



CHESAPEAKE BAY MARITIME MUSEUM

# Strategic Plan 2023 - 2028



## MESSAGE FROM KRISTEN & CRAIG

The Chesapeake Bay Maritime Museum is poised on the cusp of a transformational moment. With the opening of a new Welcome Center in late 2023, the campus experience at CBMM will be completely redefined, just as the recent opening of the Norman & Ellen Plummer Center for Museum Collections has modernized CBMM's preservation resources. Moving into CBMM's sixth decade, these facilities open incredible opportunities to better preserve and interpret the history, environment, and culture of the entire Chesapeake region in ways that are accessible to all.

Since 1965, CBMM's campus, collections, and resources have grown, but the spirit of our mission has remained constant. As we continue to center our mission-driven work within our communities, CBMM's future is not just in what we do, but our impact—why we do it. We preserve the tools of working traditions that continue to evolve alongside stories of changing communities threatened by climate change. We invest in career development pathways for our shipwright apprentices, as well as our Rising Tide after-school program students. We partner with community organizations to build belonging and meet individual needs. We focus on accessibility through every stage of the visit to CBMM, ensuring a consistent and personalized experience for all guests. People are at the center of what we do and why we do it.

This plan is a foundational document that provides guidance for the execution of CBMM's mission, the extension of its impact, the allocation of resources, and prioritization of strategies. The plan focuses on four key resource centers: Engagement (how we care for every CBMM guest), Interpretation (how we share stories and experiences about life in the Chesapeake), Advancement (how we build support for CBMM's mission), and Stewardship (all internal services necessary for CBMM to achieve its mission and goals).

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In the development of this strategy, more than 200 staff, board members, volunteers, and community members provided input on future opportunities and challenges facing CBMM and its constituents over the next five years. Working in 16 smaller groups to cover every aspect of the organization from programming to funding to campus needs, all recommendations prioritized CBMM's mission and commitment to DEAI (Diversity, Equity, Accessibility, & Inclusion). The result is a measurable plan to which we can assess annual progress, keeping focus on the CBMM of the future.

Our aspirations are bold. Over the next five years, we will increase engagement in our mission by focusing on our impact. We aim to serve 150,000 guests annually and do so by centering the needs of our audiences to build connections between the Chesapeake Bay and their own lives. Everyone belongs at CBMM and should find meaning and inspiration in their experience with us. We know this impact is only possible by investing in the people, resources, and decision-making to build a strong and resilient organization.



**KRISTEN L. GREENAWAY**  
President & CEO



**CRAIG FULLER**  
Chair, Board of Governors



## MISSION

The Chesapeake Bay Maritime Museum explores and preserves the history, environment, and culture of the entire Chesapeake Bay region, and makes this resource accessible to all.

## VALUES

**Authenticity:** We preserve and interpret inclusive stories and artifacts representing the diverse people and cultures who have inhabited the Chesapeake Bay region over time.

**Relevance:** We provide meaningful and accessible experiences to all our communities and constituencies.

**Stewardship:** We care for the priceless assets entrusted to us—our collections, our campus and facilities, our financial resources, and the people who perform our mission. Our paramount responsibility is to sustain these assets for future generations.

## VISION

As a vital community partner and industry leader, CBMM will create engaging, immersive, and transformative experiences that educate and inspire individuals throughout the Chesapeake Bay region and beyond.

## IMPACT

By engaging in high-quality experiences that meet a variety of needs, CBMM's audiences will:

- Connect stories of the Chesapeake Bay to their own lives.
- Value the history, environment, and culture of the region.
- Act as stewards and advocates of the Bay and its cultural and environmental resources.



## GOALS

By 2028, CBMM aims to:

1. Prioritize a guest experience that builds belonging, and is intuitive and accessible for all community members
2. Uphold an international reputation as a best-in-class maritime museum through unsurpassed exhibitions, programming, and shipyard projects
3. Strengthen the organization through talent management, financial stability, agile management, and a resilient campus

## PRIORITIES:

As we pursue our goals, we will focus on four priorities:

PEOPLE & COMMUNITY

CAMPUS EXPERIENCE

STORIES & EDUCATION

RESILIENCE & SUSTAINABILITY





## PRIORITY: PEOPLE & COMMUNITY

As a vibrant, inclusive organization, we will ensure all community members feel welcome.

### STRATEGIES:

- Grow our impact to reach a diverse audience of 150,000 guests annually
- Deliver a consistent and positive service culture throughout all stages of the CBMM experience
- Build an inclusive membership program with more than 9,600 members
- Extend CBMM's role as a community partner
- Increase staff and volunteer engagement, promoting teamwork and collaboration in a purpose-driven, inclusive workplace
- Create a sustainable staffing model that integrates volunteers and prioritizes organizational needs



## PRIORITY: STORIES & EDUCATION

We will illuminate the Chesapeake Bay's past, present, and future through human-centered storytelling.

