



## **STRATEGIC PLAN**

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**2025 – 2027**

Prepared & Presented  
by the Strategic Planning Committee

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*“The mission of your organization is not merely important- its everything... In fact, your mission is the single criterion by which you measure everything you do – your programs, your marketing, your financial resources, your hopes, and dreams for the future.”*

*- Jerold Panas, The Fundraising Habits of Supremely Successful Boards.*

## **MISSION, VISION, AND VALUES**

### **Mission**

PNJ advocates for the preservation of New Jersey’s cultural and historic resources through outreach and education.

### **Vision**

Preservation New Jersey envisions a New Jersey in which our treasured historic resources are protected, and that preservation is a valued priority and active force in strengthening the economic vitality and sustainability of our communities.

### **Values**

- We are deeply committed to all the communities within the state;
- We value the impact of collaboration, open communication, and furthering understanding with those communities;
- We hold ourselves and one another responsible for ensuring PNJ focuses on our mission;
- We take seriously the resources placed in our hands through the generosity of others; and
- We strive to be open, honest, and ethical in our relationships.

## **HISTORY**

Preservation New Jersey (hereafter “PNJ”) was created in 1978 as a non-profit organization to provide information and assistance statewide and be a leader in supporting important preservation policy initiatives. Our mission is to advocate for the preservation of New Jersey's rich and diverse cultural resources and promote historic preservation to enhance the vitality of New Jersey's communities. PNJ also provides preservation education to communities, governmental agencies, organizations, and individuals.

Early goals included providing technical assistance to individuals and groups to advocate for state and national policies that would foster preservation. At the National Trust for Historic Preservation's regional and national meetings, the founders of PNJ met with other established statewide organizations to learn from their experiences. As a result, at the end of 1979, the National Trust provided seed funding to establish our organization on a more pronounced and firmer basis.

PNJ's *"10 Most Endangered Historic Sites in New Jersey"* list was launched in 1995 and continues to garner more publicity for preservation than any other program. The 1867 Sanctuary, a 150-year-old church building formerly used by the congregation of the First Presbyterian Church of Ewing, was slated for demolition in 2008. In 2009, the site was highlighted on the 10 Most List. With

support from church and community members who raised over \$200,000, PNJ leased the property from the (formerly named) Presbytery of New Brunswick in 2012 to provide connections to and assistance in saving the building from demolition. Preservation New Jersey laid the groundwork for using the site as community space, bringing regional support to the table and modeling how to run a nonprofit. The 1867 Sanctuary allowed PNJ to put into action, as an example, the principles they share with historic sites and commissions throughout the state.

A membership organization with individual, organizational and corporate members, PNJ has always been open to creative partnerships with historical, environmental, planning, smart growth, and other organizations on issues where their positions coincide. Historically, PNJ had as many as five (5) staff members. However, beginning in 2010, the organization could not afford paid staff. The Executive Director and staff gradually left, leaving the organization with no paid staff. In 2014, the physical office was closed and PNJ hired a professional management firm that also had a lobbying arm. This staffing experiment was unsuccessful. In 2015 a remote, part-time Office Manager was hired to ensure the administrative functions of the organization were continued. This position later became the Business Manager position and still exists today. PNJ hired a part-time Executive Director in February of 2017. This part-time position has been filled three (3) times, with the current Executive beginning her tenure in December 2022. Since 2017 three (3) PNJ Board Presidents have resigned and there has been a turnover of nearly twenty (20) trustee positions.

In May 2023, the 1867 lease was terminated and dedicated funds were returned to the Presbytery. This resulted in an 85% decrease in PNJ assets. However, under the new Executive Director, the Governance Committee has moved forward to approve updated by-laws, prepare a financial policy and procedures guidebook, create a Board of Trustees' handbook, and a Board Trustee Recruitment and Orientation Guide. In addition, the Board restructured committees and their functions, and at the end of FY2024, the organization completed filling Board vacancies and now has 16 of its 17 authorized Trustees serving terms.

