

Section 11: Management Framework

A Platform for Implementation

Broadening visitation to the Southern Maryland Heritage Region and accomplishing the many other related objectives identified in this plan will require a cooperative effort among its partners, who will implement specific projects and programs to achieve the objectives and advance the strategies of the Management Plan. Implementing the Management Plan also will require commitment of significant financial resources from a variety of sources. These financial resources will be used to fund the staffing and operations, program activities, and capital projects required to implement this plan.

Organizing to Promote the Southern Maryland Region

In order to undertake this Management Plan, an immediate requirement is the establishment of an effective management platform or organizational structure for focusing efforts to promote the Southern Maryland Heritage Region. Such an organizational structure should serve to inform, coordinate and unite the efforts of various organizations currently engaged in promotion of various aspects of the heritage area story to improve overall effectiveness. Key organizations, among others, include the Southern Maryland Travel and Tourism Committee and the Southern Maryland Museum Consortium. The structural framework should also serve as a basis for integrating new partners into policy, planning, and implementation decisions. Staff will be needed to manage key projects. Successfully satisfying these requirements will enable the organization to focus on implementation activities and projects to support the recommended strategies discussed in this plan.

An organizational structure should be developed that serves to inform, coordinate and unite the efforts of existing organizations currently engaged in promotion of various aspects of the Southern Maryland Heritage Area story. It should also serve as a basis for integrating new partners in projects, marketing, programming, and development of new interpretive facilities.

Assessment of existing organizations and their capacity to take on overall heritage tourism functions suggests that each organization is busy accomplishing its current mission(s) and that little capacity exists with any existing organization to satisfy the broad range of management functions and project undertakings required to successfully implement many of the strategies and projects recommended to enhance the Southern Maryland heritage areas story and identity as a region. Implementing the Management Plan will tax the current capacity of any existing organization engaged in promoting Heritage Tourism within the region. Many such organizations function as coordinating and review organizations, relying largely on technical and

staff assistance provided by the Counties or others to accomplish essential tasks, such as preparing grant applications, publishing newsletters, and continuing public and community relations.

Moreover, the range and depth of activities required virtually require a partnership of organizations and agencies that together represent the breadth and depth of knowledge and capacity needed for successful implementation. At the same time, creation of a “new” organization to champion heritage tourism initiatives and implement this plan does not appear to offer an appropriate management solution. A “new” organization would likely undertake activities that might be redundant of many activities currently being undertaken in the region by existing organizations and in and of itself would not assure the collaborative effort required to coordinate heritage program investments. A new organization would also require new dedicated sources of funding to support its operation at a time when local government resources are spread thin.

