015	p.68, "Interpretive Framework"		N/A	Planning document created and approved	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	3.1c Encourage the development of varied vehicles for interpretation – both conventional and new media - including exhibits, websites, guided and self-guided tours, geo caching, education materials, interpretive waysides, etc.; consider multi-lingual products when possible.	HCWHA Board	All HCWHA partner organizations	No cost to HCWHA Management Entity; these efforts will largely occur via partners.	MHAA, America's Byways, DMOs, participating stakeholders	Ongoing	On-going	p. 66, "Vehicles for Interpretation"		N/A	Increased number of new or enhanced vehicles of interpretation	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	3.1 d Foster interpretive product that focuses on "Maryland as a Borderland" including exploration of "Geographic Borders," "Cultural Divisions," and "Tense Communities." (i.e. "Retreat from Williamsport" in 2013 will be a multi-faceted event that interprets these themes in the context and a major 150 th commemoration following the Gettysburg anniversary)	HCWHA Board	All HCWHA partner organizations	TBA	MHAA, America's Byways, DMOs, participating stakeholders	Ongoing	On-going	p. 62, "Maryland as a Borderland"		N/A	Increased number of new or enhanced interpretative product addressing this theme	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

	3.1e Support and partner with scholarly symposia and academic conferences that share research and perspectives on HCWHA themes (i.e. Catoctin Center conference on African American history planned for 2013).	HCWHA Board	Colleges, libraries and other partner resources	No cost to HCWHA Management Entity; these efforts will largely occur via partners	MHAA, MD Humanities Council, conference organizers	Ongoing	On-going		While not specifically named in MP, consistent with priorities described on p. 53, "Interpretation and Education."	N/A	Number of conferences and number of conference attendees	x <input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
3.2 Expand interpretive activities to the human-interest dimension of the conflict: differing views on secession, divided loyalties within families, how civilian life was impacted by the war, and the difficulties people faced afterward in returning to normal life.	3.2a Foster interpretive product that focuses on the civilian experience, particularly as relevant to these themes identified in the Management Plan: "An Era of Change," Maryland as a Borderland," "Maryland as a War Zone," "Reunion and Reconciliation," "Aftermath," and "Shadows of Civil War."	HCWHA Board	All HCWHA partner organizations	No cost to HCWHA Management Entity; these efforts will largely occur via partners.	MHAA, America's Byways, DMOs, participating stakeholders	Ongoing	On-going	p. 61, "Interpretive Themes"		N/A	Increased number of new or enhanced interpretative product addressing this theme	x <input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
3.3 Continue to promote accuracy in information about Civil War military action and troop movement. Frame military actions within a national context, relating their importance to the outcome of major battles and of the war.	3.3a Foster interpretive product that focuses on the military experience, particularly as relevant to these themes identified in the Management Plan: "Maryland as a War Zone," "Reunion and Reconciliation," "Aftermath," and "Shadows of Civil War."	HCWHA Board	All HCWHA partner organizations	No cost to HCWHA Management Entity; these efforts will largely occur via partners.	MHAA, America's Byways, DMOs, participating stakeholders			p. 61, "Interpretive Themes"		N/A	Increased number of new or enhanced interpretative product addressing this theme	x <input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

	3.3b Continue to refine interpretation, train volunteers and develop programming for the HCWHA Exhibit and Visitor Center at the historic Newcomer House (also relates to 3.2a and 3.1d)	Hagerstown Washington County CVB	DMOs, Antietam NB, partner resources	No cost to HCWHA Management Entity; these efforts will largely occur via partners.	MHAA, Hagerstown Washington County CVB, Antietam NB	Ongoing	On-going		Not specifically named in MP but consistent with priority given to interpretive themes as well as coordination and collaboration.	N/A	Increases in number of enhancements, number of programs, and number of visitors served.	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
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Goal 4: Coordination

- Foster a regional perspective that allows progress on heritage area goals regardless of jurisdiction.
- Serve as an umbrella organization for connecting and protecting the diverse, valuable heritage resources in the Maryland Civil War Heritage Area and making its stories more accessible to visitors and residents.
- Support collaboration among the three counties' destination management organizations and other tourism marketing vehicles to facilitate regional marketing activities.

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference – page # and descriptive title	If not in HAMP, indicate why it is a priority.	TIZ ?	Desired Outcome/ Measurable Results	Categories of Activity (select all that apply)
4.1 Foster a regional perspective that allows progress on heritage area goals regardless of jurisdiction.	4.1a Encourage an inclusive, collaborative spirit leading to seamless visitor experiences – this is a priority of the heritage area at all times, but particularly with regard to Civil War 150 th anniversary commemorations	HCHWA Advisory Board	DMOs, Museum consortia, Main Streets, byways entities, Journey Through Hallowed Ground Partnership, other partner organizations	No cost to HCWHA Management Entity.	Participating stakeholders	Ongoing	On-going	p. 116, “Coordinate Regional Interpretive Initiatives”		N/A	Increased number of collaborations	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	4.1b Encourage and support ongoing research and documentation to provide a strong foundation for interpretive products in the heritage area.	HCHWA Advisory Board	Catoctin Center for Regional Studies, local colleges, museums and other partner resources	No cost to HCWHA Management Entity, except possible in the form of mini-grants awarded	Heritage Area mini-grants, higher education institutions, NEH, participating stakeholders	Ongoing	On-going	p. 116, “Coordinate Regional Interpretive Initiatives”		N/A	Increased number of research projects.	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

