

Adopted by the Board January 13, 2015

Strategic Plan
For the
**Barrow Mansion
Development Corporation**
2014-2019



Heritage
Consulting Inc.

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January 2015

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December 2014

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The Strategic Plan for the Barrow Mansion Development Committee was a project of the Barrow Mansion Heritage Tourism Assessment Project funded by the New Jersey Historic Trust. Committee members who oversaw this project are:

Tina Fiske, Committee Chair
Hans Arnesen
Rodney Aycox
Gerry Bakirtjy
Paul Ellis
Dana Bakirtjy
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This project has been funded in part by a grant from the Garden State Historic Preservation Trust Fund, which is administered by the New Jersey Historic Trust.

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Introduction

The Barrow Mansion Development Corporation (BMDC) is the steward of the Barrow Mansion, a spectacular 1837 Greek Revival-style building located in the Van Vorst Historic District of Jersey City, New Jersey. The building has been in public use since 1890, when the Mansion served briefly as the Jersey City YMCA, after having been in private, residential use before then. The billiard room, bowling alley and gym (now theater) were added by the YMCA. The property was purchased by St. Matthew's Evangelical Lutheran Church as a clubhouse and parish hall in 1897.

The Barrow Mansion Development Corporation was founded in 1985 by St. Matthew's Evangelical Lutheran Church for the purpose of restoring, preserving, and operating the Barrow Mansion and promoting its use as a community center. The BMDC is a nonprofit 501 (c) (3) corporation, which leases the Mansion from the Church, and manages and maintains the property while also seeking to communicate the Mansion's historic significance to the public at large.

Over the last three decades the BMDC has raised and invested over \$1,750,000 in the historic building's renovation. About half of these funds have come from the New Jersey Historic Trust. These grants have paid for structural repairs, new electrical wiring, plumbing, air conditioning, and fire protection. The building now has an elevator and wheelchair lift, allowing it to be 95% wheelchair accessible.

As a nonprofit corporation, the BMDC receives no government support, and the vast majority of its operating funds are provided by renting space in the building. Rental income from the for-profit and nonprofit tenants supports ongoing operations for the property, maintenance, and a part-time facilities manager. Through prudent investment and good board management over the last thirty-five years, the Development Corporation has gone from a deficit operation to a healthy operating budget of approximately \$110,000, with a \$100,000 reserve fund that supports normal maintenance, upgrades, and program development as needed. The BMDC relies on fund-raising to undertake major improvements and restoration.

The Barrow Mansion is a very actively used building. As an anchor in the community, the Barrow Mansion hosts many community-oriented events each week. Because the Mansion does not have full-time staff, the building must have controlled access and public areas are monitored remotely by closed circuit TV cameras. The Barrow Mansion hosts over 1,300 meetings of community and self-help groups annually – an average of four every day of the year.

The BMDC Board of Directors wants to grow its presence in the community by adding new heritage programming in the coming five years, which is the impetus for the creation of this new Strategic Plan. This project has been funded in part by a grant from the Garden State Historic Preservation Trust Fund, which is administered by the New Jersey Historic Trust.

What is a Strategic Plan?

BoardSource™, a national nonprofit organization whose mission is to advance the public good by building exceptional nonprofit Boards and inspiring Board service, defines a Strategic Plan as a written document that defines an organization's over-arching strategies and major areas of work for the next three to five years to achieve the organization's mission.

Strategic plans for nonprofit organizations are created through a process that builds on research to accumulate wisdom about the organization, its environment, and economic potential. This process involves stakeholders to assure that the resulting Strategic Plan contains a comprehensive understanding of the preferred future of the organization.

Why undertake a Strategic Plan now?

One of the critical components of the New Jersey Historic Trust-funded Heritage Tourism Assessment grant, which the Barrow Mansion Development Corporation received in the fall 2013, was to undertake a Strategic Plan for the organization. The grant has two main components: Audience Research and an Interpretive Plan. The goal of the grant is to understand the audience that might wish to visit the Mansion, and create interpretive activities that would appeal to them as heritage tourists.