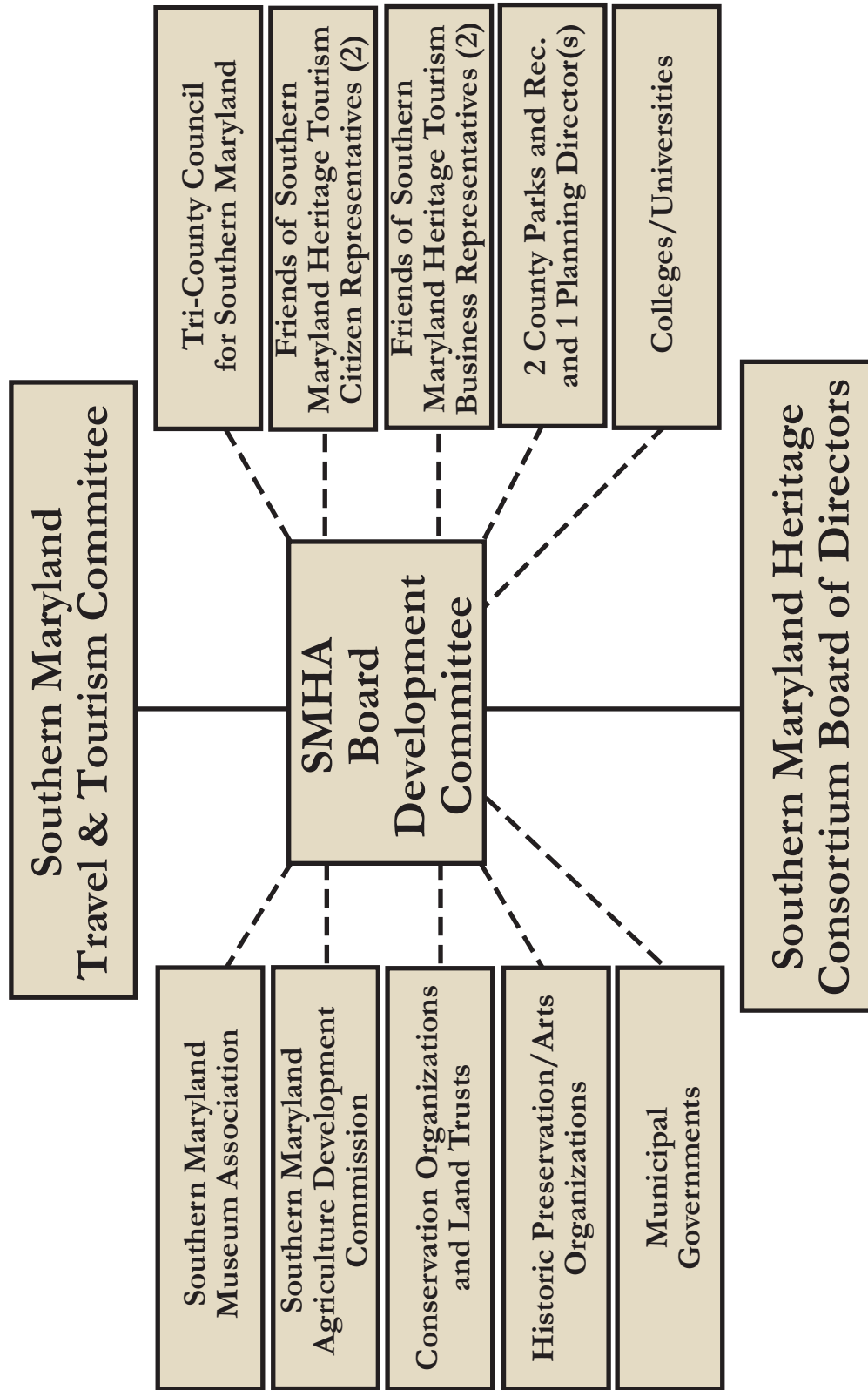
Creation of a “Southern Maryland Heritage Area Consortium” under the leadership provided by the Southern Maryland Travel and Tourism Committee can create a “partnership forum” that can better support program implementation. Such an organization would simply bring together existing heritage program supporters and providers to enhance opportunities to leverage greater benefits from their initiatives and activities through mutually supportive activities undertaken by heritage area partners. With non-profit corporation status through the involvement of the Tri-County Council for Southern Maryland, such an organizational partnership could seek funding for projects from both government and non-profit organizations alike. Such a forum is therefore recommended as the best means of piloting efforts to implement this plan.

Figure 1 outlines the proposed composition of a prospective Board of Directors for such an organizational partnership.

Such a consortium of existing organizations can serve to:

- bring together the many heritage area partners which are currently engaged in a number of heritage area initiatives;
- provide a forum for assuring their “collective” efforts can yield greater benefits to the region; and
- provide an organizational form that will permit it to seek grants from both the public sector and from private foundations to augment the range and types of projects that can be undertaken to promote heritage tourism within the region.

