INTRODUCTION

Founded in 1965 as a grassroots effort, CBMM has grown to encompass a collection of more than 70,000 objects, 40 full-time staff, 75,000+ annual guests, 5,600 members, 350+ volunteers, and an international reputation for excellence.

An integral part of CBMM’s 50+ years of success is in planning for the future, with a core component of that grounded in a comprehensive strategic planning process. As the output of that process, this 2018 Strategic Plan is designed as a roadmap for the next five years.

The heart of this Plan is the organization's Mission, Values, Vision and Goals. These were developed by the Executive Committee of the Board of Governors and approved by the full Board.

In addition, 13 task forces were formed to investigate and provide initiative recommendations on a comprehensive range of topics, from the impact of the Master Plan, to the “people” side of CBMM, to our high-growth education and programming area (and many, many others areas of focus). The recommendations were developed with input from 90+ board members, staff, volunteers and members of the community, government and businesses of St. Michaels, over the period of December, 2017 to April, 2018. Each of the three strategic goals of CBMM has a series of these recommended initiatives associated with it.

While all long-term plans are subject to shifting and change as a result of institutional and environmental dynamics, CBMM commences the plan period with a great deal of positive momentum and a sense of optimism for the future.
MESSAGE FROM KRISTEN AND DIANE

Thank you for your interest in the Chesapeake Bay Maritime Museum's 2018-2021 Strategic Plan. The next five years will be an exciting and pivotal time in CBMM’s development, as it continues its transformation into a major maritime cultural institution.

This Plan not only outlines our comprehensive strategic approach, but also captures the passion and the excitement of CBMM in our vision, mission, and goals. A critical component is the development and implementation of CBMM’s Master Plan, an effort that will bring our programs, exhibitions, and facilities in line with other nationally and internationally ranked museums.

CBMM’s Board of Governors and staff developed this Strategic Plan with extensive input from the organization’s key stakeholders, including community members, donors, volunteers, partners, members and museum experts. Our senior staff will develop and implement annual plans outlining specific activities and targets, along with the necessary metrics to measure our progress.

We hope your share our excitement regarding CBMM’s future. We encourage you to become involved in any number of ways, including becoming a volunteer, attending our festivals and events, touring our campus, becoming a member, or donating to our annual fund.

Thank you for your support.
MISSION, VALUES, AND VISION

MISSION
The Chesapeake Bay Maritime Museum is dedicated to preserving and exploring the history, environment and culture of the entire Chesapeake Bay region, and making this resource available to all.

VALUES
Relevance
We provide meaningful and accessible experiences to everyone who cares about our Mission—all of our communities and constituencies.

Authenticity
We seek to represent genuinely the people and cultures whose stories we preserve and tell.

Stewardship
We value the priceless assets entrusted to us and accept their preservation and enhancement as our paramount responsibility—our collections, our campus and facilities, our financial resources, and support the volunteers and staff who perform our Mission and make CBMM the rich enterprise it is.

VISION
CBMM will be broadly recognized for providing an engaging guest experience, for creating transformative educational programming, and as a vital community partner.
CBMM’S STRATEGIC FOCUS

CBMM’s core focus is on exploring and preserving the history of the Chesapeake Bay region. It accomplishes that through collections, exhibitions, education, programming, and the working shipyard.

CBMM is also committed to continuing to build on its role as an industry, town of St Michaels and Chesapeake region leader. That leadership role includes engagement in the Council of American Maritime Museums (CAMM) and the International Conference of Maritime Museums (ICMM) and work with town, government, and business partners to produce mutually beneficial outcomes. CBMM's interests and initiatives include not only the preservation of Chesapeake Bay history, but also forward-looking topics such as; rising sea levels, the fiscal health of our local community and the importance of education across all age groups.

While the strategic plan of 2014 was dedicated to stabilizing revenues and strengthening CBMM's financial position, the new plan is focused on setting the course for the CBMM of the next 20+ years, building a dynamic institution that competes and excels against the myriad culture, education, and entertainment options available.

With a Master Plan vision for the campus that is foundational to the strategy, key initiatives will build on it and integrate with it, to engage guests, increase revenues and secure CBMM's future.
CBMM guests are highly-diverse individuals, who are engaged through personalized experiences. Those experiences come about through interaction and connection with CBMM’s exhibitions, education programming, working shipyard, staff and volunteers; and they relate to authentic and relevant stories of the Chesapeake’s history, environment and culture.