Today, there are several under-developed or unrestored historic assets inside the building. These include a charming two-lane, late 19th-century Bowling Alley that retains its wood pins and bowling balls and a Billiard Table in the basement. There is no active effort to tell engaging stories about the history of the building, nor an active effort to program the public spaces except for limited term theater residencies, the occasional wedding or lecture organized by an outside group and hosted at the Mansion.

The Board of the Barrow Mansion Development Corporation wants to reconsider how the Barrow Mansion's many assets (historic building and spaces, tenant mix and location) could be used to maximize its heritage tourism potential.

Any new effort to interpret the Mansion and encourage tourists to visit would have an impact on the Barrow Mansion organization. These would include: how it is staffed, how volunteer committees work, how the Mansion communicates with neighbors, partners and the general public and how the organization raises funds.

In order to plan for its future, the Barrow Mansion Board reached out to engage a large group of local stakeholders, including tenants, other Jersey City nonprofit organization representatives, neighbors, Jersey City elected officials and community partners in a Strategic Planning workshop exercise. These neighbors and interested parties were asked to help the Barrow Mansion Board think expansively about the building's future with visitors in mind.

Strategic Planning Process

The BMDC carefully selected representative individuals to invite to the Strategic Planning meeting: neighborhood residents, managers of other historic sites, local historians and Jersey City preservationists, along with St. Matthew Lutheran Church leaders. Forty eight invitations were extended and thirty six people took part. Donna Ann Harris of Heritage Consulting Inc., a Philadelphia-based consulting firm, coordinated and led the Saturday morning June 21, 2014 Strategic Planning exercise. The names of participants are listed in Appendix A.

During the workshop, there were a series of individual and small group exercises designed to solicit compelling projects and ideas for the Barrow Mansion in the future. The visioning exercise helped the assembled group to imagine the future of the Barrow Mansion five years from now. The participants identified specific strategies to be used to implement projects toward the realization of the Board's long-term future for Barrow Mansion. The current mission statement of the organization was reviewed by everyone in attendance to determine if it still made sense. Finally a new vision statement was created that represents the preferred future of the Barrow Mansion. The new mission and vision statements for the Barrow Mansion Development Corporation are presented first.

New Mission, Vision and Values 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. A new organizational values statement was created at a Board Retreat on November 2, 2014.

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 Barrow Mansion Development Corporation's mission is to be a focal point for inclusive, empowering community service, and to preserve and enhance the historic Barrow Mansion.

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.

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.

New leadership development, mentoring and empowerment-oriented programming will be added to our current operations, and we will proactively target the diverse populations of

Jersey City, with particular focus on our immediate neighborhoods. We will continue to rent 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 relationship-building and leadership development in downtown Jersey City. The Mansion will be a place where people and groups come together to develop as individuals and build more inclusive and just communities, through lectures, workshops, small groups, arts, music and cultural programming. People using the mansion will reflect the broad community in which we are located, with diversity of age, income, culture, and ethnicity.

By 2019 we will also 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 quarterly 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.

Values

The Barrow Mansion Development Corporation will use the following values as guiding principles for our work:

1. Inclusivity and a greater representation of the entire community
2. Being a place of empowerment, leadership development and mentoring.
3. Being a place of community service.
4. Being a place of relationship-building
5. Specific programming to reflect these values.

BMDC Strategic Goals 2014-2019

The goal-setting portion of the June 21, 2014 Strategic Planning workshop helped to take the long-term vision and create a specific future direction for the Barrow Mansion Development Corporation. The workshop participants provided insights that were used to create these goals to outline the results of five years of hard work to realize the intention of the Strategic Plan.

The following are the strategic goals for the Barrow Mansion as prepared by participants in the Visioning and Strategic Goal Setting workshop on June 21, 2014.

