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Strategic Plan
For the

**Barrow Mansion
Development Corporation
2014-2019**



Heritage
Consulting Inc.

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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 structure has been used by the public since 1890. The Mansion served briefly as the Jersey City YMCA in the late 19th Century when the billiard room, bowling alley and gym (now theater) were added. 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 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 through 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 CCTV. 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 arts, culture, and heritage programming in the coming five years, which is the impetus for the creation of this new Strategic Plan.

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, neighbors, 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 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.

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, increase staffing**
- 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 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 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.

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 a very 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 Plan, the existing staff will need to be augmented as compensation sources are identified. Staff members will be responsible for assisting the volunteer committees in their fundraising efforts.

Two and a half staff positions will be needed for the implementation of this Strategic Plan. The first of these will be to continue the position of building manager and expand that person's duties 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. The second position will be a program coordinator. The program coordinator will oversee the organization's publicity and communication program, coordinate volunteers, task forces and committees, manage the organizational fundraising efforts including fundraising events, membership/annual gifts, sponsorship program, and write and manage any grants for operating support or capital repairs. A third is a part time position to support the program coordinator and manage the membership, sponsorship solicitation efforts, and 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 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 Program Coordinator will work with the Board on program related committees. The Building manager 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 arts, culture, and 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.
- Create a working committee system to assist with project implementation. Committees and Task Forces will create work plans and budgets for all projects for BMDC Board approval before implementation.
- Create an organizational budget for the coming year, and identify a range of new revenue streams.
- Rethink the membership and responsibilities of the Donor Development Committee, and identify short- and medium-term fundraising goals with leadership from the Board.
- Create a Task Force to develop job descriptions for a part-time program coordinator, and for a part-time building manager. Identify possible funding sources, and revenue streams for compensation for these positions. These two positions will grow to be full time within the five year term of this Strategic Plan. Solicit candidates for both positions in the second half of the year.
- Create a Task Force to investigate if AmeriCorps would be a possible staffing resource.
- The branding and logo task force will complete work, and create a new website using funds from the NJHT heritage tourism grant.
- With the Building Manager, create new or update organizational accounting systems and financial policies for the organization, and have these adopted by the Board.

Medium term (within a year)

Board activities

- Board members should identify which community partners and volunteers to invite to implement work plans. Prioritize these projects based on the four Strategic Goals. These projects will be implemented under direction of an interested Board member through a task force or committee system. Require Board approval of a work plan and budget for each project, in order to implement work. The Board will monitor performance monthly through reports at Board meetings.
- Create a Board nominating committee to identify and promote talented volunteers onto the Board of directors when vacancies occur.
- 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.

Staff activities

A part time Program Coordinator will be hired, and the position will eventually grow to be a full time position during the course of the next five years. The Program Coordinator 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 arts, culture and 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, 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.
- Complete the NJHT funded Heritage tourism grant, identify and complete the heritage tourism product for the grant.

Long term (two to five years)

- The Donor Development Committee will create a fundraising plan in collaboration with the Program Coordinator 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 for Board approval before approaching potential donors.
- Develop a job description and hire an assistant to the Program Coordinator, who will undertake management of membership and sponsorship fundraising activities.
- Work with other community partners and individuals to create other fundraising activities. Create work plans and budgets for Board approval.

- Identify skills for new Board members, and create Board job descriptions, and identify likely candidates for nomination through a nominating committee.
- 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 end of the current tenant's lease so that the space can be restored and utilized as part of the overall facility rental. Consider moving the current tenant in that space in another area of the building.
- 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.

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 budget and work plan 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 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 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 budget and work plan for Board review.

Long term (two to five years)

- Upon completion of the facilities upgrade project funded by the New Jersey Historic Trust grant, plan and host a workshop to teach other historic sites how to "go green." Create a budget and work plan for Board approval for this training session.
- 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.
- Work collaboratively with the Building Manager and the Program Coordinator to identify locations and to manage organizational archives, scan and upload items to web site and create virtual archive on the organizational web site as appropriate. Identify a safe location that minimizes risk of damage and loss for physical archives and re-locate to safe storage.

Goal 3. Community Building: outreach and partnerships for programming

Short term (within six months)

Board activities

- Host regular (initially quarterly) Barrow Mansion Mixers, as informal community gatherings, for the purposes of engaging community residents in the mission and work of the Barrow Mansion Development Corporation.
- Reach out to the Alcoholics Anonymous and Narcotics Anonymous community now using our building, to understand their needs and identify joint programming opportunities.
- Coordinate with St. Mathew's Church to host an International Pot Luck Dinner, reach out to community partners to participate in mid-September 2013.
- 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.
- Create a small committee to plan and prepare a Historic Thanksgiving Dinner in cooperation with St. Matthew's Church in November, 2014.

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.
- Create a small Task Force to identify new community partners in the immigrant and Jersey City ethnic communities, and create programming at the Mansion that meets their needs. Create a work plan and budget for any program for Board review.

Long term (two to five years)

- Upon completion of the restoration of the Billiard Room and Bowling Alley, work with the Jersey City Moms Meet Up group to promote these spaces as a fun 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 this facility.

Goal 4. Arts, Culture and Heritage Programming

Short term (within six months)

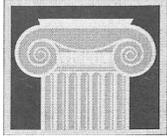
- Create a Task Force that will be responsible for creating a basic yearlong calendar of events for the 2014-2015 season. Set dates for events and work with the Program Coordinator to post them to web site, and add new dates as needed. Identify sponsorship and revenue opportunities for all arts and culture programming at the Mansion. Work with the Program Coordinator to create work plans and budgets for each program, and present to the Board for approval.
- Reach out to the City of Jersey City Department of Cultural Affairs to become part of Jersey City Fridays as part of its regular programming.
- Continue to participate in Artists House Tour held in early October each year, as the Mansion has done for the last two years.
- Heritage Tourism Steering Committee will continue to work with the consultants to identify the heritage tourism product to be produced as part of this grant.

Medium term (within a year)

- Hire a part time Program Coordinator to manage all arts, culture and heritage programming at the Barrow Mansion.
- Coordinate with existing partners on arts, culture and heritage programming. Convene a Task Force to identify how to start programming the theater space for use by other entities for arts and cultural programming. Work closely with the Program Coordinator and Building Manager to book groups, take deposits, create rules and enforce clean up responsibilities of guest users of the space.
- 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)

- The Programming Task Force should review suggestions for wide variety of arts and cultural program from the Strategy Planning Workshop and work with the project proponents to identify how to financially support these activities
- Identify specific expansions to Heritage Tourism programming for the Barrow Mansion, and implement them with a volunteer committee or Task Force.
- Work with the Program Coordinator to improve the interim volunteer management infrastructure. Update systems, committee system, recruitment, retention, recognition activities.



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 Ayxoc, 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

Credits

Donna Ann Harris wrote the 2014-2019 Strategic Plan for the Barrow Mansion Development Corporation. Dr. Emily Cooperman provided additional writing and advice.

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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