Figure 1 Proposed Board Composition Southern Maryland Heritage Consortium



As the non-profit organization implements the Management Plan, they will be simultaneously advancing multiple strategies, including (but not limited to) the following:

- Assisting its partners in the development of a tourism infrastructure, such as visitor services and facilities and enhanced heritage tourism and recreation offerings.
- Creating a regional identity and participating with others in regional marketing/promotional strategies to increase tourism.
- Partnering with local communities and organizations as well as state and local agencies or foundations to achieve community revitalization and economic development objectives.
- Developing visitor orientation and interpretive facilities to enhance the visitor experience and lengthen their stay and increase visitor spending in the region.

The Southern Maryland Travel and Tourism Committee, with the support of the County Commissioners in each of the three Southern Maryland Counties should take the leadership role in establishing the “Consortium”. Together, they should appoint a “Southern Maryland Heritage Consortium Board Development Committee” that would represent appropriate heritage interests to formalize the Mission, objectives and role of the organization and to establish an organization Board of Directors. To the extent possible appointees to the Committee should reflect the likely board composition of the Consortium.

The recommended board composition would provide for representation and/or membership as follows:

- One representative from the Southern Maryland Travel and Tourism Committee.
- One representative from the Southern Maryland Museum Association.
- The Executive Director of the Tri-County Council for Southern Maryland
- One Municipal Government Representative (selected among the five municipal governments in the region)
- One representative from the Southern Maryland Agricultural Development Commission.
- One representative from an Historic Preservation and/or Arts organization.
- One representative from the region’s Colleges/Universities.
- One representative from regional or county conservancy organizations.
- Two County Parks and Recreation program Directors (to be rotated among Counties)
- One County Planning and Zoning program Director (to be rotated among Counties)
- Two business representatives and two citizen representatives from the “Friends of Heritage Tourism”; an organization to be created to further extend Heritage program partnerships throughout the region (see later discussion).

This fifteen (15) member board would direct the activities of the Consortium.

The Southern Maryland Travel and Tourism Committee would serve as the marketing arm of the consortium with the support of the Southern Maryland Museum Association. Both organizations are currently key stakeholders in promoting tourism in the region and should therefore be directly engaged to provide leadership for the Consortium. The Tri-County Council for Southern Maryland could serve as the third leg of the stool to support the organization in that it is a qualified non-profit organization. The Tri-County Council's participation can provide support to the consortium in handling administrative and financial matters, and in housing staff for the organization. Perhaps most important, the Tri-County Council's non-profit organization status could be shared with the Consortium and enable it to seek funding from other non-profit organizations to provide financial support for activities and projects undertaken on behalf of the organization.

A consortium of existing organizations will expand the capacity to perform the numerous tasks outlined in this Management Plan and virtually assure partnership working relationships among its members. The process of creating such an organization should also increase opportunities for existing organizations engaged in various aspects of heritage tourism to define the role and activities of the organization. This would be accomplished by taking the following steps:

- Developing a mission statement for the organization to reflect its role as a catalyst for heritage preservation and tourism development;
- Developing the "Articles of Incorporation" and "Bylaws" as necessary and establishing a Board of Directors that assures representation from existing heritage area organizations and service providers;
- Establishing an effective committee structure;
- Hiring staff; and
- Defining the scope of organizational operations and activities.

Proposed Organizational Form

The "Management Structure Chart" (Figure 2), outlines a proposed organizational management platform to guide the formative structure for the Southern Maryland Heritage Area Consortium.

Once the organizations Board of Directors is established the management framework recommends a committee structure within the Consortium that can help it to evolve into a more effective management entity that includes broad representation of and participation by stakeholders and partners. Representation on the organizations committees will need to be broad and should assure balanced representation by key agencies, organizations, heritage area interests and jurisdictions. Examples of the types of membership interests that the new non-profit should seek for participation through its committee structure include the following:

Economic Development/Heritage Tourism Development Interests

- Representation from the Southern Maryland Museum Association
- Representation from the each County's Chamber of Commerce
- Visitor support business representation from businesses or corporations that are directly impacted by the Travel industry and heritage tourism in the region (e.g. hotel or restaurant industries)..