- Goal 1. Build organizational capacity: expand fundraising for operating, capital needs, endowment and increased staffing**
- Goal 2. Restore, maintain and preserve the Barrow Mansion facility**
- Goal 3. Community Building: outreach and partnerships for programming**
- Goal 4. Expand and create new Arts, Culture, and Heritage Programming**

The four Strategic Goals serve as the bridge to the new vision for the future of the Barrow Mansion. All of the short and longer-term projects (individually and collectively) move the

organization towards making this vision into a reality by allocating all of its financial and volunteer resources accordingly during the next five years.

The activities and programs that the Barrow Mansion Development Corporation implements in the future, through the combination of Board, staff, committees, partners and individual task force volunteers, must all be aligned to achieve at least one (1) of the four (4) Strategic Goals as outlined above. If a project does not *clearly* meet any of the Strategic Goals, the project should neither be staffed nor funded, as the organization has a finite number of volunteers and financial resources.

Role of Work Plans in Budgeting for the Future

To manage all of the anticipated projects in the near and long term future, the Barrow Mansion Board will begin to create work plans for each of its major staff or volunteer-led projects. These work plans will be completed by the project manager (whether volunteer or paid staff) and submitted to the Board for approval prior to implementation. Each work plan and budget will provide details on how to implement the specific project and contain the following elements:

- Who is managing the project (staff, volunteer project manager, or partner organization),
- What tasks are needed to complete the project,
- When (beginning and end dates for tasks),
- How much will the project raise in revenue,
- How much will the project cost in expenses,
- Number of volunteer hours needed to complete the project,
- Number of staff hours needed to complete the project and,
- The Strategic Goal(s) met.

Work plan and budgets will need to be compiled and become part of the organization's budget approval process. Collectively, these work plans become the substance of the materials submitted to the BMDC Board for approval in advance of the budget preparation. A sample work plan and budget is included in Appendix A for reference.

The work plans are effective tools to sell sponsorships and to market the volunteer and collaborative opportunities they represent, both to individuals and to groups of current or potential stakeholders.

Staffing and volunteers

This Strategic Plan sets out an ambitious improvement agenda for the BMDC over the next five (5) years. All of these activities are important and worthy, but the BMDC Board must reach agreement about how it will staff these activities. While there are already volunteers involved with the organization, there are not enough to implement even a small portion of these activities. In order to achieve the goals of the Strategic Plan, the existing staff comprised of a

very part time Building Manager and his assistant will need to be augmented as compensation sources are identified. Staff members will be responsible for assisting the volunteer committees in their fundraising efforts.

To implement this Strategic Plan, one full time Building Manager, a part time assistant to the Building Manager and intern(s) will be needed. The Board will continue the position of Building Manager and expand that person's duties to a full time position to take into account the increased usage of the property. The Building Manager will work directly with tenants, collect rent checks, show the building's spaces to potential tenants and facility users, set up and break down the Mansion's public spaces for events, manage restoration and preservation projects on behalf of the Board, provide day-to-day maintenance of the building, and manage the finances of the organization. A second position is a part time assistant to the Building Manager. The assistant will support the Building Manager, handle outside rental requests, and manage the finances. Finally, a program coordinator/intern(s) will assist the Building Manager and his assistant on an as needed basis to manage the web site/social media, and manage the data bases associated with fundraising and communication.

If the BMDC Board, along with staff, committees, and any new volunteers, is to be responsible for implementing these tasks, then the Board must continue to invest substantially in volunteer infrastructure. New volunteer management systems will be needed, including more volunteer job descriptions, updated databases, volunteer recruitment drives, volunteer training, and starting an annual volunteer recognition event. Leadership for any new volunteer effort must come from the Board itself, primarily in the form of promoting volunteer recruitment throughout the committees and task forces and organization as a whole. The Building Manager and his assistant will work with committees related to facilities management and any restoration/repair projects. All staff members will report to the Board as a whole, and be supervised by the Board president or his/her designee.

Conclusion

In creating this new Strategic Plan, the Barrow Mansion Development Corporation is making a significant organizational transition. The organization now manages a beautifully restored historic building that is rented to a variety of for-profit and nonprofit office tenants and used for short-term theater residencies. There are several important unrestored and underutilized spaces throughout the building and unrealized opportunities to involve neighbors, stakeholders, and residents in the life of the building.

