

**Minutes of the  
One Hundred and First Meeting of the  
Maryland Heritage Areas Authority  
October 26, 2023**

The one hundred and first meeting of the Maryland Heritage Areas Authority (MHAA) was convened on October 26, 2023 at the Havre de Grace Colored School Museum and Cultural Center at 555 Alliance Street Havre de Grace, Maryland 21078.

**Authority Members/Designees Present**

Rebecca L. Flora (MD Department of Planning Secretary and Chairperson for the Maryland Heritage Areas Authority); Natalie Chabot (Representative for MD Greenways); Elizabeth Hughes (State Historic Preservation Officer); Robert D. Campbell (Governor's Appointee for Historic Preservation and serving as the Vice Chair for the Maryland Heritage Areas Authority); Dennis Doster (Governor's Appointee for Heritage Tourism); Nicholas Redding (President of the Senate representative); Melissa Archer (representing MD Department of Housing & Community Development Secretary Jake Day); Julie Schablitsky (representing MD Department of Transportation Secretary Paul Wiedefeld); Peter Ramsey (representing MD State Superintendent of Schools Mohammed Choudhury); Jonathan Hughes (Speaker of the House representative)

**Authority Members/Designees Absent**

Rowland Agbede (representing MD Department of Agriculture Secretary Kevin Atticks); Pete Leshner (MD Association of Counties representative); John A. Kinnaird (MD Municipal League representative); Geoffrey Newman (representing Maryland Department of Higher Education Acting Secretary Sanjay Rai); Elizabeth Fitzsimmons (representing MD Department of Commerce Secretary Kevin Anderson); Marianne Harms (Speaker of the House representative)

**Heritage Area Directors/Staff Present**

Lucille Walker (Southern Maryland National Heritage Area and Co-Chair, Maryland Heritage Areas Coalition); Brigitte Carty (Lower Susquehanna Heritage Greenway and Co-Chair, Maryland Heritage Areas Coalition); Sarah Rogers (Montgomery County Heritage Area); Elizabeth Shatto (Heart of the Civil War Heritage Area); Meagan Baco (Anacostia Trails Heritage Area); Aaron Shapiro (Patapsco Valley Heritage Area); Holly Gilpin (Heart of Chesapeake Country); Gail Owings (Stories of the Chesapeake); Shauntee Daniels (Baltimore National Heritage Area); Nicole Gray (Passages of the Western Potomac Heritage Area/Canal Place); Brandon Rosario (Southern Maryland National Heritage Area)

**Staff Present**

Ariane Hofstedt (Administrator, Maryland Heritage Areas Program); Martha Waldron (Assistant Administrator, Maryland Heritage Areas Program ); Andrew Arvizu ( Assistant Administrator, Maryland Heritage Areas Program); Brenna Spray (MHT and MHAA Outreach Coordinator); Rieyn DeLony (Office of the Attorney General)

**CALL TO ORDER**

Secretary Rebecca Flora called the meeting to order at 10:04 AM.

Secretary Flora introduced the two new Authority members appointed since the July meeting: Peter Ramsey, representing the Maryland State Department of Education and Julie Schablitsky, representing the Department of Transportation.

Secretary Flora thanked Brigitte Carty, Executive Director of the Lower Susquehanna Heritage Area, for hosting the Authority’s first in-person meeting since 2020. Ms. Carty welcomed the Authority and thanked the Havre de Grace Colored School Museum and Cultural Center (HGCSMCC) and pointed out several maps around the room to help orient the Authority to the heritage area boundaries.

Ms. Patricia Cole, President of HGCSMCC, welcomed the Authority and gave an overview of the historical and cultural significance of the building and organization.

**ACTION ITEMS**

Resolution R-100 to Approve Minutes from the July 13, 2023 meeting

Before a motion was made, Hilary Bell noted that both she and Secretary Kurtz were at July 13, 2023 meeting, which was not reflected in the minutes.

Secretary Flora called for a motion for the approval of the July Authority meeting minutes as amended. Mr. Bob Campbell made the following motion, which Ms. Elizabeth Hughes seconded.

**RESOLVED**, that the Authority approves the July 13, 2023 Minutes as amended.

The resolution passed unanimously.