## **FUTURE**

PNJ has weathered the storm of mismanagement, Board instability, and a changing volunteer network. With significant growth during the last fiscal year, there is now a strong Board and policies have been implemented to ensure that the current stability will endure.

In the next three (3) to five (5) years, PNJ will maintain its traditional flagship program of 10 Most Endangered Properties and the New Jersey Preservation Awards event, as it builds on past success with a new focus on its advocacy mission.

PNJ will promote our new image and advocacy message to an expanded audience by an increased marketing efforts grounded in the digital age. Our mission will be focused directly to preservation decision makers through new training and workshop programs designed to foster grassroots support to federal, state, county, and local decision makers on the frontline of preservation actions.

Overall, we expect annual growth in all areas: membership, donors, programs, and finances through stable and effective leadership, and dedicated volunteers resulting in successful preservation undertakings.

## **STRATEGIES AND GOALS**

PNJ will pursue the following goals and strategies over the next three (3) to five (5) years:

### **(1) Increase Marketing Outreach (Organizational<sup>1</sup>)**

**Issue/question:** There has been much criticism regarding PNJ's public exposure. It is felt by many that we do not have an adequate marketing effort. Can we develop a comprehensive public marketing campaign? How do we rebrand PNJ, and will it help?

The perception of Preservation New Jersey as an organization and a brand has become somewhat dated with an unclear understanding of the purpose and mission of this organization. The goal is to create a comprehensive marketing program that includes communications beyond the average publicity so that PNJ will become an authority in preservation within the state, for both current and future preservationists. Ultimately, this will help the organization grow in all areas, which include membership, donors, and industry sponsorships.

#### **Strategy:**

We will establish PNJ as an expert in the arena of advocacy, on a local, state, and federal level and stress the importance of preservation as a positive economic force for the state by educating individuals, organizations, professionals, and government agencies. We will create key messages that coincide with our brand through media outreach and investigate third-party advocate(s) to collaborate with and publicize our message. We will solidify PNJ's brand as the Go-To organization for information on preservation.

#### **Goals:**

- Generate awareness across the state as to PNJ's mission for preservationists
- Position PNJ as a voice of authority within preservation circles and for laymen
- Leverage PNJ's programs as important opportunities for preservation education
- Reinforce PNJ as a resource for information for individuals and organizations
- Create a recognizable image/logo that serves as an easily identifiable brand

### **(2) Provide Adequate Financing for Growth (Organizational)**

**Issue/question:** PNJ lost 85% of its asserts due to the spinoff of the 1867 sanctuary. This reduction put in danger the state grant which required an organization to have more than \$100k in their

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<sup>1</sup> *Organizational strategy* is about who and what PNJ is in the larger world. It is about identity, directions, brand, and market position, and relationships with other entities both collaborative and opposing.

annual budget to be eligible for operational grants. Although we have projected to reach approximately \$80k in FY2024, we are still short. How will we raise the necessary funds?

**Strategy:**

We will fund raise through a variety of sources, both large donors and small. These sources have proven reliable in the past and can support the increases we desire.

- Grants: As a non-profit agency whose mission entails history and preservation, PNJ is eligible to apply for several state funded grants for history or historic preservation projects from the NJ Historic Commission, NJ Historic Trust, NJ Council for the Humanities, the National Trust for Historic Preservation, the National Park Service and other government agencies who offer similar grant funding programs. In addition, PNJ has worked to secure grants from private donations and corporations who provide incentives and programs for community-based organizations. PNJ will continue to seek and foster connections with foundations and similar entities for funding.
- Fundraising: PNJ hosts a variety of social networking events, along with its annual New Jersey Historic Preservation Awards event. These events provide opportunities for small-scaled fundraising opportunities.
- Annual Membership Drive: Each year, PNJ hosts a membership drive to bring in new and returning members. Memberships vary from individual to professional levels.
- Building Industry Network: The Building Industry Network (BIN) is a membership program for professionals, businesses, and institutional organizations. The membership costs are higher than an individual membership, ranging from \$250 - \$2,500. With BIN, participants are provided with marketing and partnering opportunities with PNJ. The BIN program is under redevelopment and will be modified in the coming fiscal year.
- Sponsorships: On a yearly basis, PNJ hosts a variety of programs from 10 Most Endangered, virtual talks, in-person tours, and an annual awards event. PNJ actively seeks sponsorships through monetary and in-kind donations to offset program costs.
- Annual Appeal: In December each year, PNJ runs a campaign for donations to support activities and general operational costs.
- Partnerships: PNJ works with various partners on programs to support education and preservation advocacy. In doing so, PNJ is funded by these partners to provide programs and services on their behalf.