The new, five-year Strategic Plan sets out an ambitious agenda. The Board wishes to add heritage programming that will increase public use of the Barrow Mansion for heritage visitors and public purposes.

This transition will require significantly increased commitment by the Board leadership and Board member involvement in the workings of the organization. This transition will also

require more paid staff, the creation of one or more office(s), significantly upgraded fundraising, and organizational infrastructure and a working committee system to manage the work of scores of volunteers to help implement projects that invite people into the Barrow Mansion.

This 2014-2019 Strategic Plan for the Barrow Mansion represents a bright future. This Strategic Plan contains new mission and vision statements. The four Strategic Goals mentioned above organize the rest of the document and should be used to guide all of the organization's work in the next five (5) years, which is the useful life of this planning document.

Goal 1. Build organizational capacity: expand fundraising for operating, capital needs, endowment and increased staffing

Short term (within six months)

Board activities

- Institute a BMDC Board giving program, and expect 100% participation of all BMDC Board members.
- Existing BMDC committees will take on short term, medium term and long term activities as listed here, and create work plans for approval by the Board.
- Create an organizational budget for the coming year, and identify a range of new revenue streams.
- Create job descriptions for all staff contemplated for the implementation of this Strategic Plan: a full time Building Manager, a part time assistant to the Building Manager and a part time program coordinator/intern(s).
- The branding and logo task force will complete work, and create a new website using funds from the NJHT heritage tourism grant.

Medium term (within a year)

Board activities

- Every BMDC Board member will lead one project, recruit volunteers from the community to help execute the project after creating a work plan and budget to present to the BMDC Board for approval and identify gaps and resources for the project. The Board will monitor performance monthly through reports at Board meetings.
- Complete the NJHT funded Heritage tourism grant, identify and complete the heritage tourism product for the grant.
- Create a Board nominating committee to identify and promote talented volunteers onto the Board of directors when vacancies occur.
- Identify possible funding sources, and revenue streams for compensation the Building Manager, his part time assistant, and the part time program coordinator/intern(s).

Long term (two to five years)

- The Building Manager position will grow to be full time within the five year term of this Strategic Plan. Solicit candidates for the part time assistant to the Building Manager and the program coordinator/intern(s) in the second year.

- Conduct Board training on its roles and responsibilities. Create any new Board policies and procedures, including policies on Board giving, conflict of interest, other IRS requirements, financial and accounting in the second year.
- A part time program coordinator/intern(s) will be hired to will undertake the following tasks:
 1. Assist the Board committees, task forces and other partners to finalize all work plans and budgets for the year and coordinate with the Board on revisions and approvals.
 2. Collect email addresses as part of a comprehensive communication effort, to include new web site, social media (Facebook, Twitter, and Instagram etc.), e-newsletter to promote events and happenings at the Mansion.
 3. Work with City of Jersey City partners to determine if there are Community Development Block Funds available for restoration/rehabilitation projects for the Barrow Mansion. Investigate if there are other government grants for programs or operating costs that might be appropriate for initial projects.
 4. Create an initial volunteer management infrastructure, including creating volunteer job descriptions and posting them to social media, conduct orientation and placement for any volunteer who steps forward.
 5. Staff the Donor Development Committee and any other Board committee/task force dealing with heritage programming for the Mansion.
 6. Assist the Donor Development Committee to create basic fundraising infrastructure including soliciting: Board gifts, annual gifts, special projects (via crowd sourcing or other means), grants for capital projects, capital campaign and major gifts for endowment.
 7. Assist the Donor Development Committee to develop a plan to identify individuals who might be interested and capable of making major gifts to the Barrow Mansion for capital or project costs.
- The Donor Development Committee will create a fundraising plan for the restoration of all or some of the historic rooms (Parlor, Board room, Billiard Room and Bowling Alley) using historic preservation best practices and for the purposes of increased programming in the Mansion. Begin to approach likely grant funders or individuals who might wish to make major gifts. Create a budget and work plan and budget for Board approval before approaching potential donors.
 - Work with other community partners and individuals to create other fundraising activities. Create work plans and budgets for Board approval.
- The Donor Development Committee will identify individuals with long associations with the Barrow Mansion to discuss planned gifts and the creation of an endowment for the long term maintenance of the building.
- The Board will determine if the organizational bylaws need to reviewed or revised, then complete necessary changes.