	4.1c Support and provide informed guidance in review of updates of various plan documents (Comprehensive Plans, Corridor Partnership Plans, other long range plans) by local governments, scenic byways and other initiatives that overlap with the interests of HCWHA	HCWHA Advisory Board	County and municipal planning departments, management entities for byways, heritage areas, Canal Towns, etc.	No cost to HCWHA Management Entity, except possible in the form of time given to review	N/A	Ongoing	On-going	p. 116, "Coordinate Regional Interpretive Initiatives"		N/A	Number of planning documents reviewed	<input checked="" type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	4.1d Participate in conference development and promotion, for events to be held in the heritage area or elsewhere, insomuch as they present an opportunity for coordinated interaction between heritage area stakeholders, audience members and partners beyond the heritage area boundaries.	HCWHA Advisory Board and staff	Organizations that host regular conferences, such as America's Byways, Journey Through Hallowed Ground, National Heritage Area Alliance, Preservation Maryland, Small Museum Association, Maryland Travel and Tourism Summit, etc.	No cost to HCWHA Management Entity, except possible in the form of time given to assist with planning and developing content for sessions	Conference registration fees, conference exhibitor fees, corporate sponsors, participating stakeholders	Ongoing	On-going		Not specifically named in MP but consistent with priority given to coordination, particularly with other heritage and economic development programs	N/A	Number of conferences for which HCWHA presents sessions or participates in some level or organization or promotion.	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	4.1e Pursue continued support of the long-standing collaboration involving Antietam NB, South Mountain State Battlefield, and HCWHA, to contract for seasonal interpreters (hired by Antietam but duty stationed at South Mountain) to be able to expand capacity and interpretation at Maryland's State Battlefield.	Antietam NB, South Mountain State Battlefield and HCWHA Management Entity		Cost to Management Entity is \$17,000 per year, matched by in-kind contribution by Antietam NB	MHAA and in-kind support from Antietam NB	Ongoing	On-going	p. 45 & 46 "Battlefields and Civil War Sites"		N/A	Continued partnership, number of interpretive programs offered, number of visitors served.	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational

4.2 Serve as an umbrella organization for connecting and protecting the diverse, valuable heritage resources in the Maryland Civil War Heritage Area and making its stories more accessible to visitors and residents.	4.2a Convene interpreting institutions and coordinate implementation of regional interpretive effort. Maximize opportunities at the HCWHA Exhibit & Visitor Center at the historic Newcomer House for this purpose.	HCWHA Advisory Board and staff/HCHWA Advisory Board	Museum Consortia, NPS National Capital Region Sesquicentennial Committee, DMOs, other partner resources that provide interpretation	No cost to HCWHA Management Entity, except possible in the form of time given to convening partners for planning and coordination.	Participating stakeholders	Ongoing	On-going	p. 116, "Coordinate Regional Interpretive Initiatives"		N/A	Increased number of collaborations	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	4.2b Emphasize networking and relationship building as key to success with regional-scale endeavors	HCHWA Advisory Board	Museum Consortia, NPS National Capital Region Sesquicentennial Committee, JTHG Certified Tourism Ambassador program, other partner resources that provide networking opportunities	No cost to HCWHA Management Entity, except possible in the form of time given to convening partners for planning and coordination	Participating stakeholders	Ongoing	On-going	p. 116, "Coordinate Regional Interpretive Initiatives"		N/A	Increased number of networking opportunities	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
	4.2 c Coordinate effectively with Civil War Roundtables (and other Civil War themed groups) in each county, including providing regular HCWHA updates to the Roundtables.	HCWHA Advisory Board	Pipe Creek CWR, Frederick County CWR, Hagerstown CWR	No cost to HCWHA Management Entity, except possible in the form of time given to convening partners for planning and coordination	Participating stakeholders	Ongoing	On-going	p. 116, "Coordinate Regional Interpretive Initiatives"		N/A	Increased number of networking opportunities; number of CWR meetings with HCWHA representation	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input checked="" type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organizational
4.3 Support collaboration among the three counties'	4.3a Continue to support HCWHA Marketing Committee comprised of	HCWHA Advisory Board	DMOs	No cost to HCWHA Management	MHAA, DMOs	Ongoing	On-going	p. 34, "Economic Development		N/A	Continued cross-jurisdictional	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership

destination management organizations and other tourism marketing vehicles to facilitate regional marketing activities.	the three DMOs.			Entity, except possible in the form of time given to convening DMOs; Marketing budget is \$50,000 annually (see 1.1a).				and Tourism”			marketing	Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organization
	4.3b Build on Civil War Trails logo as a successful regional brand, while also distinctly branding HCWHA; heed concerns stated in the Management Plan regarding the clutter of logos that currently greet the visitor (although additional logos may sometimes be appropriate).	HCWHA Advisory Board	DMOs	TBD	MHAA, DMOs	Ongoing	On-going	p. 116, “Develop a Graphic Identity Package”		N/A	Increased use of CWT and HCWHA logos	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building x <input type="checkbox"/> Sustaining Regional Identity <input type="checkbox"/> Organization

Goal 5: Organization

- Continue governance by the Tourism Council of Frederick County (TCFC), Inc., a 501 (c) 6 organization; Effectively liaison with the TCFC Board, through representation of TCFC on the HCWHA Advisory Board and regular staff communication, to continue to garner enthusiastic support for this arrangement from the governing body.
- Maintain or expand Management Entity staff support as needed to meet the demands of implementing the Management Plan and 5-year Action Plan, whether through added staff (either direct hires, or personnel on contract), or in-kind staff support through partner organizations.
- Encourage each county delegation to function as working group of the HCWHA Advisory Board, to maximize effectiveness of the HCWHA decentralized approach to management, particularly where recommendations regarding HCWHA decisions pertaining to each county are concerned.

