

## Appendix 1: Strategic Planning Process

A Strategic Plan Advisory Team (SPAT) was appointed by the MHAA for three purposes:

- 1.) To oversee the strategic planning process and advise the consultant team on the development and direction of the process;
- 2.) To review and approve the final strategic plan and;
- 3.) To recommend the strategic plan to the Maryland Heritage Areas Authority for approval and adoption.

SPAT representatives included the following:

Name	Title	Entity	Affiliation
Matthew Power	Deputy Secretary	Department of Planning	Maryland Heritage Areas Authority
William Pencek	Acting Deputy Assistant Secretary, Division of Tourism Film and the Arts	Department of Business and Economic Development	Maryland Heritage Areas Authority
Sylvia Ramsey	Manager, Community Enhancement Programs	Department of Transportation	Maryland Heritage Areas Authority
John F. Wilson	Associate Director, Stewardship, Land Acquisition & Planning	Department of Natural Resources	Maryland Heritage Areas Authority
Liz Shatto	Director	Heart of the Civil War Heritage Area	Maryland Coalition of Heritage Areas
Roz Racanello	Executive Director	Southern Maryland Heritage Area Consortium	Maryland Coalition of Heritage Areas
Natalie Chabot	Economic Development Director	City of Cambridge	Maryland Association of Destination Marketing Organizations
Kelly Groff	Executive Director	Conference and Visitors Bureau of Montgomery County	Maryland Association of Destination Marketing Organizations
Terry Maxwell	Byways Coordinator	State Highway Administration	Maryland Byways
Suzanne Copping	National Heritage Areas Coordinator for the Northeast Region	National Park Service	National Park Service

The work of the SPAT was supported by Philip Deters, Assistant Attorney General, Richard Hughes, Director of the Maryland Heritage Areas Program, and Elizabeth Hughes, Deputy Director of the Maryland Historical Trust and a member of MHAA Technical Advisory Committee. Key strategic plan milestones for the SPAT were as follows:

Date	Purpose of Meeting
May 19, 2008	Kick off meeting; review scope of work and timeline.
September 23, 2008	Presentation of initial research findings; visioning session.
October 16, 2008	Presentation to MHAA of initial research findings.
October 28, 2008	Presentation of recommendations for management.
January 7, 2009	Presentation of recommendations for interpretation, tourism marketing, and stewardship.
January 8, 2009	Presentation to MHAA of recommendations for management.
February 4, 2009	Meeting to review recommendations
April 28, 2009	Review of strategic plan recommendations
May 18, 2009	Review of strategic plan recommendations
June 17, 2009	Review of strategic plan recommendations
August 19, 2009	Review of strategic plan – final revisions, recommendation for MHAA approval.