Historic Preservation/Resource Protection Interests

- Representation from Historical Preservation organizations..
- A representative from Thomas Stone National Historic Site
- Representation from State Park Facilities
- Representation from County Parks and Recreation Departments
- Representation from Land Trusts/Conservancy Organizations

Private Non Profit and Charitable Organizational Interests

- Representation from the American Chestnut Land Trust
- Representation from the Charles County Arts Alliance
- Representation from the Calvert County Cultural Arts Council
- Representation from the Art Alliance of St. Mary's College
- Tri-County Council for Southern Maryland

Government

- Representation from the Tourism Departments in each of the three Counties.
- Representative from the Economic Development Departments in each of the three Counties.
- A representative from the office of County Commissioners in each County
- Representation from the Towns of Chesapeake Beach, North Beach, Leonardtown, Indian Head and La Plata.

Disciplines/Backgrounds to benefit further support organizational interests (5 members)

- An Attorney
- A Realtor/Developer
- A Marketing Specialist
- An Accountant
- A Fund-raising specialist

Not all of these organizations require representation on the Board of Directors of the Consortium, but may be represented within the organization's committee structure. To the extent that

members representing other organizations may have backgrounds or disciplines that support organizational interests they may reduce the size of the Board of Directors. As part of its capacity building strategy, the Southern Maryland Heritage Consortium should develop a basic orientation and training program for new board members that will provide a thorough explanation and description of their immediate and long-term roles and responsibilities. Training workshops and seminars should be offered to board members, partners, friends of the organization (see later discussion) and staff covering relevant heritage area initiatives and topics such as grant writing and nonprofit management that might benefit member organizations.

Proposed Organizational Structure

Southern Maryland Heritage Consortium Board of Directors

The Consortium Board of Directors' principal responsibilities will be fulfillment of the objectives set forth in this strategic plan, maintaining legal accountability for organizational operations, and policy development. The Board of Directors also will be responsible for evaluating and determining compensation for the Executive Director. Board members will accomplish their functions by developing a practice of regularly scheduled meetings and by establishing a committee structure that is appropriate to the size and function of the organization. Board members will serve as spokespersons for the Consortium in their respective communities, organizations, and agencies. The Board of Directors will conduct regular reviews of their composition to ensure the most effective representation, board expertise, and commitment. In addition, the Board of Directors should be responsible for the following tasks:

- Formulating plans, projects, and activities to accomplish the objectives for the Southern Maryland Heritage Tourism Region;
- Determining those projects and activities which should receive priority attention and included in periodic funding requests that will be made to the Maryland Heritage Area Authority (MHAA).
- Monitoring the progress toward implementation of this Strategic Plan (and other projects in which the Consortium is involved);
- Ensuring financial solvency of the organization;
- Establishing a fair system of policies and procedures for human resource management, and;
- Producing an annual report on the status of the implementation of the Management Plan.

The Board of Directors will include a President or Chairperson, a Vice President or Vice Chair, a Treasurer, and a Secretary. These members will comprise the Executive Committee.

Board Committees

The Southern Maryland Heritage Consortium Board Committees will provide an organized and focused means for members and partners to devise cooperative strategies and recommend specific plans and programs to address issues. The following standing committees should be established:

Executive Committee: The Executive Committee will oversee the operation of the board, Executive Director, and act on behalf of the board during on-demand activities that occur between meetings (these actions or decisions would later be presented for full board review). The Executive Committee will also perform evaluations of the Executive Director. The Executive Committee will consist of the President or Chair, the Vice President or Vice Chair, the Treasurer, and the Secretary, chosen from the Consortium Board of Directors.

Finance Committee: The Finance Committee will oversee development of the organization's budget and ensure adequate financial controls. The Treasurer will serve as the chairman of this committee. Members for this committee should include bankers, certified public accountants, financial managers and/or investment brokers.

