

# GERMAN JAMAICAN MUSEUM

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*(BETHEL TOWN SEAFORD TOWN FOUNDATION LTD)*



## GERMAN JAMAICAN MUSEUM ROSETTA TINGLIN CULTURAL CENTER BUSINESS PLAN

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## 1.0 EXECUTIVE SUMMARY

On March 7, 2020, Bill Tinglin's mother, Rosetta Tinglin of Bethel Town Westmoreland, Jamaican West Indies, passed away. Rosetta was a Director/ Teacher at the Social Development Commission (SDC) for over twenty-five years. During Rosetta's tenure at SDC, she traveled to New York to attend New York City Technical College and the Grace Institute Academy. Rosetta earned several awards and Certificates in several courses from both colleges. After her academic accomplishment, she returned to Jamaica to continue working as an SDC Satellite Director. She served several SDC communities such as Bethel Town and Seaford Town - a German Jamaican community, educating, influencing, and empowering hundreds of Jamaican youth and adults. In honor and recognition of Rosetta Tinglin, the Bethel Town - Seaford Town Foundation Limited (BTSTFL), was established as a Jamaican, not-for-profit organization. The Foundation and its partners aim to develop the German Jamaican Museum in Seaford Town and the German Jamaican Rosetta Tinglin Cultural Center in Bethel Town.

**The German Jamaican Living Museum (GJLM)** will be both a living and a virtual museum. The Museum will be filled with holograms, artificial intelligence, and interactive technology, honoring the German Jamaican people. It will entertain open forums of the German Jamaican community, addressing the importance of the German Jamaican communities rooted in their art and artifacts collections and the stories they tell. The Museum will acquire conserves, research, oral/visual exhibits, and tangible and intangible historical, scientific, and community collections reflecting the German Jamaican community's historical heritage. The Museum will express a learning environment that interacts with the artifact collections, the German Jamaican community, memories, heritage, knowledge, and German European heritage.

The living museum will recreate historical settings to simulate the journey from Germany to Seaford Town, Jamaica, providing visitors with an experiential interpretation of history. Themes that will be enacted with characters in 19<sup>th</sup> century costumes will include:

- The voyage
- Home life in Seaford Town
- Work on the Plantation
- Commerce in Seaford Town
- Entertainment (Pubs, music)
- The Catholic Church and Spiritual Life

**The German Jamaican Rosetta Tinglin Cultural Center (GJRTC)** will incorporate an advanced Twenty-First Century fundamental and technological vocational training Center, encompassing social development and skills training. This promises to be a nation-building initiative for the Jamaican people, enabling a brand workforce and a communication hub, creating educational opportunities, fostering research, and study, and attracting national and international tourists. The Cultural Center will elevate and serve the people in the community and the country.

Opportunities: Fostering research and study and attracting national and international tourism.

The Cultural Center will elevate and serve the people in the community and the country.

- The creation of a Jamaican German Brand (breads, jams, pastries, sausages, breadfruit, flower, spices, souvenirs, etc., for the local market and for export)
- The creation of a Jamaican German workforce (establishing a pool of multilingual tourism workers)
- Multilingual language training (German, Spanish, Italian, and French)
- Training for the tourism sector, such as bilingual tour guides and hospitality representation
- Establishing a network with tourism partners (tour operators, cruise ships, and hotels)
- Allocating jobs once the training is completed
- Student exchange programs

The vision and mission statements of the **Bethel Town Seaford Town Foundation Limited (BTSTFL)** are as follows:

**Vision:** To create a Jamaican development model with national and international appeal.

**Mission:** To create self-sustaining, long-term economic development in the Seaford Town and Bethel Town communities, limiting pervasive poverty, unemployment, and general distress, and to demonstrate how distressed communities can achieve self-sufficiency through innovative and comprehensive strategic plans, developed and implemented by alliances with private, public, and nonprofit-entities.

**Objectives:** The overall objective of this program is to provide sustainable economic development opportunities for the Bethel Town and Seaford Town communities that support Jamaica's nation-building initiative.

### **Proposed Location**

The German Jamaican Rosetta Tinglin Cultural Center will be strategically located behind the Bethel Town Police Station. The land which will be acquired from the Jamaican Government is sufficient for the proposed structures, parking, vendor's store, and entrepreneurial creativities (see Figure 1 Proposed Site for German Jamaican Rosetta Tinglin Cultural Centre). *The Property Title Reference/ Valuation number is 059 0601 9004.*