Resolution R-200 to Approve Nominations and Vote of New Executive Committee Member(s)

Secretary Flora reminded the Authority that Marty Baker left her position with the Department of Transportation and thus, her role as an Executive Committee member. The Executive Committee plays an important role, especially in the process of reviewing and approving emergency grants, among other things. The Secretary asked the group for nominations for additional members to join Mr. Campbell and herself on this committee.

Elizabeth Hughes nominated Dennis Doster. Mr. Doster said a few words summarizing his interest and expertise and accepted the nomination.

Mr. Campbell shared that he reached out to Pete Leshner before the meeting and is nominating him. He provided a summary of Mr. Leshner's experience and qualifications for the committee and indicated that Mr. Leshner accepted the nomination via email.

Melissa Archer nominated herself and spoke briefly about why she is interested and qualified to serve on the committee.

Secretary Flora shared her wish to put forth all three candidates for approval and asked for a motion. Mr. Redding made a motion. Ms. Chabot seconded.

**RESOLVED**, that the Authority approves a call for nominations and a motion to elect a Member, or Members, to serve on the Executive Committee of the Authority, pursuant to MHAA Bylaws, Article VIII Section 2.

The resolution passed unanimously and Secretary Flora welcomed Mr. Leshner, Mr. Doster, and Ms. Archer to the Executive Committee. She mentioned the need to update the emergency grant criteria and expressed her excitement on working with this group moving forward.

Resolution R- 300 to Approve a Request by Historic St. Mary's City Foundation, Inc. to Revise the Scope of Work of the FY 2022 Capital Grant for the "1634 St. Mary's Fort Pavilion"

Mr. Arvizu introduced Dr. Travis Parno who joined the meeting via phone. Mr. Arvizu then introduced the original scope of work (The Grant and Grantee's Contribution will support costs for the construction of a pavilion. The Grantee's Contribution will also support costs for site planning, archeology, site work, permitting, signage, plantings, and plumbing tie-in) and explained Historic St. Mary's City Foundation's amendment request for a scope, budget, and

timeline change. Instead of constructing a pavilion, the grantee would use MHAA funds to reconstruct a the bastion, firing platform, and a portion of the palisade wall where the St. Mary's Fort once stood 400 years ago.

Lucille Walker, Executive Director of the Southern Maryland National Heritage Area, expressed support for the project and mentioned that this new approach is fully endorsed by the heritage area and is geared towards visitors who frequently struggle to understand what they are seeing when on site.

Dr. Parno also emphasized that reconstructing the bastion and sections of the palisade wall will help orient visitors and lend more perspective to the historical landscape.

Secretary Flora thanked Ms. Walker and Dr. Parno and asked the Authority to discuss the amendment request.

Mr. Campbell expressed the importance of understanding why the original scope is being abandoned. Dr. Parno replied and shared that the original pavilion was a project designed when the Fort was first discovered and the thought was that it would provide a shady location for visitors who visited the archaeological site. However, since the grant was awarded, the two project leads have left the organization and the project languished. After picking it up, Dr. Parno explained that grant funds would only fund a little less than one third of the pavilion project, especially with the consideration of increasing construction costs. Fundraising for the additional costs would delay the project even further. The advantage of the new proposal is that the budget is sound and covered fully by both the grant funds and the Historic St. Mary's Commission's match.

Secretary Flora requested that the MHAA staff provide a side-by-side budget comparison of the approved vs. requested line items for future requests to provide more context surrounding the amendment.

Dr. Schablitsky asked about the nature of MHAA amendments – is an alternation to an original grant request allowed? Ms. DeLony confirmed that because this is a whole new scope of work, and this request is allowed as long as it comes before the Authority. Administrative changes to the budget or timeline can be undertaken by MHAA staff without Authority approval.

Secretary Flora asked if there was any further discussion. Hearing none, she asked for a motion. Mr. Redding made a motion. Ms. Chabot seconded.

**RESOLVED**, that the Authority approves Grantee’s request to revise the Scope of Work of the FY 2022 Grant for the “1634 St. Mary’s Fort Pavilion” to remove the pavilion and redirect funding to a reconstruction of a bastion, firing platform, and palisade wall. The reconstruction will provide ADA access.

The resolution passed unanimously.

Resolution R- 400 to Approve Proposed Revision to MHAA Block Grant Reporting Requirements

Secretary Flora directed the Authority to the memo that was sent around in the briefing materials prior to the meeting.