### STRATEGIES:

- Demonstrate inclusive and relevant representation in CBMM's interpretation and communication to drive audience impact
- Preserve stories, traditions, and artifacts that reflect the diversity of the Chesapeake experience
- Prioritize active, immersive, forward-thinking interpretation that emphasizes the human story in CBMM's exhibitions
- Deliver impactful programs to meet diverse audience needs and inspire connection with the Chesapeake's history, environment, and culture







## PRIORITY: CAMPUS EXPERIENCE



We will optimize CBMM's campus to enhance the guest experience, now and into the future.

### STRATEGIES:

- Reorient interpretation and expand accessibility to build an intuitive campus experience for all constituents
- Invest in CBMM's campus to support the organization's current and future needs, including:
  - Expanded flexible instructional, working, and meeting spaces
  - Build capacity for a shipyard that can support the traditional vessel community with a full complement of high-quality services that provides for the exceptional care and curation of CBMM's historic vessels and preserves traditional shipbuilding skills and knowledge
  - Upgraded environmental conditions in exhibition spaces to better preserve collections
  - Consider acquisition of contiguous properties that enhance the guest experience, provide space for future needs, and increase the opportunity for earned revenue
- Extend CBMM's mission beyond the St. Michaels campus



## PRIORITY: RESILIENCE & SUSTAINABILITY

We will proactively plan for CBMM's future by mitigating risks, stewarding resources, and building sustainable growth.

### STRATEGIES:

- Achieve AAM (American Alliance of Museums) Reaccreditation
- Implement a donor stewardship program to engage new and returning donors and sponsors and encourage lifelong giving
- Increase and diversify membership and Annual Fund support
- Improve the consistency and predictability of revenue
- Create a budget strategy that aligns expenses and revenues to support organizational growth
- Implement strategies for mitigation and resilience to environmental threats including flooding, rising tides, and weather
- Implement a sustainability plan to reduce CBMM's environmental impact
- Develop a capital structure that supports long-term investment in organizational sustainability and growth
- Explore opportunities to support operations through technology to enhance marketing and communications, mission-related offerings, e-commerce, and data-driven decision-making
- Optimize the structure of the organization to enhance collaboration, efficiencies, and decision-making, with a focus on responding to business opportunities and expanding staff development



# OUTCOMES

## “What is Measured Improves.”

– PETER F. DRUCKER

CBMM is committed to continual improvement, with a focus on leveraging strategic planning guidance for initiatives, and targets and measurements to monitor progress.

The following measures will be implemented to track progress toward the strategic objectives. These targets have been developed to be ambitious yet attainable, cognizant of historical trends, future plans, and a strong optimism in the growth opportunities in front of CBMM.



### GOAL: Prioritize a guest experience that builds belonging, and is intuitive and accessible for all community members

MEASURE	FY24	FY25	FY26	FY27	FY28
Guest Attendance Totals	86,300	99,200	114,100	131,200	150,900
Guest Racial & Ethnic Diversity <sup>1</sup>	11.0%	11.6%	12.2%	12.8%	13.4%
Expand Campus Capacity <sup>2</sup>	12,000	2,000	2,000	2,000	2,000
Sustain Exceptional Net Promoter Score	75+ average over 5 years				

<sup>1</sup> Measured annually through the Wilkening Consulting & American Alliance of Museums Annual Survey of Museum-Goers

<sup>2</sup> Square feet of campus development completed

<sup>3</sup> Measured by percentage of members contributing to the Annual Fund

<sup>4</sup> Measurement calculated as Annual Endowment Distribution (4.5%)/Total Operating Expenses

<sup>5</sup> Increase lesser valued earned revenue sources by 5%

<sup>6</sup> Measurement calculated as Total Annual Revenue/Total Salary and Benefits Expense

<sup>7</sup> Measured through annual Employee Satisfaction Survey, “Retention & Growth”

<sup>8</sup> Measured through annual Employee Satisfaction Survey, “Communication & Involvement”

<sup>9</sup> Measured through hours of service

### GOAL: Uphold an international reputation as a best-in-class maritime museum through unsurpassed exhibitions, programming, and shipyard projects

MEASURE	FY24	FY25	FY26	FY27	FY28
Membership Totals	5,500	6,300	7,300	8,400	9,600
Revenue Growth	+10%	+10%	+8%	+8%	+8%
Member Annual Fund Contributions <sup>3</sup>	17%	19%	21%	23%	25%

### GOAL: Strengthen the organization through talent management, financial stability, agile management, and a resilient campus

MEASURE	FY24	FY25	FY26	FY27	FY28
Percentage of Operating Expenses Supported by Endowment Distribution <sup>4</sup>	15.5%	16%	16.5%	17%	17.5%
Earned Revenue Percentage	40%	41%	42%	43%	44%
Expand Campus Capacity <sup>5</sup>	19%	20%	21%	22%	23%
Organizational Efficiency <sup>6</sup>	+3%	+3%	+3%	+3%	+3%
Operating Capital	0	\$90,000	\$180,000	\$270,000	\$360,000
Annual Staff Retention Rate	79%	80%	81%	82%	83%
Staff Retention & Growth <sup>7</sup>	3.80	3.85	3.90	3.95	4.00
Staff Teamwork & Communication <sup>8</sup>	3.88	3.98	4.00	4.00	4.00
Volunteer Engagement <sup>9</sup>	+8%	+8%	+8%	+8%	+8%