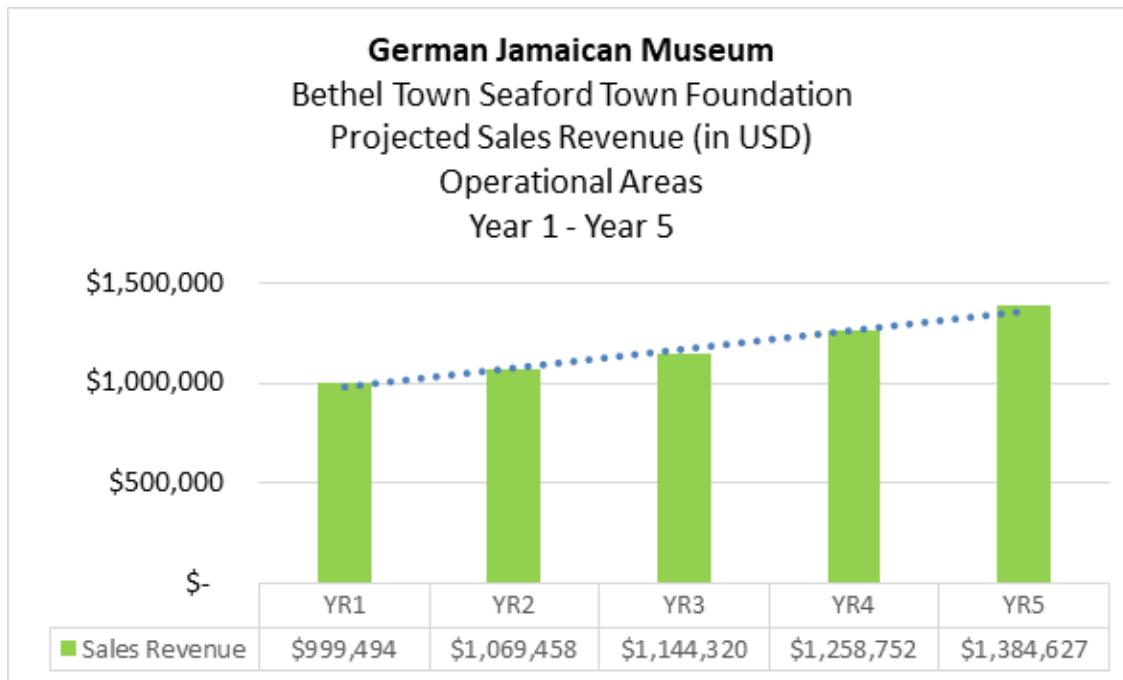


**Figure 1: Proposed Site for German Jamaican Rosetta Tinglin Cultural Centre**

The land identified for the German Jamaican Living Museum is in Seaford Town, Westmoreland and is strategically within the town center. The land falls under the auspices of the Roman Catholic Diocese, under the leadership of the Rt. Honorable Bishop Burchell McPherson. In a stipulated lease agreement, Rt. Honorable Bishop McPherson has signed a **50-year lease agreement with our Bethel Town Seaford Town Foundation that starts on March 30, 2023, and expires on April 3<sup>rd</sup>, 2073. Please see the enclosed lease agreement.**

### Financial Model

Revenue for the program will come from entrance fees for tours, programs, tuition fees, exhibitions, facilities rental, foundation grants, and fundraising. This plan establishes a revenue goal of approximately USD\$999,494 in the first full year growing to USD\$1,384,627 by the fifth year of operations (see charts below and Financial Projections and Assumptions in Appendices 2 & 3). In addition to annual expenses, a start-up cost of approximately USD 21.7 Million is budgeted for construction, equipment, furnishings, and working capital. The financial goal is to achieve self-sufficiency by year 3 of the project.



**Figure 2: Projected sales revenue (in USD) of German Jamaican Museum – Bethel Town Seaford Town Foundation from Year 1 to Year 5**



**Figure 3: Projected performance (in USD) of German Jamaican Museum – Bethel Town Seaford Town Foundation from Year 1 to Year 5**

## Financial Need

The **BTSTF** is seeking an initial funding of **USD 21.7 Million** as startup funding for the German Jamaican Museum and the Rosetta Tinglin Cultural Center. Once funding is acquired, construction for the first phase of the project is anticipated to commence within six months. The project is also expected to be fully operational within two years of funding. Overall, the project has immense potential not just for the communities at hand but also significantly contributes to the tourism sector and nation-building.

## **2.0 PROGRAM OVERVIEW**

### **The Program**

The German Jamaican Living Museum & Rosetta Tinglin Cultural Center are facilities to be established in Seaford Town & Bethel Town on land to be sourced through the church and the government. This project aims to generate social and economic changes that will trigger economic development to improve the standard of living and reduce unemployment and crime in these communities and establish a development model that can be replicated throughout Jamaica.

### **Program Framework**

The framework of the program is embodied in the following fundamental principles:

- Economic Revitalization Opportunities
- Sustainable Community Development
- Community-based Partnerships, and
- Strategic Vision for Change

### **Economic Revitalization Opportunities**

The program prioritizes revitalizing distressed communities by creating economic opportunities, jobs, and skills development for all residents. The development of employment skills and job creation provides the foundation for residents to become economically self-sufficient, and the communities can revitalize themselves. Opportunities for entrepreneurial initiatives, small business expansion, and training for jobs that offer upward mobility are critical elements of this program.

### **Sustainable Community Development**

Skills training and job creation are the first critical steps toward developing a livable and vibrant community where human initiative, work, and stable families can flourish.