Goal 2. Restore, maintain and preserve the Barrow Mansion facility, increase staffing

Short term (six months)

- Remove all extraneous materials from Billiard Room and Bowling Alley, clean and make minor repairs so it is usable for community members for small parties for a fee. Ascertain whether the use of Bowling Alley's historic fabric will cause damage to it, and to what extent. If damage will occur, develop a strategies to avoid damage, such as: consider severely limiting the extent of use in programming and/or minimal use by an interpreter rather than unmonitored use by facility renters, or the use of replica/facsimile elements
- Undertake other clean-up tasks as needed to accommodate facility rentals as appropriate.
- Determine if the lease for the front parlor should end at the completion of the current tenant's lease so that the space can be restored and utilized as part of the overall facility rental.
- Update the job description and salary for the Building Manager taking into account expanded duties and the anticipated increased usage of the building. While the Building Manager position will initially be part time, this position will eventually grow to be a full-time position over the life of this five year Strategic Plan. The Building Manager will:
 1. Work directly with the Mansion's tenants, collect rent checks, and handle tenant issues.
 2. Show the building's spaces to potential tenants and facility users, manage contracts and enforce Mansion rules and regulations.
 3. Set up and break down the Mansion's public spaces for events.
 4. Manage restoration and preservation projects on behalf of the Board.
 5. Staff any Board committee or task force on the kitchen or theater renovation or other projects dealing with the physical infrastructure of the Mansion.
 6. Collaborate with the program coordinator on any grant applications for preservation or restoration projects.
 7. Create work plans and budgets for any building related project as needed with Board committees or task forces.
 8. Work with Board committee on expanding rental opportunities for the building, create new fee schedule, advise on upgrades and needed equipment purchases.
 9. Monitor the condition of the building and provide day to day maintenance/sanitation and
 10. Manage the finances of the organization and make reports to the Board monthly.
- Work collaboratively with the Building Manager to identify location for an office in the building.
- Create rental agreement/rules and fee schedule for any outside use of Barrow Mansion.

Medium term (within a year of the adoption of this Strategic Plan)

- Create a task force to identify funding sources and one or more methods to raise funds for restoration of key historic rooms including the Front Parlor, Boardroom, Billiard Room, and Bowling Alley for use for rental purposes. Create a work plan and budget for Board approval before starting work.
- Create a task force to identify the zoning, building code, and historic preservation issues for any kitchen renovation, staffed by the Building Manager. Speak with NJHT about legal issues with the easement placed on the property in the past and consult relevant historic preservation standards. Work with outside community groups interested in food related uses for the kitchen to understand their needs. The task force will prepare a brief report so that the Board can decide whether to pursue Kitchen renovation/preservation for food-related projects. Develop a decision memo taking into account opportunities and constraints, budget, and work plan and budget for Board review.
- Work with the Building Manager to understand how the Barrow Mansion can be marketed as an event space and wedding location. Revise the current fee schedule as needed based on research on comparable venues' fees, have the Board adopt this new schedule. The Building Manager and a task force will identify any needs for new tables, chairs and other equipment, develop a work plan and budget for Board review.

Long term (two to five years)

- Create budgets and work plans for restoration projects for Board approval before approaching donors or grant prospects.
- Manage organizational archives, scan and upload appropriate items to web site and create virtual archive on the organizational web site as appropriate. Identify a safe location for the organizational archives that minimizes risk of damage and loss for physical archives and re-locate to safe storage.
- Create a task force to understand the needs of theater groups renting the facility, and identify renovations and enhancements needed. Identify likely sources of financial support to make these repairs/upgrades. The task force will make a report to the Board on these needs.
- If the Board decides to undertake a major kitchen renovation to bring the kitchen up to code, work with City of Jersey City staff on possible grants or other programs to help underwrite this project.
- If the BMDC Board decides to renovate and upgrade the kitchen, work with City of Jersey City staff on food access programming ideas, grants, and create historic Cooking Classes to showcase Jersey City's diverse culinary traditions.