**Goals:**

- The specific dollar targets in from these sources is provided in the Financial Projection section on page 12 of this document.

### **(3) Align Programs, Mission, Funding (Programmatic<sup>2</sup>)**

**Issue:** Our mission to advocate for historic preservation has been deficient in educating and exposing those in local and state government that are in positions to make favorable or unfavorable decisions to preserve or allow development of threatened historic and cultural resources. How can we improve access to these decision makers?

**Strategy:**

We will continue and enhance our current programs: 10 Most Endangered Historic Sites, New Jersey Historic Preservation Awards, virtual roundtables, and historic site/district tours. We will also explore the offering of event services as a funding vehicle that is consistent with our mission. We will offer additional programs designed to reach preservation decision makers more effectively. First, we will hold workshops that will provide individuals with the knowledge and tools to initiate grassroots lobbying. Second, we will provide training to Historical Preservation Commissions throughout the state in best practices and how to manage historic preservation challenges. Lastly, we will organize and sponsor conferences to focus on specific social, economic, or legal issues relevant to preservation.

**Goal:**

- Show a continuous increase in the number of people exposed to preservation information.

### **(4) Acquire a Facility (Operational<sup>3</sup>)**

**Issue:** PNJ does not have a physical or central facility. Not having an office restricts us in several ways. We must have Board meetings virtually or at donated locations. We do not have a secured location for records retention, and we do not have a place for in-person events such as training, meetings, and interviews. Can we locate a centrally located, affordable, and adequate office facility?

**Strategy:**

We will search for an office facility and enter into a long-term lease or agreement with a government entity at little or no cost by leveraging services we can provide for the general public and constituents. However, it must accommodate rooms for training and workshops, be in a secure location, be accessible, and be centrally located with the state.

**Goal:**

- Acquire facility by the end of FY 2025.

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<sup>2</sup> *Programmatic strategy* is how PNJ will fulfill its mission.

<sup>3</sup> *Operational strategy* is concerned with the daily activities needed to run the organization such as personnel, financial management, information technology, and facilities and equipment.

## **(5) Increase Board of Trustees' Stability (Leadership<sup>4</sup>)**

**Issue:** PNJ currently has a *Board Recruitment and Orientation Guide* that contains a recruitment process based on developing a significant group of volunteers from which Board Trustee candidates can be drawn. Currently we have a very small number of volunteers. Because capable Trustees are critical to the PNJ success, expansion of the volunteer program must be addressed.

### **Strategy:**

We will increase our volunteer pool in two steps: 1) identify and 2) engage. Current Board members, PNJ members, and volunteers will provide names of prospective volunteers. In addition, personal contacts made at events and programs such as local tours and the annual meetings can be a source for volunteer candidates. We will follow up by engaging these candidates both in one-on-one contacts and/or engagement activities. Adequate contact records will be maintained. From this group a pool of Board candidates is created.

### **Goal:**

Increase the number of volunteers to fifteen (15) or more.