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	If not in HAMP, indicate why it is a priority	TIZ ?	Desired Outcome/Measurable results	Categories of Activity (select all that apply)
5.1 Continue governance by the Tourism Council of Frederick County (TCFC), Inc., a 501 (c) 6 organization; Effectively liaison with the TCFC Board, through representation of TCFC on the HCWHA Advisory Board and regular staff communication, to continue to garner enthusiastic support for this arrangement from the governing body.	5.1a HCWHA complies with TCFC Bylaws, accounting practices and all policies of a fiduciary nature.	HCWHA Director	TCFC Board of Directors and membership	Other than time, no direct costs are associated with governance of HCWHA Management Entity.	MHAA, TCFC	Ongoing	On-going	p. 123 "Housing the Management Entity"		N/A		<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
	5.1b Director reports regularly to TCFC Executive Committee and Board of Directors; TCFC provides HCWHA with infrastructure, and all other protections and support afforded other programs of the organization.	HCWHA Director	TCFC Board of Directors and membership	Other than time, no direct costs are associated with reporting to the TCFC Board.	MHAA, TCFC	Ongoing	On-going	p.122, "Optimal Staffing"		N/A	Consistently filed reports to the TCFC Executive Committee and Board	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

	5.1c TCFC will appoint at least one member of the Board of Directors to serve as a liaison to the three-county HCWHA Advisory Board.	TCFC Executive Committee	TCFC Board of Directors and membership	Other than time, no direct costs are associated with the TCFC liaison to the HCWHA Advisory Board.	MHAA, TCFC	Ongoing	On-going	p.121, "Three-county Advisory Board"		N/A	Continual presence of a TCFC Board liaison on the HCWHA Advisory Board.	<input type="checkbox"/> Heritage Product Development Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational
5.2 Maintain or expand Management Entity staff support as needed to meet the demands of implementing the Management Plan and 5-year Action Plan, whether through added staff (either direct hires, or personnel on contract), or in-kind staff support through partner organizations.	5.2a Continue to employ a paid and benefitted full-time director whose duties include HCWHA management as well as coordination of the Frederick Historic Sites Consortium; for employment purposed the HCWHA director reports to the Executive Director of the Tourism Council of Frederick County.	TCFC Board of Directors	All HCWHA partner resources	Director costs at minimum: \$60,000 plus benefits	MHAA, TCFC, other private sector and public sector entities as determined by forthcoming Development Plan; particular emphasis will be given to expanding funding from outside of Frederick County.	Ongoing	On-going	p.122, "Optimal Staffing"		N/A	Position of HCWHA Director maintained.	<input type="checkbox"/> Heritage Product Development Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational
	5.2b Maintain contract with Hagerstown-Washington County CVB to engage the services of a Washington County Heritage Area Assistant; consider expanding the number of hours covered by this contract.	Hagerstown-Washington County CVB	Washington County delegation to the HCWHA Advisory Board; HCWHA Director	\$10,000/year (negotiable)	MHAA, Hagerstown-Washington County CVB, other Washington County sources TBD.	Ongoing	On-going		Position has proven necessary to meet the needs of our three-county heritage area.	N/A	Increased number of staff contact with Washington County stakeholders, improved service in Washington County, increasing number of Washington County resources	<input type="checkbox"/> Heritage Product Development Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational

											engaging with the heritage area	
	5.2c Pursue expansion of HCWHA support staff to include contract employees serving in the field in Carroll and Frederick Counties, in arrangements similar to, but not necessarily the same as that of the Washington County Heritage Area Assistant.	Carroll and Frederick County Advisory Board Delegations	Partner organizations in Carroll and Frederick counties.	\$10,000/per county/per year (negotiable)	MHAA, other Carroll and Frederick County sources TBD.	Ongoing	On-going		Carroll and Frederick counties will be better served if contractual staff dedicated to each county's needs can be established.	N/A	Increased number of staff contact with Carroll and Frederick County stakeholders, improved service in Carroll and Frederick counties, increasing number of County resources engaging with the heritage area.	<input type="checkbox"/> Heritage Product Development x <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational
	5.2d Consider adding a financial development staff position in the Development Plan strategies (see 6.2)	Financial Development Committee (to be formed, see 6.1a)	HCWHA Advisory Board, TCFC Board of Directors.	Costs for a staff position to be researched by Financial Development Committee	To be determined by Financial Development Committee and described in forthcoming Development Plan.	2013	2014		This expertise is not currently represented on the HCWHA staff or Advisory Board; if it is determined that significant effort must be given to generate revenue beyond the current	N/A	Decision as to whether or not to hire staff for financial development has been made and justified, with feasible plans to move forward if that is the determination.	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational

									sources, skilled staff may be needed.			
5.3 Encourage each county delegation to function as working group of the HCWHA Advisory Board, to maximize effectiveness of the HCWHA decentralized approach to management, particularly where recommendations regarding HCWHA decisions pertaining to each county are concerned.	5.3a County delegations to the Advisory Board meet as needed to discuss issues particular to each county	Each County Delegation to the Advisory Board.	All HCWHA partner organizations	Other than time, no costs are associated with meetings.	Each County Delegation to the Advisory Board	Ongoing	On-going	P. 121. "Three-county Advisory Board"		N/A	Each county delegation meets at least 6 times per year.	<input type="checkbox"/> Heritage Product Development <input checked="" type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

Goal 6: Funding

- Establish a Development Committee with three-three county representation to:
 - Assess current and potential sources of financial support (cash and in-kind) for the HCWHA management entity
 - Create a Development Plan to assure ongoing sustainability of the HCWHA management entity
 - Lead implementation of the Development Plan

