



Strategic Plan 2019-2021

The Strategic Plan was crafted during a Board of Trustees retreat on November 10, 2018, and adopted at the meeting of the Board on February 21, 2019.

Mission

Preservation New Jersey promotes the economic vitality, sustainability, and heritage of New Jersey's diverse communities through advocacy and education.

Vision

Preservation New Jersey envisions a New Jersey in which our historic treasures are safeguarded and preservation is a valued priority and active force in strengthening the economic vitality and sustainability of our communities. The distinctive character of our communities and their historic sites contribute to robust economies and make them attractive places to live and work.

Strategic Priorities

Four Strategic Priorities will guide Preservation New Jersey's actions over the next three years. The four Strategic Priorities are:

- Educate people about the value of preservation & preservation techniques.
- Engage municipal volunteers, leaders & elected officials in discussions about historic preservation.
- Advocate for policies critical to historic preservation efforts.
- Diversify revenue streams to better support the efforts of the organization.

Goals	Tactics	2019	2020	2021	Committee Assignment
Strategic Priority #1: Educate people about the value of preservation & preservation techniques.					
Emphasize the 10 Most Endangered Buildings program	Produce 10 Most Endangered list annually	X	X	X	10 Most
	Disseminate list through social and traditional media	X	X	X	10 Most
	Create branded slide show/video about the 10 sites, share on social media, and encourage other organizations to share	X	X	X	10 Most
	Provide updates on the 10 sites throughout the year via social media and on the PNJ website For 2019, celebrate the 25th anniversary of this program by highlighting sites from the list that have been saved and those that have not	X	X	X	10 Most
Host 4 events or programs annually, located throughout the state, with AIA credit if possible	Create a Program Committee to determine program format, content, and presenters (using BIN members if possible)	X			Education
	Develop one to two programs per year and identify two to four locations throughout the state to host it	X	X	X	Education
	Seek AIA credit as appropriate	X	X	X	Education
	Promote program through PNJ website, list serves, and email blasts	X	X	X	Staff
Develop regular newsletter to send electronically with new information about sustainability of preservation, preservation case histories, legislation issues, upcoming events, and preservation techniques	Develop committee to identify content and solicit potential authors of articles. Executive Director will develop a newsletter format, schedule, and edit content	X			Public Relations
	Continue to use Constant Contact to develop and maintain mailing list Using services of Office Manager and/or an intern to ensure list includes all past Board members (2019)	X	X	X	Staff
	Create and disseminate electronic newsletter 3-5 times per year	X	X	X	Public Relations

Goals	Tactics	2019	2020	2021	Committee Assignment
Increase prominence of BIN network and members	Enhance BIN Resource Directory and increase traffic to it Create BIN Resource Directory button on PNJ home page Add service areas, areas of expertise to list Promote it through newsletter, social media Track traffic on website page	X	X	X	BIN
	Invite BIN members to speak at public programs and/or develop "how-to" videos and webinars	X	X	X	BIN
Create a "Resource Room" on website (e.g., how-to videos, pre-taped webinars, how-to articles) consisting of original content and links to other organization's content	Update current website with resource info from old website first	X			Education
	Design a section of the website to house videos, webinars, how-to articles on preservation and preservation techniques		X		Staff
	Work with BIN members to develop short videos about preservation techniques (e.g., finding the right architect, choosing windows, chimney maintenance) and preservation (e.g., why preservation is economically and environmentally sustainable)		X	X	Education
	Add material developed by other organizations (e.g., technical leaflets) and through PNJ programming (e.g., a webinar on evaluating an HP		X	X	Education
Continue to utilize social media to curate information about preservation and historic sites in NJ	Keep the public informed by posting and sharing timely information on preservation and NJ legislative landscape through social media	X	X	X	Staff

Goals	Tactics	2019	2020	2021	Committee Assignment
Strategic Priority #2: Engage municipal volunteers, leaders & elected officials in discussions about historic preservation.					
Offer formal training programs for elected officials, planning, zoning board, and HPC members	Identify areas/topics where there is a lack of education for government officials, and/or members of boards and commissions Speak with representatives from municipalities from around the state Send survey to municipalities		X		Education
	Develop in-person, webinar, and/or on-demand online programs as dictated by research (above) If in-person, determine frequency and location If webinar, determine frequency and method of distribution		X	X	Education
Provide services that increases awareness of PNJ among municipalities	Present sessions on timely issues related to preservation at relevant conferences (e.g., NJLM, APA-NJ, etc.)	X	X	X	Education
	Partner with Sustainable Jersey to update Historic standards for next level certifications.		X		Policy

