
2019-2022

AMM Strategic plan
Hats Off to Our Crew

Acknowledgements: The staff and board of AMM gratefully acknowledge and celebrate the contributions of our Strategic Planning Crew (SPC) in the thoughtful creation of this plan:

Drew Davis – SPC Chairman and Board Member
Carol Sisco – Board Chairman
Jack Whitelaw – Board Treasurer
Buck Buchanan – Board Member
Michael Hughes – Board Member
Alice Estrada – President/CEO
MK Richardson – Development Director
Sarah Krizek – Education Director
Jason Haddaway – BB&T (Donor/Sponsor)
Josh Falk – Volunteer
Carol Benson – Partner
Tema Encarnacion – AACPS Teacher

Navigator:

DUE EAST PARTNERS
Mission, vision and values

VISION:
Inspire all communities to cherish our maritime heritage and become lifelong stewards of the Chesapeake Bay.

MISSION:
To educate youth and adults about the Annapolis area’s rich maritime heritage and the ecology of the Bay through programs, exhibits and community events.

VALUES:
- Lifelong Learning and education for all
- Stewardship of the Bay and our maritime heritage
- Community of people who share a passion for our mission
- Partnerships that extend our reach and expand our impact
- Fun events that bring our community together
Strategic priorities and progress indicators

**TRANSFORM MUSEUM & PARK**
- Successful $3.2 million capital campaign
- New Museum Exhibits
- Destination Park attracts 37,000 visitors

**BUILD CAPACITY FOR GROWTH**
- 50 new or expanded partnerships
- 70% more volunteer hours
- 80% staff retention
- Integrated technology

**EXPAND REACH AND RELEVANCE**
- 12 new or expanded programs
- 23,000 Museum visitors
- 10% expansion of existing programs
- 15% increase of public/brand awareness

**ENSURE SUSTAINABILITY**
- 10% growth in individual donors
- 17% increase in average individual donation
- 35% increase in major gifts
- $1.8 million in annual revenue
- 6-12 month operating reserve
- $500K endowment/capital reserve
Transform the museum and park

Over the next four years AMM will launch and complete a $3.2 million capital campaign to advance our Master Plan. This includes new exhibits to Explore our local maritime heritage and interactive attractions to Engage and Educate visitors at a state-of-the-art museum at the historic McNasby’s site as well as the newly acquired Back Creek Nature Park. AMM will work with local water taxi and watercraft companies to promote water access to and connectivity among the two campuses.

1. CREATE UNIQUE SPACES TO EXPLORE, ENGAGE AND EDUCATE
2. PRESERVE LOCAL MARITIME HERITAGE
3. EXECUTE MULTI-CAMPUS MASTER PLAN
4. IMPROVE CONNECTIVITY AMONG CAMPUS
5. SUCCESSFULLY LAUNCH AND COMPLETE CAPITAL CAMPAIGN TO RAISE $3.2 MILLION

$3.2M Phased capital campaign
Expand reach and relevance

As AMM grows our facilities and footprint, we will expand and enrich our programs for both youth and adults. Both campuses will serve as a destination for locals and visitors to explore the Chesapeake Bay and our rich maritime history. AMM will reflect the communities we serve and ensure our programs are accessible to all. We will add school and summer camp programs to more than double the number of youth we serve, with a focus on students from low-income families.

1. CREATE OUTREACH PLAN TO ATTRACT TARGET CONSTITUENCIES
2. ELEVATE AMM’S REPUTATION/BRAND
3. ENHANCE PROGRAMS TO OPTIMIZE NEW FACILITIES
4. EXPAND ADULT PROGRAM PARTNERSHIPS
5. GROW SCHOOL AND SUMMER CAMP PROGRAMS, REACHING MORE LOW-INCOME YOUTH
Build capacity for growth

AMM has managed to grow significantly over the last five years with little additional staff capacity. Moving forward we need to make strategic investments in marketing, development, technology and infrastructure to both meet current commitments and deliver the level of growth envisioned through our Master Plan. This will include a mix of new staff, skilled volunteers and partners as well as the technology and infrastructure to support expansion. We will focus on new and existing strategic partnerships to supplement our educational programs and meet a growing demand for adult programs.

1. Meet current commitments to sponsors and grantors
2. Retain and grow staff and skilled volunteers
3. Integrate technology and update infrastructure
4. Build and leverage strategic partnerships
Ensure sustainability

AMM’s growth will require careful financial stewardship, succession planning and ongoing development of our board. We will enlist champions for AMM to expand our community of supporters with an emphasis on major donors and corporate partners. As we intensify fundraising through a capital campaign, legacy and cash gifts to the endowment will ensure AMM’s long-term sustainability and ongoing investment in our campuses.