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	If not in HAMP, indicate why it is a priority	TIZ ?	Desired Outcome/Measurable results	Categories of Activity (select all that apply)
6.1 Assess current and potential sources of financial support (cash and in-kind) for the HCWHA management entity	6.1 a Form a Financial Development Committee, staffed by a heritage area staff member.	HCWHA Director	HCWHA Advisory Board; TCFC Board of Directors	No cost associated with forming this committee, other than time.	N/A	2013	2013		Required by MHAA Strategic Plan	N/A	Committee formed	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational
	6.1b Conduct an internal review of HCWHA fundraising and sources of financial support	HCWHA Director	HCWHA Advisory Board; TCFC Board of Directors	No cost associate with an internal review, other than time.	N/A	2013	2014		Required by MHAA Strategic Plan	N/A	Audit completed	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational
6.2 Create a Financial Development Plan to assure ongoing sustainability of the HCWHA Management Entity	6.2a Create the Financial Development Plan	HCWHA Financial Development Committee	HCWHA Advisory Board and TCFC Board of Directors; MHAA	Assuming this is an in-house process, no cost associate with this other than time.	N/A; However, MHAA will provide technical assistance as per 2.3.2 in the MHAA strategic plan.	2014	2015		Required by MHAA Strategic Plan		Plan created and approved by TCFC as governing authority	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational

6.3 Lead Implementation of the Financial Development Plan	6.3a Implement Financial Development Plan	HCWHA Director or designated staff	HCWHA Advisory Board and TCFC Board of Directors	Cannot be determined until plan is developed.	MHAA, and other sources TBD	2015	On-going		Required by MHAA Strategic Plan	N/A	Plan implemented; HCWHA management sustainable.	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
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Goal 7: MHAA Benefits Facilitation in HCWHA

- Continue to assist nonprofit and government units in HCWHA to access MHAA benefits, including grants, low-interest loans, revenue bonds, and tax credits.
- Evaluate, expand and/or contract heritage area boundaries, and Target Investment Zones, as need, demand or local initiative arise, and as consistent with the HCWHA Management Plan.

Objective	Action Items	Project Lead	Project Partners	Project Cost	Funding Sources	Start Date	End Date	HAMP Reference	If not in HAMP, indicate why it is a priority	TI Z?	Desired Outcome/Measurable results	Categories of Activity (select all that apply)
7.1 Continue to assist nonprofit and government units in HCWHA to access MHAA benefits, including grants, low-interest loans, revenue bonds, and tax credits.	7.1 a Communicate about upcoming deadlines and opportunities and provide guidance to partners as needed	HCWHA Director and contractual staff in each county	HCWHA Advisory Board	TBD	TBD	TBD	TBD	P. 121, "Organization and Management"		N/A	Ongoing participation in grants workshops and continued pursuit of MHAAA benefit by partner organizations	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

7.2 Evaluate, expand and/or contract heritage area boundaries as need, demand or local initiative arise, and as consistent with the HCWHA Management Plan	7.2a Determine a process to assess HCWHA boundaries	HCWHA Director	HCWHA Advisory Board; TCFC Board of Directors.	No cost to HCWHA Management Entity, other than time.	N/A	Ongoing	On-going		Some municipalities that signed on during the Recognize Heritage Area phase never completed work to be included in the Certified HA; boundaries now exclude some areas of significant Civil War history.	N/A	Process designed and ready for implementation	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
	7.2 b Implement assessment of HCWHA boundaries; follow up as appropriate	HCWHA Director	HCWHA Advisory Board; TCFC Board of Directors; planners throughout County and Municipal Governments	No direct cost to HCWHA Management Entity. If expansion is indicated, the local jurisdiction will pay any associate costs for consultant reports.	Relevant jurisdictions	Ongoing	On-going		Some municipalities that signed on during the Recognize Heritage Area phase never completed work to be included in the Certified HA; boundaries now exclude some areas of significant Civil War history.	N/A	Assessment implemented and recommendations ready for action	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational
7.3 Identify and support implementation of potential Target Investment (TI) Projects	7.3a Determine a process to survey stakeholders for input as to potential capital grant projects consistent with the priorities of the Management Plan and Five Year Action plan.	HCWHA Director	HCWHA Advisory Board; TCFC Board of Directors	No cost other than time.	N/A	July 2013	Aug. 2014		Pertains to Target Investment Project policy established by MHAA action on April 12, 2012.	N/A	Process designed and ready for implementation	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity <input checked="" type="checkbox"/> Organizational

	7.1b Implement process (see 7.1a) and create an Appendix that lists anticipated TI projects in the heritage area.	HCWHA Director	HCWHA Advisory Board; TCFC Board of Directors; Historic District Commissions, Civil War Trust, county and municipal planners, other stakeholders interested in preservation of the built and natural environment.	No cost associate other than time.	N/A	July 2013	Aug.2014		Pertains to Target Investment Project policy established by MHAA action on April 12, 2012.	N/A	Capital Project Appendix created.	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational
	7.3c Assure that potential TI project leaders consider pursuit of MHAA capital project grants.	HCWHA Director	HCWHA Advisory Board; TCFC Board of Directors; Historic District Commissions, Civil War Trust, county and municipal planners, other stakeholders interested in preservation of the built and natural environment.	No cost associate other than time.	N/A	2013	2018		Pertains to Target Investment Project policy established by MHAA action on April 12, 2012.	N/A	Capital Project Appendix created.	<input type="checkbox"/> Heritage Product Development <input type="checkbox"/> Partnership Building <input type="checkbox"/> Sustaining Regional Identity x <input type="checkbox"/> Organizational

Appendix A. Definitions

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

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

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

Appendix B. Heritage Area Program Impact Metrics

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

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

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

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

Appendix C. Civil War Sesquicentennial Projects 2013 and beyond

Here is a sampling interpretive projects (3.1a) that may be developed by HCWHA partners (all subject to change, these projects may or may not seek MHAA grant support). The HCWHA Management Entity has a supporting role in helping to develop and promote these projects, and to guide their coordination to the benefit of the region, but does not control their outcome. Partner organizations are italicized.