Ms. Hofstedt provided additional context and reminded the Authority that the heritage area management entities are eligible to receive Management, Marketing and Block (mini pass-through) grants each year. Per MHAA regulations, they all require a project summary sheet, a mid-project and final report. The Block grants have an additional disbursement of funds requirement that allows them to request their grant in one lump sum at any time upon showing proof that they have begun their mini-grant round. The information that is requested on the Disbursement of Funds form and the Mid Project Report is very similar. Therefore, the recommendation is to combine the mid-project report and disbursement of funds requirements into one document.

Mr. Redding asked for clarification surrounding mid-project reports and asked why they are necessary.

Ms. Hofstedt explained that the mid-project reports are typically tied to a second disbursement of funds but that this only really applies to project grants. They are also an opportunity for MHT easement and compliance staff to make sure specific projects are progressing appropriately. For the Block grants, the mid-project report is also used to confirm that the grantee has begun their mini-grant process and has started receiving applications for consideration. It is likely that Block grants were given a mid-project requirement for consistency.

Ms. Chabot asked the coalition for their opinion surrounding the action item.

Ms. Walker said that in general, less reporting is better, though the entire Maryland Heritage Area Coalition have not discussed this particular suggestion.

Mr. Redding expressed the need for trusting grantees and presented the idea of giving the funds in one full disbursement at the execution of the grant agreement and requiring a final report at the end, thereby removing the disbursement request form and request for mid-project report altogether.

With no objections from the rest of the Authority, Secretary Flora requested a revision to the presented resolution to indicate that the Block grants should include a disbursement of funds upon execution of the grant agreement and a final report at the completion of the grant.

Mr. Redding moved. Ms. Chabot seconded.

**RESOLVED**, that the Authority approves the recommendation to consolidate the reporting and grant disbursement requirements of Maryland Heritage Areas Authority Block Grants to heritage area management entities by removing the disbursement request, the Mid-Project Report, and the second Request for Payment to reduce the number of required submissions from four to two.

The resolution passed unanimously as amended.

#### **MHAA CHAIRPERSON ANNOUNCEMENTS/UPDATE**

Secretary Flora thanked the Authority for moving through the meeting action items and proceeded to give an overview of what is currently on her plate, including gearing up for the 2024 legislative session which will focus on 2025 budget requests. She shared that generally, the Governor's office is focused on the state's stagnant GDP growth and is therefore committed to fiscal discipline. The budget will be very tight due to the various state vacancies that have been filled since the pandemic, one-time monies coming in, and changes in markets. She expressed the importance of the heritage area program, not only to our communities, but to the economy. The economic impact of the program will be an important component when considering any future funding requests with this administration.

Mr. Campbell thanked the Secretary for bringing this to the Authority's attention.

#### **MHAA Member Appointments**

Secretary Flora reminded the Authority that there are still two vacant positions: the second of the two positions recommend by the Senate President and a representative from the Maryland Tourism Development Board. The appointments process is very strict and ensures that highly

qualified people are put forward under the umbrella of equity and diversity. MDP is working hard to get these positions filled.

The Secretary also shared that one of our current Authority members has not been meeting the attendance requirement outlined by the Governor's Appointments Office and the Maryland Municipal League will be identifying a new representative.

### **Executive Committee Decisions on Two FY24 Emergency Grant Requests**

Secretary Flora told the Authority that since the last meeting, she and Mr. Campbell, as the majority members of the Executive Committee, reviewed and approved two emergency grants that were submitted to the program and is now reporting these approvals to the rest of the Authority. The resolutions that approved these grants are cited here for the record.

#### Resolution R-100 FY24 Emergency Grant Request from Spruce Forest Artisan Village, Inc.

**RESOLVED**, that the MHAA Executive Committee approves the request for MHAA Emergency Grant funding to the Spruce Forest Artisan Village, Inc. for \$13,908 for the Historic Caboose Relocation Project which includes moving critical equipment and urgent site preparation and infrastructure to be funded with FY 2024 MHAA emergency grant funds. All eligible expenses may be covered by the grant and required matching funds.

#### Resolution R-200 FY24 Emergency Grant Request from The Allegany County Chamber of Commerce, Inc.

**RESOLVED**, that the MHAA Executive Committee approves the request for MHAA Emergency Grant funding to the Allegany County Chamber of Commerce, Inc. for \$10,000 for Emergency Repointing/Foundation Repairs of the Bell Tower Building, to be funded with FY 2024 MHAA emergency grant funds. All eligible expenses may be covered by the grant and required matching funds.