1. RETAIN AND GROW INDIVIDUAL DONORS AND MEMBERS
2. EXPAND CORPORATE PARTNERSHIPS
3. INCREASE EARNED REVENUE
4. DIVERSIFY AND DEVELOP OUR BOARD
5. CREATE LEADERSHIP SUCCESSION PLANS
6. RAISE ENDOWMENT
Expanding our impact

**By the numbers**

<table>
<thead>
<tr>
<th>People served annually through events and programs</th>
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<tbody>
<tr>
<td>2018: 50,000</td>
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<table>
<thead>
<tr>
<th>Museum visitors</th>
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<tbody>
<tr>
<td>2018: 8,100</td>
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<table>
<thead>
<tr>
<th>Wilma Lee program participants</th>
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<tbody>
<tr>
<td>2018: 0</td>
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<table>
<thead>
<tr>
<th>Volunteer hours</th>
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<tr>
<td>2018: 7,000</td>
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<tr>
<td>2022: 12,000</td>
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<table>
<thead>
<tr>
<th>Education Program participants</th>
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<tbody>
<tr>
<td>2018: 10,000</td>
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<table>
<thead>
<tr>
<th>K-12 students served</th>
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<tbody>
<tr>
<td>2018: 9,500</td>
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<table>
<thead>
<tr>
<th>% students from low-income families</th>
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<tbody>
<tr>
<td>2018: 40%</td>
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<table>
<thead>
<tr>
<th>Adult program attendees</th>
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<tr>
<td>2018: 1,500</td>
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Museum visitors
## Revenue/Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expenses</th>
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<tbody>
<tr>
<td>2018</td>
<td>$1,157,626</td>
<td>$1,378,642</td>
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<tr>
<td>2019</td>
<td>$1,232,300</td>
<td>$1,501,152</td>
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<tr>
<td>2020</td>
<td>$1,403,620</td>
<td>$1,635,524</td>
</tr>
<tr>
<td>2021</td>
<td>$1,611,548</td>
<td>$1,851,457</td>
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**Graphs:**

- **Revenue**
  - Contributions
  - Grants
  - Program Revenue
  - Venue Revenue
  - Merchandise
  - Special Events

- **Expenses**
  - Administrative
  - Fundraising
  - Program

**Bar Graphs:**

- Total Revenue: $1,232,300
- Total Expenses: $1,266,855
- Total Revenue: $1,403,620
- Total Expenses: $1,378,642
- Total Revenue: $1,611,548
- Total Expenses: $1,635,524

**Line Graphs:**

- Revenue: $667,323
- Expenses: $665,043
- Revenue: $795,320
- Expenses: $867,979
- Revenue: $1,056,279

**Legend:**

- Administrative
- Fundraising
- Program

**Notes:**

- Contributions
- Grants
- Program Revenue
- Venue Revenue
- Merchandise
- Special Events
VISION: Inspire all communities to cherish our maritime heritage and become lifelong stewards of the Chesapeake Bay.

MISSION: To educate youth and adults about the Annapolis area’s rich maritime heritage and the ecology of the Bay through programs, exhibits and community events.

VALUES

Learning  |  Stewardship  |  Community  |  Partnerships  |  Fun

PRIORITIES & STRATEGIES

Transform Museum & Park
• Create unique spaces to Explore, Engage and Educate
• Preserve local maritime heritage
• Execute multi-campus Master Plan
• Improve connectivity among campuses
• Successfully launch and complete capital campaign to raise $3.2 million

Expand Reach & Relevance
• Create outreach plan to attract target constituencies
• Elevate AMM’s reputation/brand
• Enhance programs to optimize new facilities
• Expand adult program partnerships
• Grow school + summer camp programs, reaching more low-income youth

Build Capacity for Growth
• Meet current commitments
• Retain and grow staff + skilled volunteers
• Integrate technology and update infrastructure
• Build and leverage strategic partnerships

Ensure Sustainability
• Retain and grow individual donors and members
• Expand corporate partnerships
• Increase earned revenue
• Diversify and develop our Board
• Create leadership succession plans
• Raise endowment

SUCCESS INDICATORS BY END OF 2022

- Successful $3.2 million capital campaign
- New Museum exhibits
- Destination Park attracts 37,000 visitors
- 12 new or expanded programs
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- Integrated technology
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- 35% increase in major gifts
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- $500K endowment/capital reserve

POPULATION-LEVEL GOALS

Our community cherishes and preserves its maritime history

People become better stewards of the Bay

AMM connects people to and through places