Intepretive Exhibits at the Mason-Dixon Discovery Center – exhibits to be designed and installed in the state welcome center.	<i>Journey Through Hallowed Ground (Maryland) National Scenic Byway</i>	FY13
Carroll County Black History Documentary – project will include a film integrated into Carroll County schools curriculum, and a self-guided driving tour.	<i>Historical Society of Carroll County, Community Media Cetner, NAACP.</i>	FY13
Visitor Services Improvements – a comprehensive improvement program to include a series of wayside markers and exhibits, panels identifying artillery positions, orientation panels in observation room, theater improvements and much more.	<i>Antietam National Battlefield</i>	FY13
Self-guided tour of Civil War sites in Williamsport – part of a program that also includes rehabilitation of Doubleday Hill.	<i>Town of Williamsport</i>	FY13
Frederick County and the Civil War in 1864 – exhibit to include several HCWHA themes and an exhibition catalogue.	<i>Historical Society of Frederick County</i>	FY13
Planning for the Emmitsburg Town Square – a process will explore how this town, which retains much of its 19 th -century appearance, may be enhanced and interpreted.	<i>Town of Emmitsburg</i>	FY13
The Dead at Antietam Exhibit: The restaging of Gardner’s Antietam photographic exhibit, to interpret the historical images and the effects the photos had at the time, as well as how similar images continue to have effects on people’s conception of War.	<i>Frederick County Civil War Roundtable, Pry Field Hospital Museum, Hood College Thanatology Department, Center for Civil War Photography</i>	FY13
Allan Sparrow Diary – a diary that chronicals daily life in Middletown from 1859 to 1896 will be transcribed and converted to a searchable word document, to make it more accessible to researchers and those planning interpretive projects.	<i>Middletown Valley Historical Society</i>	FY13
Brunswick Sesquicentennial of the Civil War Commemoration – a multi-dimensional, family friendly event.	<i>Brunswick Potomac Foundation and others</i>	FY13
Thurmont History Brochure – a brochure is planned to interpret the town’s history	<i>Thurmont First (Main Street Organization)</i>	FY13
Middletown Cultural Resources Investigation – anticipating parking lot expansion, the town hopes to carry out archeological investigation of those areas currently undisturbed, and to use the investigation as a “teachable moment” with affiliated public programming.	<i>Town of Middletown Middletown Main Street</i>	FY13
Wall of History – This will be an interpretive exhibit to be featured in the former library building where plans call the Thurmont history center to be developed.	<i>Town of Thurmont</i>	FY13
Washington County Black History Exhibit – a traveling exhibit will be organized and circulated to county schools.	<i>Doleman Black Heritage Museum</i>	FY13
The Valley of the Shadow Exhibit: An extensive exhibit of art, material culture, textiles, weaponry, musical instruments and more will commemorate the 150 th anniversaries of the Maryland and Gettysburg Campaigns, accompanied by a variety of programs and events.	<i>Washington County Fine Arts Museum City Park, Hagerstown</i>	Daily except Mondays June 16, 2012 – July 28, 2013
Chariots Afire Civil War Exhibit: Offers compelling insights about the casualty & compassion from the hearts	<i>National Shrine of St. Elizabeth Ann</i>	Daily except Mondays

of sister nurses who were as angels of the battlefield. There are numerous accounts written by the Daughters of Charity who served at various sites.	<i>Seton</i> , 339 S. Seton Avenue, Emmitsburg, MD 21727	FY13, 14, and15 - updated throughout to reflect current campaign anniversary
Civil War Trains Exhibit: The importance of railroads in carrying supplies of coal and artillery, horses, mules and cattle and troops and baggage is emphasized in this exhibit.	<i>Discovery Station Museum</i> 101 West Washington Street Hagerstown, MD 21740	Tuesday through Saturday and Sundays in April, Weekly FY13, 14, and15
The Barbara Fritchie Phenomenon: Barbara Fritchie in Popular Culture: The exhibit examines the marketing of Civil War heroine Barbara Fritchie and the use of her image and legend to promote consumer products from the 1920s to 2000.	<i>Museum of Frederick County History</i> , 24 E. Church Street, Frederick, MD 21701	Tuesday – Sunday, through December 31, 2012
Civil War Walking Tour: Downtown Frederick	Depart from <i>Museum of Frederick County History</i> , 24 E. Church Street, Frederick, MD 21701	First and Third Saturdays FY13, 14, and15 - updated annually to reflect current campaign anniversary
Summer Evening Lecture Series: A series of speakers will discuss Civil War medicine and related topics, particularly as relevant to the 1862 Maryland Campaign.	<i>National Museum of Civil War Medicine</i> , 48 E. Patrick Street, Frederick, MD 21701	Thursday evenings in July FY13 through FY18 - updated annually to reflect current campaign anniversary and additional themes
Salute to Independence Concert: This annual concert and fireworks display will include selections from the Civil War period in honor of the 150 th Anniversary of the Battle of Antietam. Features the <i>Maryland Symphony Orchestra</i> .	<i>Antietam National Battlefield</i>	Saturday, July 7, 2012 FY13 through FY18 - updated annually to reflect current campaign anniversary and additional themes
Retreat from Williamsport – Living history, interpretive programs, speakers, concerts, a dance and other activities planned to commemorate the ten days in July of 1863 when Williamsport was the center of Confederate activity.	<i>Town of Williamsport and C & O Canal NHP</i>	July 13, 14 and 15, 2012 updated annually with a special emphasis in 2013 on the Gettysburg 150th
Anniversary Weekend, Battle of Monocacy : Living history, including artillery and infantry demonstrations. A special museum exhibit and ranger programs will highlight the 14th New Jersey Regiment's experience at Monocacy in 1862 and 1864. The 150 th anniversary weekend (2014) will include a series of events including Rangers on Rails (Amtrak commuter train 7/9), living history interpreters encamped throughout the battlefield, and guided tours from Monocacy National Battlefield to Fort Stevens.	<i>Monocacy National Battlefield</i>	Sat. & Sun, July 7 & 8, 2012 FY13 through FY18 - updated annually with special focus on 2014 150th anniversary event.
Timeline of History: Civil War Encampment - The Effects of Wars of 1812 and 1862: Experience life on and off the battlefield as you meet the soldiers and civilians of the Civil War. Participate in activities from making corn husks dolls to enlisting in the army. Enjoy lectures, demonstrations and battle reenactments. Special Manor House exhibits will explore life for the families of Rose Hill during both the war of 1812 and the battles of 1862.	<i>Rose Hill Manor Park</i> 1611 North Market Street Frederick, MD 21701	Sat. & Sun., July 14 & 15, 2012 FY13 through FY18 - updated annually to reflect current campaign anniversary and additional themes
Thunder on the Mountain Learn about the important role artillery played in the Battle of South Mountain. Cannon firing demonstrations are presented Saturday at 11 a.m., 1 pm, and 3 pm and Sunday at 11 am and 1 pm. Programs will be located near the North Carolina Monument on South Mountain, just south of the intersection of Reno Monument Road and Lambs Knoll Road.	Fox's Gap, Reno Monument Road, Middletown, MD (<i>South Mountain Battlefield</i>)	July 14 & 15, 2012 Aug. 18 & 19, 2012 FY13 through FY18 - updated annually