Both Secretary Flora and Mr. Campbell had questions about what constitutes an emergency, rather than neglected maintenance, for example, and expressed the importance of ensuring that these requests are not coming in because they did not get funded through the annual grant process. She reiterated that this is a great opportunity for the Executive Committee to review the emergency grant guidelines and criteria.

Mr. Campbell reemphasized that the applications really need to be compelling as emergencies. One of the applications put forward was a request that was motivated by a new opportunity while the other involved masonry repairs, which were revealed when other work was done. He wondered whether or not these applications would have been competitive within the

competitive grant round environment and wants to consider any additional criteria without making it additionally cumbersome for applicants.

Ms. Hughes commented that the concept of what is a true emergency has always been a challenge and is a challenge for many grant programs. However, she fully supports trying to focus the criteria despite the hard decisions always being present. She feels that the Executive Committee should continue to be responsible for this decision.

To this, Ms. Shatto mentioned a past emergency grant request that was declined because the project was something that could have been anticipated. There is a precedent for declining emergency requests.

### **Maryland 250**

Secretary Flora provided the Authority with an update on the Maryland 250 Commission, which was convened by former Governor Larry Hogan. It has since been recommissioned by Governor Moore to capture components that were not initially included. Michele Johnson was hired as the Maryland 250 Executive Director and worked very closely with the Governor's office to create a new executive order, published in July. Secretary Flora introduced Ms. Johnson to the Authority.

Ms. Johnson thanked the Secretary and shared the new brand and tagline for the initiative: "Maryland's Story is America's Story." A new website will launch in the coming weeks. She mentioned the new executive order which has outlined the commission. Overall, this initiative will bring new opportunities to our state and Ms. Johnson is looking forward to working with the heritage areas program.

Secretary Flora expressed her excitement and thanked Ms. Johnson.

### **MANAGEMENT REPORT (Ms. Ariane Hofstedt, MHAA Administrator; Martha Waldron, MHAA Assistant Administrator)**

#### **MHAA Financing Fund Report**

Ms. Hofstedt reported that the financing fund balance is \$338,658.30. This is \$94,967.50 more than what was reported at the July meeting, which can be attributed to three things: 1) \$40,000 we received back from the Symphonic Strategies contract being cancelled, 2) \$25,250 grant from the Council of Dorchester County/Saving the Historic Bayly Cabin that was cancelled, and 3) \$29,717.50 in additional unused operating funds that was calculated at FY23 close out.



Ms. Hofstedt reminded the Authority that coming out of the pandemic, the excess in the financing fund had been depleted, mostly due to the number of emergency operating grants that were distributed. The goal has been to build this balance back up and program staff believe this has now been achieved.

### **MHAA Strategic Plan Update**

In July, the Authority gave program staff permission to begin with the planning phase of the strategic planning process. Ms. Hofstedt has been meeting one-on-one with heritage area directors to get their input on issues and questions that should be addressed throughout the planning process and the plan itself. She thanked the heritage area directors for making time for these meetings, which she hopes to have completed by the end of November. The next step is to embark on an RFP process for hiring a consultant. Natalie Chabot and Liz Fitzsimmons have volunteered to sit on the strategic planning working group along with an individual that is not on the Authority that was put forward by a heritage area director. Ms. Hofstedt encouraged others to volunteer or put forward any recommendations and reminded everyone that while Secretary Flora must approve all members, participants do not have to be members of the Authority.

MHAA program staff are focused on aligning the MHAA strategic plan with the Moore/Miller administration's priorities, the statewide preservation plan, and MDP's strategic plan. Recommendations from Symphonic Strategies and the Racial Equity Working Group will also be folded into the planning process, including an evaluation of the program's organizational documents and structure.

### **FY24 Grant Agreements**

Program staff worked very hard to revise and streamline the grant agreement process for FY24 and believe they have been successful in making the agreements more accessible and user-friendly, and in getting funds into grantee's hands more quickly. The agreement itself was shortened to include more plain language and a new internal workflow that has cut the processing time down significantly. Other streamlined efforts over the past year include 1) a revised FY24 grant application that will be used in future grant cycles, 2) a revised request for payment/certification of expenses form that is less cumbersome, 3) eliminating the annual work plan for heritage area management entities and using their Five Year Action plans instead to fulfill the same objectives, and 4) minimizing the requirements associated with the block grants, as discussed earlier in the meeting.