## **PROGRAM PORTFOLIO**

Programs and services serve to fulfill the mission. Each will contribute directly to the defined organization's mission. Cultural resources defined by the *National Historic Preservation Act (NHPA)* sets forth government policy and procedures regarding "historic properties" — that is, *districts, sites, buildings, structures, and objects...*

The nine (9) programs outlined in PNJ's portfolio are grouped into various categories, principally by target audience. First, there are public event programs: 10 Most Endangered Historic Sites, New Jersey Historic Preservation Awards, and On Tour with PNJ. Next, there are programs that interact with individuals, Q&A with PNJ, Talks with Our 10 Most, and technical historic preservation Assistance. The remaining categories: Lobbying/Advocacy handles government agency interactions and advocacy days, educational workshops, and professional conferences.

The following sections describe each of these programs by giving the assumption on which the program is based, the activities and resources needed to execute the program, the output or work product produced, the outcome or specific changes in participants behavior, and the impact of such program which is the fundamental intended change in the community.

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<sup>4</sup> *Leadership strategy* is how the organization attains strong management, board effectiveness, and overall governance.



**(1) 10 Most Endangered Historic Sites**

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>There are irreplaceable historic, architectural, cultural, and archeological resources in NJ that are in danger of being lost.</p> <p>Listing these resources draws attention to the predicaments that endanger their survival.</p>	<p>Solicit nominations, review, and select annually the ten most endangered properties.</p> <p>Schedule and hold public ceremony to announce list with sponsors.</p> <p>Publish list on web site.</p>	<p>PNJ staff, board, and volunteers</p> <p>Venue for presentations</p> <p>Refreshments</p> <p>Publication costs</p>	<p>A descriptive list with photographs and historical narrative of the properties on the list. This should include history, the organization, and people responsible for submission, and restoration plans made to date.</p>	<p>Attract new perspectives and ideas from the public to sites desperate need of restoration and sustainability.</p>	<p>Presents an image of the benefits of cultural and historic resource preservation to a wider audience.</p>

**(2) New Jersey Historic Preservation Awards**

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>There are many preservation efforts that have been completed by overcoming significant financial, public, and private opposition.</p> <p>Recognition of these efforts will encourage others to pursue similar projects.</p>	<p>Solicit award nominations via website for various categories.</p> <p>Select awards and hold in person ceremony.</p>	<p>PNJ staff, board members, volunteers.</p> <p>Venue</p> <p>Sponsors</p>	<p>Award certificates.</p> <p>Published record.</p>	<p>Favorable publicity for preservation.</p>	<p>Increased public preservation awareness.</p>

### (3) On Tour with PNJ

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>There are several examples of successful preservation efforts within local historic districts throughout the state.</p> <p>Local officials want to showcase these districts and the public is interested in seeing them.</p>	<p>Walking or bus tour of historic districts</p>	<p>PNJ staff, volunteers, local officials, transportation, refreshments, Sponsors, and tickets</p>	<p>Photographic record.</p> <p>Published record of event.</p>	<p>Increase knowledge of: main street and downtown architecture, best practices in design guidelines for district and streetscape, heritage tourism destinations with historic sites integrating creative placemaking within downtowns, Historic neighborhoods /district. cemetery and monument preservation.</p>	<p>Increase general knowledge on the importance of historic preservation. Helps to motivate other communities to pursue historic preservation.</p>

### (4) Q&A with PNJ

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>There are historic site owners, preservation commissions, and/or various organizations, government and business leaders who are navigating various preservation projects and have questions regarding their projects.</p> <p>PNJ is recognized as a legitimate source of information and can provide answers to their questions.</p>	<p>A quarterly virtual discussion hosted by PNJ Board Member Melissa Ziobro interviews the guest panelists/speaker creating an open dialogue on said preservation topic.</p> <p>Following the interview, questions are then opened to the public that attend</p>	<p>Webinar costs.</p>	<p>Answers to critical preservation questions published on website and newsletter,</p>	<p>Showcases both success and unsuccessful preservation stories to NJ's preservation community in hopes that our community can learn from each other.</p>	<p>Increases the overall knowledge and skills to preserve resources.</p>