1. Broaden CBMM’s offerings to increase appeal across a wider variety of audiences

2. Leverage technology to enhance the end-to-end guest experience

3. Expand and upgrade exhibition space
   - Construct expanded space, that conforms to exhibition best practices
   - Increase Shipyard capacity for building ships and programming
   - Improve collection accessibility through digital technology
   - Increase public access to the collection by expanding the portion of the collection on physical display

4. Extend access to standards-aligned education with offerings in school and shipyard programming

5. Expand CBMM’s engagement with the St. Michaels community, businesses and government
Value is the judgment our guests make, that will ultimately determine the success and sustainability of CBMM. Tangible evidence of that is long-term revenue growth via guest visitation, membership, and education-related programming.

1. Deliver a best-in-class guest experience that is consistent across all guest-facing functions
2. Cultivate partnerships with a focus on mutually beneficial revenue generation opportunities
3. Continue to expand supplemental revenue sources – both existing such as the Store, Boat Donation Program and Private Event Rentals and explore new opportunities for feasibility
4. Build admissions through the introduction of new events, programming, new exhibits, and off-season activities, targeting wider and more diverse CBMM guest populations
5. Continue targeted approach of marketing and public relations to explore new markets and increase market share in existing markets
Many facets to CBMM function as an integrated whole. Effective stewardship of CBMM is tied to its human capital (staff, boards, volunteers), collection, programming, campus infrastructure, partners, donors, and financial assets. A successful future includes our ability to execute both tactical, day-to-day operations, and a strategic, long-term vision for CBMM.

1. Execute the Master Plan – a ground-up vision for the campus of the future
2. Expand the pool of donors and level of contributions by focusing on various giving methods in a single request (“blended giving”)
3. Secure CBMM’s long-term financial stability with a funding structure that builds the endowment
4. Develop a comprehensive approach to staff growth, retention and succession planning, with a focus on compensation, benefits and professional development
5. Expand Board of Governors and Friends Board diversity, leverage their skills and encourage their engagement
6. Expand programs for recruiting, training and retaining volunteers
7. Improve the management of CBMM through an expanded use of data and measurements
MEASUREMENTS AND TARGETS

CBMM measures performance against a large number of metrics designed to provide input to the organization for ongoing improvement purposes. Of that list of metrics, the following are key indicators of performance, metrics that are utilized as guideposts for CBMM’s long-term health.

GUESTS AND MEMBERS

TOTAL GUEST COUNT
Includes paid/non-paid and all programs

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<td>2017/18</td>
<td>76,660</td>
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TOTAL MEMBERS
Includes year-end memberships at all levels

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<td>2017/18</td>
<td>5,322</td>
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GUEST SATISFACTION SURVEY RESULTS
Percent of guests that are extremely likely to recommend CBMM to others*

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<td>2017/18</td>
<td>72.6%</td>
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* Guest survey methodology will change beginning 2018/19 and may result in a new baseline for this metric.
## FINANCIAL RESULTS

### TOTAL OPERATING FUND SURPLUS

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<td>Surplus</td>
<td>$292k</td>
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### TOTAL CONTRIBUTED SUPPORT

Reports total donor support received for all purposes, both restricted by the donor and unrestricted, as well as the collection of outstanding pledges during the fiscal year.

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<td>Support</td>
<td>$4.2mm</td>
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### ENDOWMENT

### FISCAL YEAR-END ENDOWMENT BALANCE

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<td>Balance</td>
<td>$12.3mm</td>
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### ENDOWMENT DISTRIBUTION PERCENTAGE

Based on the three-year moving average of the endowment market value at the end of the immediately previous three calendar years.

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<td>Percent</td>
<td>4.47%</td>
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IMPLEMENTING THE PLAN AND PLANNING FOR CHANGE

CBMM will utilize the Strategic Plan as an important part of its ongoing planning and benchmarking activities.

On an annual basis, as a companion to the budgeting process, a review of all key initiatives for the coming one (1), three (3) and five (5) year terms will be completed. That process includes reflection on the strategic plan and its goals and initiatives, and turning those strategic elements into more tactical, action oriented projects and objectives, with associated budgets and timelines.

The Strategic Plan will also used as a benchmark; a tool for measuring progress. The plans have been used historically for plotting progress against both objective financial goals and subjective ones, such as campus upgrades.

As with any long-term plan, there is a relationship between the duration of the plan and the validity of its goals and initiatives. This may be especially true of this strategic plan, as the Master Plan—the vision for the campus of the future—plays such a central role, and is very early in its planning life, and highly subject to change.

As guidance for managing the Strategic Plan, the staff leadership and the Board will undertake an annual review and take appropriate action, based on the findings of that review. Those actions may include making changes or updates to the plan, with Board approval.