Goal 3. Community Building: outreach and partnerships for programming

Short term (within six months)

Board activities

- Host Barrow Mansion Mixers twice a year, as informal community gatherings, for the purposes of engaging community residents in the mission and work of the Barrow Mansion Development Corporation.
- Coordinate with St. Mathew's Church to host an International Pot Luck Dinner, reach out to community partners to participate in mid-September 2014.
- Coordinate with St. Matthew's Church for its first Blessing of the Animals event. Coordinate this event with area merchants and animal shelter and rescue organizations to make this into an engaging family event at the Mansion in early October, 2014.
- Identify community partners in Jersey City ethnic communities and create programming that meets their needs. Create a work plan and budget for Board approval.
- Reach out to the Alcoholics Anonymous and Narcotics Anonymous community now using our building, to understand their needs and identify joint programming opportunities. Create a work plan and budget for Board approval.

Medium term (within a year)

- Coordinate with Barrow Mansion tenants and Jersey City Medical Center to offer health and wellness seminars and CPR training at the Mansion. Create a small Task force to coordinate this event or series of activities, create a work plan and budget for Board approval.

Long term (two to five years)

- Upon completion of the restoration of the Billiard Room and Bowling Alley, work with the senior citizen bowling groups to promote these spaces as a rental opportunity, developing a strategy that ensures that this use will not cause damage to the historic fabric. Work with the Building Manager to create a rental agreement/rules and fee schedule for any outside use of these facilities.

Goal 4. Arts, Culture and Heritage Programming

Short term (within six months)

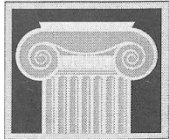
- The Board will be responsible for creating a basic yearlong calendar of events for the 2014-2015 season. Set dates for events and work with the Building Manager to post them to web site, and add new dates as needed. Identify sponsorship and revenue opportunities for all heritage programming at the Mansion. Identify a board member to manage the calendar. Work with the Building Manager to create work plans and budgets for each program, and present to the Board for approval.
- Heritage Tourism Steering Committee will continue to work with the consultants to identify the heritage tourism product to be produced as part of the NJHT funded grant.

Medium term (within a year)

- Complete the heritage tourism product as a result of the NJHT grant, and complete the project as per agreements with consultants and NJHT.

Long term (two to five years)

- Hire an intern(s) as a program coordinator within two years to manage all arts, culture and heritage programming at the Barrow Mansion.
- Develop system to manage volunteers including recruitment, retention and recognition.
- Identify specific expansions to Heritage Tourism programming for the Barrow Mansion, and implement them with a volunteer committee or task force.



Barrow Mansion Development Corp.

83 Wayne Street, Jersey City, NJ 07302

The Barrow Mansion Development Corporation is about to embark on our first ever Strategic Planning session. We wanted to provide the attendees with a brief history of the Mansion and some examples of how the Barrow Mansion Development Corporation (BMDC) fulfills its mission which 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.

Barrow Mansion Development Corporation history:

The BMDC was founded in 1985 by St. Matthews Evangelical Lutheran Church for the purpose of restoring, preserving, and operating the Barrow Mansion and promoting its use as a community center. The BMDC is a nonprofit (501c3) corporation, which leases the Mansion from the Church, manages and maintains the property while also seeking to communicate the Mansion's historic significance to the public at large. Regionally, the Mansion is a rare surviving example of the Greek revival style rendered on a grand scale. The structure was built in 1837 and has been in public service since 1890, briefly under the auspices of the YMCA and then in the possession of St. Matthews, now under the auspices of the BMDC.