Goals	Tactics	2019	2020	2021	Committee Assignment
Strategic Priority #3: Advocate for policies critical to historic preservation efforts.					
Track legislation and advocate for critical positions as appropriate	Continue to advocate, as needed, for NJ tax credit legislation	X			Policy
	Utilize AIA subscription to track legislation	X	X	X	Staff
	Advocate, as needed, for other issues that arise related to preservation	X	X	X	Policy
Establish a PNJ Policy Committee to develop talking points, attend, and testify as needed	Establish committee with Board representation, plus other representatives as appropriate	X			Policy
	As situations arise, committee determines whether advocacy is needed	X	X	X	Policy
	Committee develops talking points related to that issue	X	X	X	Policy
	Committee members testify as appropriate	X	X	X	Policy
Create awareness around preservation issues in New Jersey and PNJ's role in advocating for preservation	Expand email list to broaden reach (i.e., press, individuals, corporations, other organizations, officials)		X	X	Staff
	Disseminate information about legislative issues and PNJ's advocacy	X	X	X	Public Relations
	Send regular email blasts about legislative issues and PNJ advocacy				
	Encourage additional press coverage				
	Offer "experts" from the Board to assist journalists in writing articles		X	X	Public Relations
	Invite past and present Board and committee members to write letters to the editor and/or articles on preservation issues				
	Write and disseminate press releases/articles about legislative concerns				

Goals	Tactics	2019	2020	2021	Committee Assignment
Strategic Priority #4: Diversify revenue streams to better support the efforts of the organization					
Increase membership 10% annually (baseline = 141 in 2018)	Send three membership e-mailings annually; one targeted to individuals; one for organizations/corporations; one to League of Municipalities members Target mailings to highlight benefits for that audience Offer incentive (e.g., tote, historic map reprint, coffee mug) if possible	X	X	X	Development
	Contact former members/lapsed members and encourage them to re-join by email or letters	X			Staff
	Promote membership at all programs and functions	X	X	X	Development
	Provide printed mechanism for Board to engage others in membership peer-to-peer	X	X	X	Development
	Inquire whether NJ Historical Commission can include a box asking GOS applicants if they are members of Preservation New Jersey	X			Development
Increase BIN memberships by 5 annually	Provide incentive for current BIN members to recommend BIN membership to others (e.g., % off membership in upcoming year if they recommend someone who joins)	X	X	X	BIN
	Demonstrate benefits of BIN members online and through e-mail Show improved traffic to BIN Resource Directory First person testimonials from other BIN members of its value First person testimonials from an individual who hired a BIN member Ability to become known as “the expert” through programs and online videos		X	X	BIN

Goals	Tactics	2019	2020	2021	Committee Assignment
Establish planned giving program	Invite Regent Atlantic to discuss how to establish a planned giving program	X			Development
	Create framework and develop materials for planned giving program	X			Development
	Launch planned giving programs (specifics TBD based on research and discussions in 2019) with Annual Appeal		X		Staff
Increase general donations from individuals and organizations	Ask former PNJ presidents to solicit donations from their contacts	X			Development
	Send year-end annual appeal Determine mailing list	X	X	X	Staff
	Invite people and provide a mechanism to make donations after webinars or downloading content from the online Resource Room (i.e., “Was this video helpful? Please consider making a small donation...”)	X	X	X	Development
	Explore potential opportunities for crowdsourcing		X	X	Development
Increase operating support /project support from government organizations and foundations	Explore possibilities of other governmental grants Operating support grants are preferred Project support grants will only be solicited if they underwrite the costs of a project already planned (e.g., a consultant to develop the online Resource Room, overhead costs associated with a webinar)		X	X	Development
	Research and apply to two new foundations/year that support historic preservation programs Determine who will write grants (Executive Director, Board, Consultant?)	X	X	X	Development

Goals	Tactics	2019	2020	2021	Committee Assignment
Increase corporate (non-BIN) support	Create list of potential corporate sponsors for targeted mailings Internal brainstorming Invite BIN members to suggest corporations that might be interested	X			Development
	Approach corporations about sponsorship opportunities (e.g., videos, webinars)		X	X	Development
Use educational programs as income opportunities	Price the four annual programs (see above, under Strategic Priority #1) to ensure PNJ profits from each session	X	X	X	Education
	Identify other education opportunities run by a Board member to benefit PNJ (e.g., a walking tour, a class on architecture or a specific preservation technique)		X	X	Education
Identify services PNJ can provide for a fee to other preservation organizations	Determine whether there is partnership potential with Discover New Jersey	X			Development
	Pursue a conversation with the New Jersey Historical Commission about the possibility of becoming a clearinghouse for its re-grant program	X			Staff
	Explore other possibilities as they arise	X	X	X	Development