<p>Antietam Kayak and Brunch Antietam Creek is the perfect venue for recreational kayaking. A scenic stream graced with stone arch bridges, Antietam offers wildlife-sightings of blue heron, ducks, turtles, and beaver. Participants will also view one of the most famous sites in Civil War History. A qualified instructor will give historical interpretation.</p>	<p>Launch from the Newcomer House (<i>River and Trail Outfitters</i>)</p>	<p>July 21, 2012 Aug. 19, 2012 Sept. 23, 2012 May continue annually</p>
<p>Union Mills Civil War Encampment and Living History Union and Confederate troops camp along the Big Pipe Creek and relive some of the days following the Battle of Gettysburg. Drills and skirmishes.</p>	<p><i>Union Mills Homestead</i> 3311 Littlestown Pike Westminster, MD 21157</p>	<p>July 21 & 22, 2012 FY13 through FY18 - updated annually with a special emphasis in FY13 on the Roads to Gettysburg</p>
<p>At Twilight's Last Gleaming Discover the importance of Crampton's and Brownsville Gaps during the 1862 Maryland Campaign and the Confederate struggle to defend them against overwhelming odds. Living history programs and demonstrations will also discuss the life of the common Confederate soldier at the time of the battle. Saturday 10 am – 4pm and Sunday 10 am- 3 pm Sunday.</p>	<p><i>Gathland State Park</i> 900 Arnoldstown Road Burkittsville, Maryland 21718</p>	<p>July 28 & 29, 2012</p>
<p>Signal Corps Weekend 08/04/2012-08/05/2012 The Pry House Field Hospital Museum will host live signaling demonstrations and talks at Antietam National Battlefield. The 114th Signal Battalion, Fort Detrick, MD, may join us with a display, talks and demonstrate modern signal communications. 11 am - 5 pm.</p>	<p><i>Pry House Field Hospital Museum</i> Antietam National Battlefield 18906 Shepherdstown Pike (Route 34) Keedysville, MD 21756</p>	<p>Aug. 4 & 5, 2012 FY13 through FY18 - updated annually</p>
<p>Confederates Occupy Turner's Gap Come see living history programs and demonstrations that will discuss the life of the common Confederate soldier during the 1862 Maryland Campaign. Discover the importance of Turner's Gap to both the Union and Confederate Armies and learn about the battle that happened here. Programs will be located near Dahlgren Chapel along alternate Route 40 on the summit of South Mountain, across from the Old South Mountain Inn. Saturday 10 am – 4 pm and Sunday 10 am – 3 pm.</p>	<p>Dahlgren Chapel Alt. Route 40 Middletown, MD 21769 (<i>South Mountain State Battlefield</i>)</p>	<p>Aug. 4 & 5, 2012</p>
<p>The Return of Special Orders 191 08/04/2012-10/31/2012 Monocacy National Battlefield will display Lee's famous "Lost Order," Special Orders #191, on loan from the Library of Congress. These Confederate orders were found by Union soldiers onland that is now part of Monocacy Battlefield, and some historians believe the discovery directly impacted the outcome of Antietam.</p>	<p><i>Monocacy National Battlefield</i> 5201 Urbana Pike Frederick, MD 21704</p>	<p>Aug. 4 – October 31, 2012 daily</p>

