

New Mission and Vision Statements

As part of the Strategic Planning workshop, participants were asked to review the existing mission statement of the organization to determine if it was still valid, and to note if any changes were necessary. As a result of the comments made by workshop participants, minor refinements were made to the mission statement to bring it into alignment with the broader vision contained in this document.

What is a mission statement?

A mission statement articulates where the organization is today, not at some desired future point. An ideal mission statement identifies why the organization exists, who benefits from the organization, what the organization does, and finally, how it does what it does. The mission statement encompasses:

- **how** the organization **relates** to its publics and communities,
- **why and how** it **enhances** the well-being of others and improves quality of life,
- **who benefits** as a result of its work, and
- **what services** it provides.

A mission statement should be easily memorized, so that it becomes a part of the “elevator speech” about the organization.

Current Barrow Mansion Development Corporation mission statement

The Barrow Mansion Development Corporation’s mission is to promote its use as a center for community service, preserve and restore the structure, while also educating the community about the Mansion’s historic significance

New mission statement

The mission of the Barrow Mansion Development Corporation is to preserve, restore and interpret the Mansion as a mixed-use hub for arts, culture, and heritage programming and community service for visitors and Jersey City residents.

What is a vision statement?

A vision statement envisages the ideal future for the organization. It is often a lofty statement or series of sentences that express what will happen if the organization works hard over five or ten years to realize its ideal plans.

A five-year vision statement is preferable to a ten-year or longer time horizon. For example, ten-year vision statements often contain “wish list items” and unrealistic goals that show little

understanding of the organization's essential board dynamics or funding realities. A good five-year vision statement should focus on community impact: in this case, the power of the organization to transform the Barrow Mansion and the neighborhood within the current economic climate. A high quality vision statement has the following characteristics:

- It is **ambitious** enough to force people out of comfortable routines.
- It is **conceptual**, but also **practical**.
- It takes **advantage** of fundamental **cultural trends**.
- It aims to provide increasingly better products and/or services that result in making **your community a better place to live**.

A vision statement for the Barrow Mansion should be aspirational and clear enough to articulate the visual and programmatic changes there.

Proposed Vision Statement for Barrow Mansion

The Barrow Mansion, a major landmark in the Van Vorst Park Historic District, has served as a center for community service for more than 35 years. As its long time stewards, we, the Board of Directors of the Barrow Mansion Development Corporation, will initiate new arts, culture and heritage programming in the Mansion starting in 2014 while continuing to safeguard the historic fabric of the Mansion.

Our new arts programming will be added to our current operations, which consist of renting office and performance space to for-profit and nonprofit tenants. As we have for almost a generation, the Barrow Mansion will continue to be a beacon for the Recovery community. We will continue our commitment to serving community needs by hosting more than 1,100 Alcoholics Anonymous and Narcotics Anonymous meetings per year in our building.

By 2019, the Barrow Mansion will be known as an important and vital part of the arts, culture, and heritage scene in Jersey City. We will create productive and mutually enhancing partnerships with other Jersey City heritage attractions and city and county tourism agencies to promote our historic landmark building and its key place in the city's history and historic built environment. We will offer lively monthly open houses/events based on the Mansion's interpretive themes, and present high quality musical events and short theater company residences, and host lectures or other similar cultural events for the multi-cultural Jersey City audience. Our facility will be regularly rented to outside users, and there will be a waiting list for office space. Despite the heavy use from tenants, visitors, and event traffic, the Mansion's common areas will be maintained to both hotel standards and historic preservation best practices, by our full-time building manager.

In the next five years, the Mansion's internal systems (heating, ventilating, and air conditioning) will be overhauled reflecting sustainable principles, while also maintaining historic preservation principles. The public restrooms, elevator and the tenant kitchen will be upgraded

as needed. The Board will seek funds and restore the historic bowling alley and billiard room appropriately. We will undertake a thoughtful examination of our historic kitchen to determine if it should be renovated into a state of the art and licensed commercial kitchen. We will continue to superbly maintain the exterior of our landmark building as we have for decades. Grant funding and major gifts will support these undertakings.

In five years, the BMDC's budget will increase three fold to almost \$350,000. We will tap diverse revenue sources, including rentals, program sponsorship, board, individual and major gifts/memberships, crowdfunding projects, capital grants, special event profits, fundraising event net proceeds, facility rentals including theater use.

To accommodate all the new and more intensive use of the building, the Mansion will be staffed by two full-time and one part-time paid professionals by 2019. A full-time building manager will be in charge of day-to-day maintenance, and will work with tenants and manage the Mansion's finances. A full-time program manager will book and manage events, manage a multifaceted communication program and all fundraising activities. A part time fundraising staff member will assist the program manager and focus on sponsorship solicitation and individual/ membership solicitation.

To accommodate our new vision, the Barrow Mansion's Board will expand its numbers and skill sets beyond the current Board's capacity. A nominating committee will be formed to identify new Board members to fill vacancies. A Board giving program will begin in 2014 and grow to provide a minimum of 10% of the Mansion's operating budget each year. The Board will hire, fire, and reward the staff, and continue to provide fiduciary oversight for this, our preferred future for the Barrow Mansion.