Ms. Hofstedt reported that the over-the-target funding request for FY24 that was advocated by and awarded to the Coalition in the amount of \$500,000 is being disbursed to the 13 heritage areas. MHT/MHAA/MDP staff at all levels, including Secretary Flora, spent a lot of time and

worked very diligently to find a way for these funds to be administered without a matching requirement. The solution was for these funds to be administered as a grant from the Maryland Historical Trust. As of today, all but one of these grant agreements have been signed and executed. Each heritage area will receive one lump-sum payment of approximately \$38,000.

Ms. Hofstedt shared that 70% of the MHAA FY24 grants are fully executed and/or with procurement. The remaining 30% are either in the hands of the grantee for signature or still in the verification of details stage. This is the first time the program has ever been this ahead of schedule. We anticipate having all FY24 program grants executed and first payments distributed by the end of the calendar year.

### **FY25 Grant Deadlines**

Ms. Waldron provided an overview of the FY25 grant schedule, which will launch in mid-December. She shared that program staff will be offering a combination of six in-person and virtual workshops/Q&A sessions throughout the months of January and February leading up to the March 4, 2024 project grant application deadline. Staff are excited to report that for the first time ever, there is one local heritage area deadline. In past years, there were multiple deadlines which would cause confusion among applicants.

## **DISCUSSION ITEMS**

### **FY25 Grants Review Panel Process and Partial Funding**

Secretary Flora reminded the Authority that Mr. Redding brought up some concerns at the July Authority. They were: 1) should partial funding be awarded? and 2) the level of prioritization for heritage area highly ranked projects.

Ms. Hofstedt reviewed the memo that was sent to Authority members in their briefing materials and reminded them that the Grants Review Panel has used their discretion to award partial funding in the past to provide flexibility in spreading funds across more projects, including heritage areas' top priorities, and to remove ineligible expenses. This policy is supported in a document entitled "MHAA Grants Review Panel Process" dated February 2021 (when the Grants Review Panel was created) that states "Recommendations can be Full Funding, Partial Funding, Reserve-List Funding or Not Funded."

She went on to state that the Authority has the option of setting parameters for the Grants Review Panel that projects will only be funded in full, but wanted the group to be aware that this will result in less projects be funded in the future, potentially including heritage areas top priorities. She also pointed out that if there is one ineligible expense in an applicant's budget,

then we would have to deny the entire project. Partial funding allows us to remove those line items and move forward with the project.

Ms. Hofstedt also shared that in FY24, \$371,775 was freed up due to partially funding some projects which resulted in awarding 9 additional projects of which there was one #1 rank, one #2 rank and five #3 ranked projects from the heritage areas. The program staff recommend that the partial funding option stays in place and we allow applicants to speak for themselves by adding a question to the FY25 grant applications asking applicants if their projects would be able to move forward if they were partially funded.

Mr. Redding replied that the Authority could rule for full funding with a provision that allows ineligible expenses to be removed from funding consideration and projects still move forward with award. He continued to express concerns about local priorities being ranked lower. He felt that there was an implication at the July meeting that changes could not be made at that time to the funding chart because a press release was scheduled to go out the same date. To him, this felt like the Authority was rubber stamping the Grant Review Panel's decisions. Mr. Redding also mentioned Ms. Archer's comments from the last meeting about the challenges associated with partially funding projects. He expressed the need to impress upon the Grants Review Panel that we'd like to see ways for them to really consider the heritage area's top priorities.

Secretary Flora asked if there were any other concerns.

Mr. Redding said that if 1-2-3 ranked projects are put forward by the heritage areas, then the Authority should fully fund them. Ms. Hofstedt replied that there are usually legitimate reasons why those priorities do not rank as highly with the state reviewers to include issues with compliance, easements, or if the professional expertise of a reviewer raises a red flag on something.

Ms. Chabot asked how the heritage area coalition feels about partial funding. Ms. Walker and Ms. Carty shared that there are some projects that can't move forward without full funding. They do have concerns about their local priorities being ranked lower, which are ranked very specifically and intentionally at the local level. They also feel like the reduction of grant awards and cutting of funds is not done in an equitable manner across the board.

Ms. Gilpin shared that she is in favor of the partial funding option because it was very important for her heritage area this last round and allowed for her number one project to move forward with being funded.

Ms. Hofstedt explained that the local ranking is given 65% weight and the state rank is 35%. The system is meant to favor the local rankings, but it doesn't always play out.

