

Fire Museum of Maryland
Strategic Plan 2025– 2030 * As approved December 9, 2025

Vision:

The Fire Museum of Maryland celebrates the legacy of the fire service and inspires community pride and learning.

Old Mission:

The mission of the Fire Museum of Maryland is to educate the public about the history, technology, and innovation of the fire service through a unique collection of operating apparatus, memorabilia, and programs.

New Mission:

The mission of the Fire Museum of Maryland is to **engage** the public **in** the history, technology, and innovation of the fire service through a unique collection of operating apparatus, memorabilia, and programs **while also teaching fire safety and emergency preparedness for audiences of all ages.**

Context Statement:

After decades of successful focus on building the collection, the Fire Museum of Maryland is now entering a period where we will focus efforts on program refinement, growth, and sustainability.

Goal 1: Marketing, Visibility, and Community Outreach

Increase public awareness for FMM.

- Objective 1a: Develop partnership plan that outlines various new and current partner organizations the museum should work with. Example groups may include private schools, fire department cadets, current volunteer and paid firefighters, veterans, retirement communities, and Johns Hopkins shock trauma.
- Objective 1b: Develop public relations plan to increase media coverage that will raise awareness with potential visitors and donors.
- Objective 1c: Leverage social media presence by including board/volunteer/staff in dissemination of collection/events news.
- Objective 1d: Develop marketing materials targeted to support different types of audiences, including those identified in Objective 1a.
- Objective 1e: Review current signage and potentially upgrade to improve local visibility.
- Objective 1f: Increase community outreach by attending community and corporate events with a working engine when possible.
- Objective 1g: Update website: improve functionality, update content, and create a more modern design.

Goal 2: Museum Programming

Expand income and community involvement by growing participation and available programming.

- Objective 2a: Increase attendance with targeted promotional offers for local faith communities, businesses, community service groups, and current/retired firefighters outlined in Objective 1a.
- Objective 2b: Develop plan to expand hours to include Sundays.
- Objective 2c: Expand outreach to school tour customers for both onsite museum experiences as well as outreach.
- Objective 2d: Explore ways to increase space rental income by offering more party time slots, increased advertising and promotion for event/meeting space.
- Objective 2e: Maintain apparatus rental income with expanded presence at community events and outreach to community organizations.
- Objective 2f: Increase public awareness, especially with other fire museums, that the museum is an expert research resource.
- Objective 2g: Develop new onsite programming opportunities to attract new community constituencies such as a day dedicated to fire service cadets, volunteers, and professionals.
- Objective 2h: Develop visitor experience and interpretive plans.
- Objective 2i: Develop and implement plan to collect oral histories and make them accessible for the public.
- Objective 2j: Through a visitor experience lens, review current exhibits and develop plan to update where appropriate, including the addition of more human stories throughout the museum in order to complement the collection on display.
- Objective 2k: Continue to build on the museum's legacy events: Family Safety Day, Steam Show, Motor Muster, and Lanter Night.
- Objective 2l: Develop more on-line offerings and programs.

Goal 3: Collections Management

Preserve, interpret and operate a diverse and engaging collection of apparatus and material culture of urban firefighting of museum quality.

- Objective 3a: Analyze the diversity of exhibits and accessibility of interpretation.
- Objective 3b: Develop written protocols for acceptance, deaccession, loans, and cataloging FMM items.
- Objective 3c: Develop a written maintenance program for operating apparatus that is updated every 3 years.
- Objective 3d: Review current collection and plan for deaccession where appropriate.
- Objective 3e: Develop plan for digitizing more of the collection.
- Objective 3f: Develop plan for getting collection on-line for public access.

Goal 4: Management and Operations

Optimize utilization of human resources to ensure the stability and growth of FMM.

- Objective 4a: Strengthen effectiveness and accountability with written job descriptions, updated organizational chart, and performance evaluation system for staff, volunteers and board.
- Objective 4b: Create annual board development plan to recruit, train and retain a larger, engaged board.
- Objective 4c: Update board manual and create online access for board members for board materials.
- Objective 4d: Intensify board committee activity to leverage more capacity to accomplish organizational goals.
- Objective 4e: Increase volunteer roster to allow FMM to be open on Sundays as well as those approved to operate equipment.
- Objective 4f: Improve internal communication with quarterly status report from key functional areas disseminated in advance of board meetings.
- Objective 4g: Review and develop emergency protocols in order to protect the safety of the building, collection and people.
- Objective 4h: Explore increased use of interns in various museum departments: collection, education, working equipment, curatorial, etc.
- Objective 4i: Create time and space for staff (paid and unpaid) professional development.

Goal 5: Fundraising and Development

Increase the amount, number and diversity of funders to build a sustainable future for the organization.

- Objective 5a: Create a fund development plan with specific goals for cultivation and results for current and potential funders.
- Objective 5b: Increase the pool of individual donors by expanding outreach to current and potential donors (e.g special events attendees, fire service audiences, related museums stakeholders).
- Objective 5c: Develop planned giving strategies and communicate the options for current and new individual donors.
- Objective 5d: Increase the number of potential foundations whose giving goals fit with FMM priorities.
- Objective 5e: Expand potential corporate donor base by targeting companies associated with emergency services.
- Objective 5f: Increase outreach to county funders, chambers of commerce, and neighborhood groups by demonstrating how the FMM mission aligns with their interests.
- Objective 5g: Train staff/board/volunteers to build their skills in donor outreach.

Goal 6: Physical Plant and Facilities

Maintain current physical plant and prepare for physical growth of museum and operations.

Objective 6a: Contact current owner of plat 2 and explore possibility of purchasing the land.

Objective 6b: Develop list of possible ways to expand the museum's physical footprint including list of the museum's needs in terms of collections storage, exhibitions space, event and programming spaces for the next 5 to 10 years or more.

Objective 6c: Maintain current physical plant and develop list of upcoming needs such as replacement of one of the HVAC units.

Objective 6d: Explore ways to freshen the curb appeal of the museum, including replacement of large doors at front of building.

Objective 6e: Develop disaster plan.

Objective 6f: Create improved space for collections staging, storage and assessment.

Goal 7: Succession/Future Planning

Document knowledge and skills of current leadership and program managers and plan for training of new individuals to build a sustainable future for the organization.

Objective 7a: Ensure leadership continuity and institutional memory with an explicit succession plan for key staff, board officers, and committee chairs.

Objective 7b: Create/document standard operating procedures for all critical organizational tasks.

Objective 7c: Document in writing and/or video maintenance procedures for maintaining the operational fleet and the alarm office.

Objective 7d: Provide training opportunities for paid and unpaid staff in order to provide pathways for growth.

Objective 7e: Prioritize staff pay increases and benefits as part of annual performance reviews and budgeting processes.