Fund-Raising Committee: The Fund-Raising Committee will oversee development and implementation of a Fund-Raising Plan, and identify and solicit funds from external sources, including public and private sector grants. This Committee will also serve as the liaison between the Board and the proposed "Friends of the Heritage Area" organization, and will oversee Friends-sponsored annual and special fund-raising events. Examples of members for this committee include representatives from charitable organizations, bankers, estate planners, Colleges/Universities and other persons having served in a similar capacity for other organizations.

Marketing and Public Relations Committee: The Southern Maryland Travel and Tourism Committee would serve as the marketing arm of the consortium. The Travel and Tourism Committee would oversee development and implementation of the Consortium's Marketing Plan. The marketing and public relations committee will insure that the Consortium is represented to the region in a manner that enhances the organization's image, including oversight of all communications with the media. Membership for this committee might also include media executives, graphic design executives, and other industry executives with experience in marketing and advertising.

Staffing

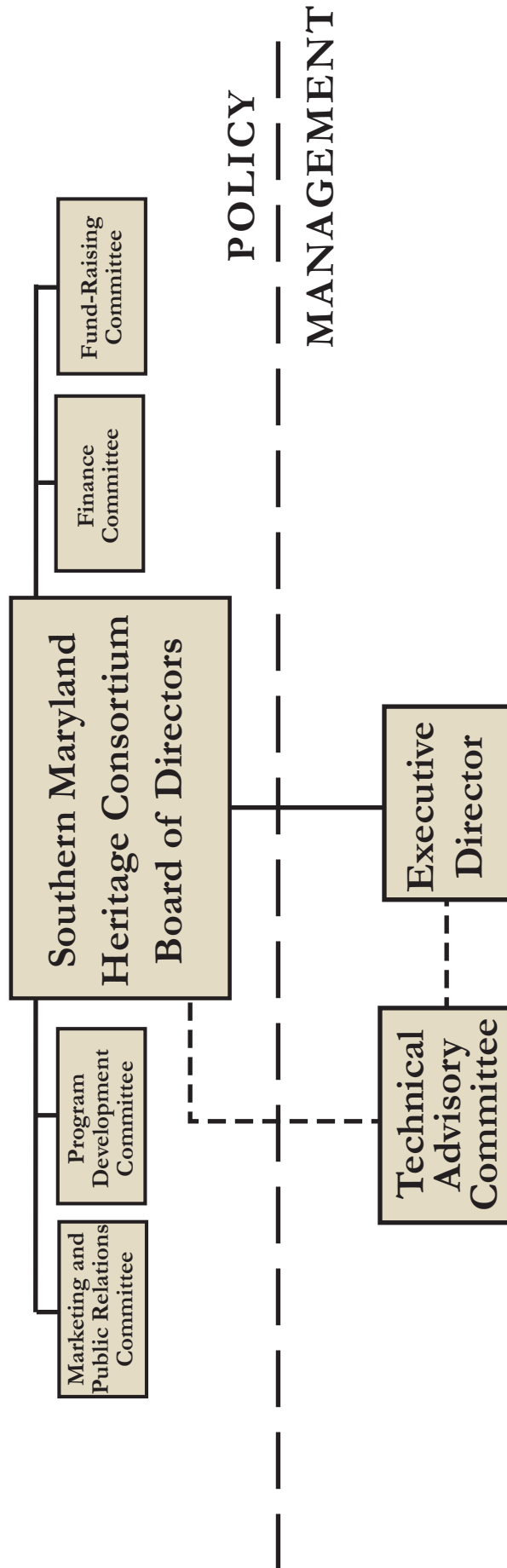
In order to advance specific programs and to insure the implementation of key projects recommended in this Strategic Plan, the Consortium will require staff. During its formative year staff functions and organizational support may need to be provided by existing County Tourism Directors or Managers. Each County's tourism department has been actively engaged in the

region's heritage program development and share interests in achieving the objectives in this plan. The three County Tourism Directors would serve as the Boards Technical Advisory Committee (TAC) (see Figure2). During the first year they may also serve as staff to the board although they would continue to serve in the TAC capacity to provide support and direction to the Consortiums staff as the organization evolves.