Ms. Carty expressed that the algorithm needs to be reevaluated and feels that it is not effective.

Mr. Redding once again brought up the feeling of rubber stamping the ranking chart as its given from the Grants Review Panel to the Authority. He asked if notifying applicants of their awards after the Authority has time to review would be feasible.

Ms. Waldron mentioned that program staff operate under guidelines that state a press release must be distributed, either by MDP or the Governor's Office, before applicants can be notified of their award status. In the past, staff have received feedback about this and have made attempts to notify applicants via email as soon as possible after the public July Authority vote and press release distribution.

Mr. Redding said that with a strategic planning process embarking, we should look at best practices at the national level, for example, that can inform our process. He thanked the program staff and the rest of the Authority for bringing this conversation up because it is important.

Secretary Flora asked the Authority if anyone is opposed to awarding partial grants at this time.

No one came forward in opposition of partial funding at this time.

Secretary Flora said that the second part of this discussion should be about the algorithm. There is work to be done here and asked the Authority if anyone was opposed to reevaluating this as part of the strategic planning process and next grant round.

All members were in favor of reevaluating the algorithm as part of the strategic planning process.

Ms. Chabot said the grant program, and its impact, is one of the most important things the Authority does.

Secretary Flora suggested that program staff should come back to the Authority with more information at the January Authority meeting after discussing internally and speaking with the heritage areas. The tight timing of the grant process is an issue. If everyone can be fully

committed to confidentiality, perhaps the recommended grantees can be brought to the Authority in advance of the July meeting where a vote is held. The Authority is essentially endorsing the process and don't want to undermine the hard work of both local and state review panels.

Mr. Campbell said that both the Authority, program staff, and the Coalition can and should be able to maintain confidentiality. If we need to adjust the process to have an open forum, then we should. However, when the Grants Review Panel began, the possibility of novel thinking, external to the Authority's objectives was clear. With the previous TAC, there were perhaps more checks and balances.

Secretary Flora tasked the program staff to look at schedule and try to build in an opportunity for the Authority to have a closer look at the ranking chart, via a special meeting if there are concerns from the Authority. Perhaps the executive committee could take the comments and make a decision. We are trying to correct and improve the situation. Staff should send a revised schedule to the Authority and they'll have 5 days to make comments so we can get this in place for the FY25 round.

Ms. Archer asked about the review process for the management grant applications. She felt that the reviewers – all of whom are Authority members – were asked to review and give comments and feedback but the grants were all fully funded, by default and not competitive.

Ms. Daniels replied that it might feel like a waste of time, but the management grants tell you who each individual heritage area is. When you have a committee from all over the state, as with the project grant review process, this is important.

Ms. Archer reiterated that she felt like she deferred to the staff and it felt like another rubber stamp.

Secretary Flora ended the discussion for the sake of time and emphasized the importance of a process review at all levels, especially with strategic planning on the horizon.

### **Report from the Maryland Coalition of Heritage Areas**

Co-chair Lucille Walker greeted the Authority and expressed the sheer uniqueness of this state program, which should be noted as we progress with Maryland 250 and Maryland's 400th anniversary in 2034. She explained that the coalition is the advocacy arm of this program and they defend and fight for more funding. They feel that the program is consistently \$500,000

short. While the coalition has not confirmed their legislative agenda given the Secretary's comments at the beginning of the meeting, they will keep the Authority informed.

The heritage area director highlights were presented over lunch, after the meeting adjourned, for the sake of time.

### **NEW BUSINESS**

Secretary Flora mentioned the Authority meeting format moving forward, noting that virtual meetings ensure participation while in-person meetings allow for getting to know each other. Another in-person meeting will be held at this time next year and the rest of the meetings will be virtual, including our next one in January. She also wants to determine if a retreat-type meeting in correlation with strategic planning would be beneficial. She explained that programs can change and evolve and if any components need to change, it should come out of the strategic planning process, keeping in mind any statutory changes.

Before wrapping up, Secretary Flora asked each of the heritage area directors to stand up and introduce themselves.

Mr. Campbell asked the MHAA program staff to please clarify future Authority meeting dates. Ms. Hofstedt said they would send out a follow-up with the calendar.

### **Adjourn**

A motion to adjourn the meeting was made by Mr. Campbell. Ms. Chabot seconded. The meeting was adjourned at 12:06.