**(5) Talks with Our 10 Most**

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>Historic site owners and interested groups on where the sites are now are interested in follow-up stories.</p> <p>These stories provide lessons learned in both successful restorations, demolitions, and years of preservation work by those who are actively engaged in the site.</p>	<p>PNJ Board Member opens the program and passes it to the team or persons associated with the 10 Most listed site who provides a presentation.</p>	<p>Webinar costs</p>	<p>Written record of Preservation lessons learned published on social media.</p>	<p>Increase knowledge of restoration and preservation.</p>	<p>Draws attention to the predicament of that endanger survival of historic resources statewide.</p>

**(6) Preservation Assistance**

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>Emerging developers, property owners, government agencies and local organizations, and the public all have a need for assistance with preservation issues.</p> <p>PNJ has access and knowledge to provide technical assistance.</p>	<p>PNJ provides resources aimed to equip constituents with information and tools they need to acquire, rehabilitate, and preserve structures within in their communities.</p>	<p>Online links to resources and toolkits</p>	<p>Successful access to information</p>	<p>More informed and skilled preservationists</p>	<p>Increased preserved historic and cultural resources.</p>

## (7) Workshops

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>There are planners, architects, engineers, historians, preservation commissioners and board members, contractors and other interested persons desiring added skills.</p> <p>Hands-on and in-person workshops can provide skills to preservation practitioners.</p>	<p>Prepare or contract for specific workshops.</p> <p>Restoration basics</p> <p>Navigating local regulatory processes.</p> <p>Grassroots lobbying techniques</p>	<p>Venue or Webinar, Instructor, Workshop materials, AIA registration costs.</p>	<p>Increased skills for participants.</p> <p>These programs can offer continuing education credit available including AIA credits.</p>	<p>Further expand public outreach and raise awareness of preservation.</p>	<p>Reduce failed preservation and restorations efforts.</p>

## (8) Lobbying & Advocacy

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>Governmental action is a major contributor to preservation success.</p> <p>In NJ there are deficiencies in government statues and policies regarding preservation.</p> <p>PNJ can participate in supporting and implementing changes in policies that affect preservation funding, regulation, and best practices.</p>	<p>Submit letters supporting or denying various preservations efforts or legislation.</p> <p>Attend the National Trust for Historic Preservation and Preservation Action 'Historic Preservation Advocacy Week' events.</p> <p>Attend legislative hearings.</p> <p>Respond to National Historic Preservation Act, Section 106 requests for comment.</p>	<p>Executive Director and staff labor, Mailing costs, Conference and travel costs</p>	<p>Letters, emails, web site postings.</p>	<p>Legislators and agencies are aware of PNJ's opinion.</p>	<p>Favorable government decisions for preservation</p>

## (9) Conferences

Assumptions	Activities	Resources	Outputs	Outcomes	Impact
<p>There are broad social, economic, and legal issues that influence cultural and historic preservation.</p> <p>There is a general interest in preservation community regarding these issues.</p> <p>Universities, state agencies, and other preservation organizations are amenable to the conference format as co-sponsors.</p>	<p>A daylong annual conference at a centrally located venue. Typical subjects:</p> <p>Cultural tourism</p> <p>Adaptive reuse</p> <p>Cemetery Law</p>	<p>Venue, promotional material, speakers, refreshments, publishing costs.</p> <p>PNJ staff, trustees, and volunteer time.</p>	<p>Published proceedings</p>	<p>A further educated public on the issues</p>	<p>New efforts to improve preservation legislation, regulations, or preservation arts.</p>