However, the focus of the Board in its formative stages should be on developing the organization's staff capacity. An executive director for the Consortium will need to be brought on board to satisfy a number of organizational needs. In addition to managing the daily operation of the Consortium, the general responsibilities of the Executive Director would include the following:

- Assuring that the organization has a long-range strategy, which achieves the mission for the Southern Maryland Heritage Region and makes consistent and timely progress;
- Working with the Consortium Board of Directors to design, administer, and evaluate a comprehensive schedule of programs, projects, and administrative policies that will achieve stated goals and objectives;
- Developing and recommending to the Board of Directors an annual budget for their approval, including a system for managing programs within those guidelines;
- Keeping the Board of Directors fully informed on the condition of the organization so that governance functions are carried out;
- Serving as chief spokesperson for the organization and thereby assuring the organization and its mission is properly presented to the public and support interests and organizations; and
- Managing the human resources of the organization.
- Assisting the Consortium's (SMHC) partners in acquiring funding for implementation of capital projects and/or development of interpretive facilities;

Figure 2
Proposed Management Structure
Southern Maryland Heritage Consortium



- In consultation with the Marketing and Public Relations Committee (Southern Maryland Travel and Tourism Committee, preparing a long-range marketing plan that identifies potential markets and market needs. The Marketing Plan will address how to meet needs with Consortium products and services/programs or the products, services and programs of its members. The Marketing Plan also will address how to promote and sell the regions products, services and programs;
- Assisting partners with projects and activities that advance the organization’s objectives, including coordinating implementation projects and providing leadership in stewardship activities, for example “Adopt a Trail” programs, tour facility development, volunteer recruitment, and manpower management.
- Guiding the development of service and program delivery mechanisms, including evaluation of existing services and programs, guidance for new programs and services, and oversight and coordination of development of stewardship programs and volunteer activities. The Executive Director will also recommend projects to the board to increase and/or enhance interpretive and educational programs and facilities, and will serve as the link between the board and SMHA museums and interpretive facilities on program activities.
- Guiding the advancement of capital projects that will result in new and/or enhanced facilities to support the development of the local tourism economy. Examples include construction of new or enhancement of existing interpretive facilities, completion of trail segments, and development of new tourism service facilities.

Successful implementation of the Management Plan is contingent upon funding for the Executive Director to support operations. Acquiring this funding assistance should be the Consortium’s priority in the first year. The Executive Director will work with the various committees and will be responsible for assisting partners with their development planning activities. This will require a specific emphasis on the implementation of capital projects, marketing and public relations, and interpretive facility development. The Executive Director and any other staff determined appropriate will be expected to pursue and administer grants and loans from public and private sources and insure adequate funding to support the organization’s ongoing operations and program activities.