A few examples of the BMDC's mission in action:

Soon after Super storm Sandy struck and the city became paralyzed with flooding and power outages the Barrow Mansion became the headquarters for the Jersey City Sandy Recovery which was spontaneously formed by a group of residents to help their neighbors. Using Facebook and other social media JCSR requested donations and enlisted an army of volunteers. Some took in and sorted the donations while others canvassed neighbors all over the city seeking people in need of assistance. Helpers packed groceries and drivers were dispatched with deliveries all over town. Crews were sent to help home owners clean out their flooded basements and fill dumpsters. A daily newsletter was distributed to give updates as to what was happening and when the power was expected to be restored. A warming shelter was established in the church next door (St. Matthews) to provide a place where walk-ins could get something to eat and charge their cell phone while they waited for their bag of supplies. Over \$1,750,000 in goods and services were raised and distributed.

Last year the Mansion hosted over 1,400 meetings and events. Some of the activities include arts, children and family programs (Attic Ensemble Theater, Nimbus Dance Works, JC Studio Arts Tour, and JC Children's Theater), meditation classes, the County's largest number of recovery group meetings, business and private event rentals. We also provided event space for the following: Hudson County Artists Meet & Greet, No-Gas Pipeline fundraiser, History of the Hollow Tunnel lecture and a variety of concerts.

During 2014 the BMDC will see health programming from the Horizon Family Success Center and Lamaze classes. There will be several physical improvements to the building including a new sound booth in the theater. The Mansion has completed the initial rollout of its website, barrowmansion.org, which will continue to develop throughout the coming year.

It is our intention that through this planning exercise the BMDC will develop a plan to broaden our reach to the community. We hope we may count on you to join us Saturday June 21, 2014 at the Barrow Mansion. Thank you for your time.

Attendance at the June 21, 2014 Strategic Planning Meeting

1. John Beekman, Jersey City Public Library
2. Robert Luckritz, Jersey City Medical Center
3. John Hallanan, City of Jersey City
4. Peter Jensen, Architect
5. Sonja Araujo, Jersey City Public Library
6. Marlene Sandkamp, Van Vorst Park Civic Association
7. Tony Sandkamp, BMDC Board
8. Veronica Lavarro, Communications City of Jersey City
9. Kathy Hendrickson, Jersey City Children's Theater
10. Tiby Kantrowitz
11. Charlotte McLean
12. Lynn Saltiel, Tenant, Clinical Social Work
13. Florence Baron, Jersey City EDC
14. Stacey Flannagan, JC Director Health and Human Services
15. Nathan Tweti, BMDC board
16. Tina Fiske, BMDC Board
17. Hans Arnesen, BMDC Board
18. Donna Ann Harris, Consultant
19. Emily T. Cooperman, Consultant
20. Alan Brace, Signature Theater
21. Peter D'Agati, Stembrook Asset Management
22. Lisa Gitelman, NYU
23. Greg Brickey, Jersey City Cultural Affairs
24. Debra Italiano, Sustainable New Jersey
25. Paul Ellis, BMDC Board
26. Bill Donohue, Public information, JC Police and Fire
27. Karen Vanoppen, Jersey City Moms
28. Candace Osborne, City of Jersey City, Councilwoman
29. Rodney Aycox, BMDC Board
30. Paul Belland Boyer, BMDC Board
31. Gary Bakritjy, BMDC Staff
32. Miriam Gonzalez, BMDC Board
33. Art DeLeo, Attic Ensemble
34. Pam Shaw, Tiger Paw Shaw Design
35. Evette Gaetan, Villa Boriquen
36. Bob McHugh

Sample Work Plan

Project Name: Membership Annual Giving program

Supervisor name: Carol Willing 275-262-2898 cwilling@aol.com

Specific Task: Start an annual membership program that can build over time to provide a predictable 25% of the operating budget, first year goal is \$12,000

Committee member names: Alvin, Michele, Carol, Tyrone, Mary, Colin, Paola, Michael and two other volunteers yet to be recruited