<p>Maryland Campaign Commemoration Opening Program and Film Premier – Federal, state and local officials will help launch commemorations in the Heart of the Civil War Heritage Area with ceremony, special remarks, exhibits, the worldwide premier of the “Heart of the Civil War” documentary film, produced by Maryland Public TV with support from the <i>Journey Through Hallowed Ground (Maryland) National Scenic Byway</i> and the Maryland Heritage Areas Authority.</p>	<p><i>Weinberg Center for the Arts,</i> 20 W. Patrick Street Frederick, MD 21701</p>	<p>Tuesday, September 4, 2012 Will air on MPT regularly throughout . the Sesquicentennial years, in Maryland and additional markets.</p>
<p>Journey Stories: A traveling Smithsonian exhibit, <i>Journey Stories</i> explores tales of how our ancestors came to America. Brunswick will add its local aspect to this subject matter, including stories, programs and artifacts that explore transportation, travel and migration and the Civil War in the Brunswick area.</p>	<p><i>Brunswick Railroad Museum</i> 40 West Potomac Street Brunswick, MD 21716</p>	<p>Aug. 31 – October 12, 2012</p>
<p>Rosser’s Raid Program – Living history portrayals, artillery demonstrations, and other public programs will accompany the dedication of a new Civil War Trails marker interpreting the raid of Confederate Col. Thomas L. Rosser and the Fifth Virginia Cavalry on Westminster, on September 11, 1862 as a part of General Robert E. Lee’s Maryland Campaign.</p>	<p>Colonel Rosser’s Parking Lot Between 73 and 79 W. Main Street Westminster, Maryland 21757 <i>(partner – Corbit’s Charge Committee)</i></p>	<p>Friday, September 7, 2012</p>
<p>Maryland My Maryland: Battle of South Mountain Reenactment: Featuring scenarios from the Battle of South Mountain (Saturday) and the Battle of Antietam (Sunday)</p>	<p>Boonsboro Town Farm Boonsboro, MD 21713</p>	<p>Sat. & Sun. Sept. 8 & 9, 2012</p>
<p>Prelude to Antietam 09/08/2012-09/09/2012 Monocacy National Battlefield will partner with other Frederick area historic sites to commemorate the 1862 Maryland Campaign. Living historians, including General D.H. Hill will present programs along with a program on the famous lost Orders 191. The park will also kick off a speaker series that will follow the campaign at various sites.</p>	<p><i>Monocacy National Battlefield</i> 4801 Urbana Pike Frederick, MD 21704</p>	<p>Sept. 8 & 9, 2012</p>
<p>In the Wake of War"-Burkittsville, MD - A Civil War Walking Tour A 90 minute walking tour of historic Burkittsville, MD. You'll begin with the surgeons at the 1829 German Reformed Church which served as a Field hospital during the Maryland Campaign. Your docent will lead you through the historic village that retains much of its Civil War era character, focusing on the homes and citizens who were directly involved with the Battle of South Mountain and its aftermath. Timed tickets available on website. 7-10pm</p>	<p><i>South Mountain Heritage Society</i> 3 E Main Street Burkittsville, MD 21718</p>	<p>Sept. 11, 2012 (candlelight) Sept. 14, 2012 (daylight) This could be adapted as a Heritage Days program in subsequent years. FY13-18, other towns will be encouraged to develop similar programs.</p>
<p>"In the Wake of War"- Middletown, MD - A Civil War Walking Tour A 90 minute walking tour of historic Middletown, MD . You'll start by visiting the Union surgeons at the Zion Lutheran Church which served as a field hospital and signal station during the Maryland Campaign. Your docent</p>	<p>Zion Lutheran Church 107 W Main Street Middletown, MD 21769</p>	<p>Sept. 12, 2012 (candlelight) Sept. 14, 2012 (daylight) This could be adapted as a Heritage</p>

will lead you past antebellum homes and churches and share case studies and stories of Confederate and Union soldiers hospitalized in the many field hospitals in town as well as the stories of the ladies and gentlemen in town who cared for the wounded. Timed tickets available on website for 90 minute tour. 7-10pm	Partner – <i>Central Maryland Heritage League</i>	Days program in subsequent years. FY13-18, other towns will be encouraged to develop similar programs.
Memorial Service 09/14/2012 The service will feature music played on the 1862 Pomplitz and Rodewald Organ which had been newly installed in the church before the battle. The names of soldiers and letters written from the hospitals will be read aloud, and a short message will be given by a re-enactor taking on the persona of a mid-19th century minister. 10am.	<i>South Mountain Heritage Society</i> 3 East Main Street Burkittsville, MD 21718	Fri., September 14, 2012
Fire on the Mountain: A Hiking Tour of the Battle of South Mountain Battlefield hike of Fox's Gap at South Mountain. Follow in the footsteps of the soldiers and civilians and hear their experiences on that fateful day, September 14, 1862. 10am-4pm.	Fox's Gap <i>South Mountain State Battlefield</i>	Sept. 14, 2012
Battle of South Mountain 150th Memorial Illuminated memorial service at Fox's Gap to commemorate the Battle of South Mountain. 6:30-8:30pm Partner – <i>Central Maryland Heritage League</i>	Fox's Gap South Mountain Middletown, MD 21769	September 14, 2012
150th Anniversary of the Battle of South Mountain <i>South Mountain State Battlefield</i> will celebrate the 150th anniversary of the battle that occurred on September 14, 1862. Orientation talks, Ranger guided battlefield tours, driving tours, and living history trails will all be featured. New museum exhibits open.	South Mountain Middletown, MD 21769	September 14 & 15, 2012
Foxes Gap, After the Guns Fell Silent - campfire stories Master Storyteller Kathleen Rudisell shares Battle of South Mountain stories around the campfire at the North Carolina Monument, accompanied by the 13th North Carolina Infantry, CSA. 7:30-9pm	Fox's Gap Middletown, MD 21769 Partner – <i>Central Maryland Heritage League</i>	Sept. 15, 2012
Battle Anniversary Weekend at Antietam -A full 3-day schedule to commemorate the Sesquicentennial of the Battle of Antietam. Programs include special battlefield hikes, commemorative events, 150th Campaign Speakers Series, mobile exhibits, youth activities, Civil War music, and living history artillery and infantry firing demonstrations throughout the weekend. Both the Virginia and Pennsylvania travelling Exhibits will be at the park.	<i>Antietam National Battlefield</i>	Sept. 15- 17, 2012
150th Antietam Reenactment: Living history village, speakers, and live mortar fire demonstration on the battlefield with an explosive ending, reenactment of "Bloody Lane" (Saturday) and Burnside Bridge (Sunday).	Taylor's Landing Road Sharpsburg, MD	Sat. & Sun., Sept. 15 & 16, 2012
Soldiers' Fair and Living History: Events will include the re-creation of a Civil War fundraising carnival, re-creation of Union Army Headquarters, and a field hospital in the original Pry Barn.	<i>Pry House Field Hospital Museum</i> 18906 Shepherdstown Pike (MD Route 34), Keedysville, MD 21754	Sat. & Sun., Sept. 15 & 16, 2012