**Table 11-1
Southern Maryland Heritage Area Consortium
Five-Year Start-Up Budget**

ANNUAL EXPENSES	MHAA GRANT FUNDS	COUNTY CASH MATCH (shared by 3 counties)	OTHER CASH MATCH	TRI-CO COUNCIL IN-KIND MATCH	OTHER IN-KIND MATCH	TOTAL
YEAR ONE (public sources may make up 100% of match)						
PERSONNEL						
Director Indep. Contractor (rate x hours)	\$15,000	\$9,000				\$24,000
Board/Committees/Volunteer Time					\$4,000	\$4,000
CONTRACT SERVICES						
Web/brochur/newsletter/annaul rppt		\$1,300				\$1,300
SUPPLIES						
Office supplies		\$300				\$300
REIMBURSABLES						
Mileage and Travel		\$500				\$500
POSTAGE	\$1,000					\$1,000
OFFICE SPACE				\$4,000		\$4,000
OVERHEAD						
Office Equipment Use (PC/prntr, fax, copier)		\$600		\$500		\$1,100
Utilities/Services (phone, elec, cleaning)		\$300		\$500		\$800
TOTAL	\$16,000	\$12,000		\$5,000	\$4,000	\$37,000
75% of \$16,000 to be matched in cash = \$12,000 provided by counties						
YEARS TWO & THREE						
PERSONNEL						
Director Indep. Contractor (rate x hours)	\$13,000	\$10,500	\$4,125			\$27,625
Board/Committees/Volunteer Time					\$3,000	\$3,000
CONTRACT SERVICES						
Web/brochur/newsletter/annaul rppt	\$6,000					\$6,000
SUPPLIES						
Office supplies	\$500					\$500
REIMBURSABLES						
Mileage and Travel	\$1,000					\$1,000
POSTAGE		\$1,000				\$1,000
OFFICE SPACE				\$4,000		\$4,000
OVERHEAD						
Office Equipment Use (PC/prntr, fax, copier)	\$1,000			\$500		\$1,500
Utilities/Services (phone, elec, cleaning)		\$500		\$500		\$1,000
TOTAL	\$21,500	\$12,000	\$4,125	\$5,000	\$3,000	\$45,625
75% of \$21,500 to be matched in cash = \$16,125 with \$12,000 provided by counties and \$4,125 by the private sector; 25% of grantee cash match of \$16,125 to be provided by private sector= \$4,032						

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Southern Maryland Heritage Area Consortium
Five-Year Start-Up Budget**

ANNUAL EXPENSES	MHAA GRANT FUNDS	COUNTY CASH MATCH (shared by 3 counties)	OTHER CASH MATCH	TRI-CO COUNCIL IN-KIND MATCH	OTHER IN-KIND MATCH	TOTAL
YEARS FOUR & FIVE						
PERSONNEL						
Director Indep. Contractor (rate x hrs)	\$25,000	\$11,000	\$12,000			\$48,000
Board/Committees/Volunteer Time					\$3,000	\$3,000
CONTRACT SERVICES						
Web/brochure/newsletter/annual report	\$4,000					\$4,000
SUPPLIES						
Office supplies	\$500					\$500
REIMBURSABLES						
Mileage and Travel	\$1,000					\$1,000
POSTAGE	\$1,000	\$1,000				\$2,000
OFFICE SPACE				\$4,000		\$4,000
OVERHEAD						
Office Equipment Use (PC/printer, fax, copier)				\$500		\$500
Utilities/Services (phone, elec, cleaning)	\$500			\$500		\$1,000
TOTAL	\$32,000	\$12,000	\$12,000	\$5,000	\$3,000	\$64,000
75% of \$32000 to be matched in cash = \$24,000 with \$12,000 provided by counties and \$12,000 private sector; 50% of match = \$12,000 to be provided by private sector						

Create “Friends of Southern Maryland Heritage Tourism”

Creation of a subsidiary group to the Southern Maryland Heritage Area Consortium would also provide a number of benefits to the regions heritage tourism program. Such a subsidiary group in the form of “Friends of Southern Maryland Heritage Tourism” would establish a volunteer network of interested individuals, enhance fund raising efforts, and broaden the network of heritage program supporters in the region. “Friends” could enhance capability to solicit volunteers to be used to assist with regional events and festivals or to serve as tour guides, docents, or interpreters. Significant donations of time, financial resources, and effort from member “Friends” could be recognized by the Consortium through its newsletter and/or an annual banquet sponsored specifically to recognize contributions and solicit funds. The “Friends” organization would also provide 4 members as part of the composition of the Consortium Board of Directors (see previous discussion).

Membership dues could be used to match MHAA project funding or to undertake projects for which alternative funding sources are not available. A membership structure for the organization might include various categories or levels of membership including:

- benefactor or corporate membership
- patron or sponsor membership
- family membership,
- individual membership
- student membership

Annual dues for membership might range from \$500 to \$15 annually depending on the particular category of membership.