<i>Task</i>	<i>Responsible person</i>	<i>Number of volunteers</i>	<i>Cost</i>	<i>Timeline/ due date</i>	<i>Revenue</i>
Create a Facebook page for the organization, update as needed	Alvin	1	0	Start date Jan 1, 2014 1 week	
Add Member page to current web site to solicit membership, use PayPal to accept credit card gifts	Michele	0	0	2 months	
Solicit two volunteers to lead the membership campaign, create job description, post to Facebook or other venues, committee to help identify new volunteers	Colin, Paola, Michael	3	0	6 weeks	
Continue to collect email addresses, cell phone numbers and add addresses to current 4,000 data base	ALL	10	0	3 months	
Develop pyramid of gifts, set rate structure for membership	Carol and Tyrone	2	0	2 weeks	
Review current membership brochure, decide what statistics and before/after photos need to be added	Mary and Michele	2	0	2 weeks	
Design new membership brochure, get estimates for printing, print brochure	Jill (volunteer designer)	2	Printing of brochure, envelopes, estimate \$2500	2 months	

Review the 4000 name data base, decide who knows who, solicit them first by email, phone, letter	All on committee	All on committee	0	2 weeks	
One on one solicitation of those on mailing list that committee members know	All on committee	All on committee	0	2 weeks	
Letters to rest of database, use mail house (decide if this makes sense to mail to so many people, or select a subset of names to mail to).	Committee leadership with Michele	Committee leadership to manage mailing house contract	Est. \$650 postage, printing, mail house costs	6 weeks	
Follow up Email solicitations to the 800 names on email list that committee members know, to ask these people to become members	Committee	All on committee	0	3 weeks	
Follow up Phone calls to 500 names on mailing list where we have phone numbers asking them to become members, organize phone-a-thon	Carol, and 3 other volunteers	3 volunteers	0	2 weeks	
Michele to deposit checks as they come in, send thank you letters	Michele	0	Postage \$150	As needed	
Volunteers enter names into data base of new members	New volunteers	2		As needed	
Celebrate our success, fun party at the site office, as we count the checks and total the money	All	All	FUN costs est. \$200 for party	End of project July 2014	
Total Costs			\$3500		
Total Revenue					\$12,000
Net Profit				\$8500	

Credits

Donna Ann Harris wrote the 2014-2019 Strategic Plan for the Barrow Mansion Development Corporation. Dr. Emily Cooperman provided additional writing and advice. Jennifer Kellow provided notes from the November 2, 2104 Board Retreat for this final version of the Strategic Plan.

Donna Ann Harris is the principal of Heritage Consulting Inc. a Philadelphia-based Women's Business Enterprise (WBE) boutique consulting firm that provides assistance to non-profit organizations and government agencies nationwide in the following practice areas: downtown and commercial district revitalization, historic preservation, tourism product development, and non-profit organizational development.

Prior to starting her firm ten years ago, Ms. Harris was state coordinator for the Illinois Main Street program for two years and the manager of the Illinois suburban Main Street program for four years. During her tenure, Ms. Harris served 56 Illinois Main Street communities, led a staff of 12 and managed a budget of over a million dollars

At the start of her career, Ms. Harris spent 15 years as an executive director of three start-ups and two mature historic preservation organizations. In these positions in New Jersey, Pennsylvania, and Illinois, she began membership drives; lead strategic planning efforts, public relations and a capital campaign; raised more than \$3.75 million in grants; managed staffs ranging in size from two to ten; and was responsible for organizational, project, and endowment budgets of up to \$2.6 million.

As a preservation planner with more than 30 years of professional experience, Ms. Harris has assisted citizen groups and government agencies to identify appropriate reuses for threatened historic properties that will ensure the long-term preservation and maintenance of the site.

In the past ten years, Ms. Harris has been speaking about and consulting with historic house museums around the country about alternative uses and stewardship responsibilities. Altamira Press published her book *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses* in 2007. In the past ten years, Ms. Harris has spoken at more than 35 national, regional, and statewide conferences about her house museum research.

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