Sesquicentennial Commemoration of the Preliminary Emancipation Proclamation -The Battle of Antietam led directly to Lincoln's issuance of the Preliminary Emancipation Proclamation on September 22, 1862. This commemorative weekend will include speakers, youth activities, and programs; including presentations by the 54th Massachusetts Infantry living history group. Additional living history programs and firing demonstrations will be presented by the 40th Pennsylvania Infantry.	<i>Antietam National Battlefield</i>	September 22 & 23, 2013
Frederick, One Vast Hospital; Compassion on the Home Front - A Self-Guided Civil War Tour: Churches, and other structures, in Frederick, Maryland, that served as hospitals in the aftermath of the 1862 Maryland Campaign will offer tours and programming to interpret the experiences of military surgeons, stewards and the citizens of Frederick who offered care and compassion to thousands of wounded soldiers following the battles of South Mountain and Antietam.	Several locations in Downtown Frederick, Maryland <i>Numerous partners</i>	Fri. & Sat., Sept. 21 & 22, 2012
Aftermath of Antietam The Battle of Antietam brought the harsh realities of war to the people of Frederick. Exhibits and living history programs will provide opportunities to discover how the bloodiest single day in American history turned ordinary people into extraordinary people.	<i>Monocacy National Battlefield</i> 4801 Urbana Pike Frederick, MD 21704	Oct. 6 & 7, 2012
Civil War Medicine Conference – Numerous lectures and bus tour of Antietam Hospital sites.	Event location TBA, Hagerstown Partner – <i>National Museum of Civil War Medicine</i>	October 5-7, 2012 Conference will continue annually, uncertain as to what years will occur in HCWHA
Battlefield Hikes Park Rangers will conduct three hikes that will take visitors to separate areas of the battlefield highlighting the tactics and troop movements that transpired in those areas on July 9, 1864. Each hike covers a distance of less than two miles. Allow a maximum of two hours per hike. Meet at the park visitor center. 9am, 11:30am, 2pm.	<i>Monocacy National Battlefield</i> 4801 Urbana Pike Frederick, MD 21704	Oct. 20, 2012 FY13 through FY18 - updated annually
Antietam National Battlefield Illumination Before experiencing Antietam Battlefield's annual Grand Illumination, visit the exhibits at Pry House and Thrashing Barn. Walk the same halls as General McClellan and President Lincoln. Experience the aftermath of the Battle of Antietam through the eyes of Civil War-era living historians. Illumination gates open at 6pm at the entrance on Route 34. 11am-5pm.	Pry House Field Hospital Museum and General McClellan's Headquarters 18906 Shepherdstown Pike (MD Route 34) Antietam National Battlefield Keedysville, Maryland 21754	December 1, 2012 FY13 through FY18 – updated annually
First Call Weekends herald the upcoming season of events (following the FY12 example in Washington County	Carroll County Farm Museum in FY13 Frederick County location TBA FY14	May 4 & 5, 2013 TBA 2014
Frederick Transportation Forum – symposium explores the dramatic history of the region's transportation routes focus on the challenges to travel in Frederick County during periods of both war and peace.	Location – Delaplaine Visual Arts Center, Frederick Numerous partners	November 10, 2012
Speaker Series at Antietam National Battlefield - on such topics as the Emancipation Proclamation, the Advance to Gettysburg, the Retreat from Gettysburg, and the Election of 1864 are anticipated.	<i>Antietam National Battlefield</i>	FY13-FY18 – updated annually
Forever Free: The Emancipation Proclamation - exhibit to highlight the refocused war effort and the Union commitment to ending slavery	<i>Harpers Ferry NHP</i>	February 3 – December 31, 2013
Corbit's Charge Commemoration - Living History Encampment, parade, military and civilian demonstrations,	<i>Corbit's Charge Commemoration</i>	

period artisans, music, and more. Battle site walking tours on both days.	<i>Committee</i>	June 29-30, 2013 FY13 through FY18 - updated annually with a special emphasis in FY13 on the Roads to Gettysburg
Monocacy Junction, What's Your Function? This event at Monocacy NB will involve locations throughout the battlefield where events that occurred near the intersection of the B&O Railroad and Georgetown Pike during the 1860's will be interpreted. Emphasis will be on the Gettysburg Campaign when General George Meade was placed in command of Union forces.	<i>Monocacy National Battlefield</i>	July 6-7, 2013
Civil War Trails expansion - Existing Civil War Trails (Antietam Campaign and Gettysburg Invasion and Retreat) will be augmented to include additional stories at locations not yet interpreted. Most locations TBA.	<i>Frederick County Civil War Roundtable and other partners TBA</i> Battle of Frederick marker location will be Red Horse Parking Lot, West Patrick Street, Frederick	At least two markers to be installed in FY13, others, including a possible 1864 Trail, to be considered.
1864 – The Changing War - a series of programs that explore the political atmosphere and military events that evolved throughout 1864.	<i>Monocacy National Battlefield</i>	June 14-15, 2014
Freedom Comes to Maryland will explore the topics of abolition, emancipation, and freedom in light of the 150 th anniversary of the Emancipation of Slavery in Maryland.	<i>Monocacy National Battlefield</i>	November 1, 2014
Washington Saved! Jubal Early's March on Washington – Focus will be given to Harper Ferry's role in delaying Jubal Early's 1864 march on Washington. Living history, ranger-led programs and family/youth activities will be presented.	<i>Harpers Ferry NHP</i>	July 4-6, 1864
The Freedman's Bureau, Educating the Newly Freed Slaves and the Prelude to Storer College - This exhibit will launch a full year of activities that will highlight Harpers Ferry's role in the education of newly freed slaves post Civil War. Activities will include living history, ranger conducted programs and family/youth activities.	<i>Harpers Ferry NHP</i>	February 1 – December 31, 2015