## FINANCIAL PROJECTIONS

Revenue	FY25		FY26		FY27	
	Percent	Amount	Percent	Amount	Percent	Amount
Grants	45%	\$38,250	45%	\$45,135	45%	\$53,259
Fundraising events	5%	\$4,250	5%	\$5,015	5%	\$5,918
Memberships	10%	\$8,500	10%	\$10,030	10%	\$11,835
Building/Industry Network	17%	\$14,450	17%	\$17,051	17%	\$20,120
Sponsorships	10%	\$8,500	10%	\$10,030	10%	\$11,835
Annual appeal	8%	\$6,800	8%	\$8,024	8%	\$9,468
Partnerships	5%	\$4,250	5%	\$5,015	5%	\$5,918
<b>Total</b>	100%	\$85,000	100%	\$100,300	100%	\$118,354
Functional Expenses	Percent	Amount	Percent	Amount	Percent	Amount
Management & Administration	53%	\$44,520	53%	\$51,198	53%	\$58,878
Development	20%	\$16,800	20%	\$19,320	20%	\$22,218
Programs						
10 most	4%	\$3,360	3%	\$2,898	3%	\$3,333
Awards	4%	\$3,360	3%	\$2,898	3%	\$3,333
Talk with 10 most	2%	\$1,680	3%	\$2,898	3%	\$3,333
Q&A with PNJ	2%	\$1,680	3%	\$2,898	3%	\$3,333
Preservation assistance	2%	\$1,680	3%	\$2,898	3%	\$3,333
Lobbying/advocacy	3%	\$2,520	3%	\$2,898	3%	\$3,333
Tour with PNJ	3%	\$2,520	3%	\$2,898	3%	\$3,333
Workshops	3%	\$2,520	3%	\$2,898	3%	\$3,333
Conferences	4%	\$3,360	3%	\$2,898	3%	\$3,333
<b>Total</b>	100%	\$84,000	100%	\$96,600	100%	\$111,090
<b>Total revenue</b>		\$85,000		\$100,300		\$118,354
<b>Total expenses</b>		\$84,000		\$96,600		\$111,090
<b>Change in net assets</b>		\$1,000		\$3,700		\$7,264

## IMPLEMENTATION PLAN

Table 1: Implementation Schedule

<b>Activity</b>	<b>Responsibility(s)</b>	<b>Timeframe</b>	<b>Comments</b>
Produce detail work plan for all programs	Program Committee	Q1-FY25	Plan must contain detailed activities, schedules, and costs.
Produce marketing plan	Marketing & Development Committee	Q1-FY25	Plan must contain detailed activities, schedules, and costs.
Produce fund raising plan	Executive Director & Finance Committee	Q1-FY25	Provide source details and indication of certainty.
Search or and acquire facility	Governances Committee & Business Manager	Q2-FY25	Quality of facility outweighs urgency of occupation.
Volunteer search	Governance Committee	Q3-FY25	Document

## SUMMARY

### PRESERVATION NEW JERSEY STRATEGIC PLAN 2024

#### Mission

PNJ advocates for the preservation of New Jersey's cultural and historic resources through outreach and education.

#### Vision

Preservation New Jersey envisions a New Jersey in which our treasured historic resources are safeguarded, and preservation is a valued priority and active force in strengthening the economic vitality and sustainability of our communities to make them attractive places to live and work.

#### Values

- We are deeply committed to all the communities within the state;
- We value the impact of collaboration, open communication, and furthering understanding with those communities;
- We hold ourselves and one another responsible for ensuring PNJ focuses on our mission;
- We take seriously the resources placed in our hands through the generosity of others; and
- We strive to be open, honest, and ethical in our relationships.

#### Strategies

- Improve our outreach through *expanded marketing*
- Stabilize our Board of Trustees by *growing our volunteer network*
- Influence decision makers by *focusing our programs*
- Strengthen our image and operations by *acquiring a facility*
- Increase our funding to *\$120k* by 2027

#### PROGRAMS

- 10 Most Endangered Historic Sites
- New Jersey Historic Preservation Awards
- Tour with PNJ
- Talk with 10 Most
- Q&A with PNJ
- Preservation Assistance
- Workshops
- Lobbying & Advocacy
- Conferences