However, economic development can only be successful if a coordinated and comprehensive strategy includes physical development (Infrastructure) and human development (Human Capital). A community where streets are safe to walk, the air and water are clean, housing is adequate and secure, and human services are accessible, and where a vital civic spirit is nurtured by innovative design is a community that can be a source of strength and hope to its residents.

The **Bethel Town Seaford Town Foundation (BTSTFL)** seeks to develop a local plan that coordinates economic, physical, environmental, community, and human development for Seaford Town and Bethel Town.

### **Community-Based Partnerships**

The road to economic opportunity and community development starts with broad participation by all community segments. This may include, among others, the political and governmental leadership, community groups and clubs, health services groups, environmental groups, religious organizations, the private and nonprofit sectors, Centers of learning, and other community institutions. The residents of Seaford Town and Bethel Town are the most critical revitalization and development elements.

These townships cannot succeed with public resources alone. Private and nonprofit support and involvement are critical to the success of these communities. Partnerships also must be created within and among the levels of government, both local and national.

The Jamaican Member of Parliament and the Local Government representatives; The Jamaican Tourist Board; Tourism Enhancement Funds (TEF); the German Embassy, the Jamaican German society, the Tourism Product Development Company (TPDCO); Jamaica Trade and Invest (JAMPRO) must work together to identify resources and ensure that relevant programs and resources can be, and are used in a coordinated, flexible, and timely fashion to help implement the BTSTF business and strategic plan. These persons are to ensure that barriers to sustainable growth are removed.

## Strategic Vision for Change

The vision for change is a comprehensive strategic map for revitalization. It is a means to analyze the full local context and the linkages to the larger region. It builds on the community's assets and coordinates its response to its needs, such as public safety and human, social, and health services. It integrates economic, physical, environmental, community, and human development in a comprehensive and coordinated fashion so families and communities can work together and thrive. Hence, the Jamaican German Living Museum and Rosetta Tinglin Cultural Center (with Skills Training as a central focus) is a design for this development and change.

### 2.1 OPERATIONAL GOALS

The operational goals for BTSTF over the next five years are as follows (Table 1):

**Table 1: Operational Goals**

GOALS	DESCRIPTION
Goal 1	<p><b>Engage 75% of youths &amp; young adults and 20% of adults in the communities in meaningful arts experiences through vital curatorial programming choices.</b></p> <p>Curating program choices requires a process of exchange among the audience, the community, and arts professionals. It is a process that helps communities to celebrate community creatives and art professionals. It is a process that allows communities to interrogate, participate and reflect on being part of a vibrant civic culture. Applying a curatorial lens to activities allows BTSTF to engage in long-term planning in more meaningful and relevant ways to the various audiences and to be more connected to the community.</p>
Goal 2	<p><b>Build and strengthen meaningful community relationships with at least 80% of community-based organizations.</b></p> <p>Build potential mutually beneficial relationships with organizations within the community and enhance the leadership capacity of cultural institutions within the region. The organizations targeted will be the Public Library, Heart Trust/NSTA, Social Development Commission (SDC), and JCDC. Efforts will be made to support grassroots cultural programming and maximize its use for local or neighborhood programming.</p>

<b>Goal 3</b>	<p><b>Develop diverse revenue streams to achieve a healthy balanced organization that will become self-sustainable within five (5) years.</b></p> <p>The organization cannot rely on grants and donations, so it will endeavor to identify and create various revenue streams to foster and nurture the growth of an autonomous, viable, and profitable organization. Consequently, the organization will create diverse and attractive programs to generate revenue from local, national, and international audiences to build a sustainable and profitable organization.</p>
<b>Goal 4</b>	<p><b>Develop and sustain the organizational capacity, human resources, infrastructure, output capacity, and stable cultural resources in ALL areas of the communities within ten (10) years.</b></p> <p>The creation of diverse and attractive programs is critical for the attainment of this goal.</p>
<b>Service differentiation</b>	<p>The BTSTF aims to differentiate itself from its rivals and competitors by maintaining operational efficiency and having the right customer relationships. This will be achieved by employing and training the right staff in customer relationship management.</p>

BTSTF aims to be a sustainable organization that is relevant, vital and delivers on its mission whilst creating value for both communities. It is recognized that the key to future sustainability is the ability to develop revenues from activities, the strength of community partnerships, and organizational capacity.

**Priorities/ Intentions:**

- Diversify and increase earned revenues by 10% yearly.
- Increase contributed income from private investors, sponsorships and grants by 100% for start-ups and 20% yearly thereafter.

**Strategies:**

- Diversify to increase earned revenues.
- Gradually increase the level of activities, visitor arrivals, ticket revenue, and secondary revenue from the sale of merchandise, and concessions, by at least 10% each year.
- Invest resources in increasing sales advertising revenues using traditional, non-traditional, or newly developed channels.

- Increase contributed income.
- Invest resources in increasing retention and a 20% growth of existing sponsors.
- Continue to identify at least 2 grant opportunities each year consistent with program priorities and invest resources in pursuing this funding.

**Outcomes:**

- Diversified revenue sources will allow the foundation to respond better to future economic downturns and potential loss of existing sponsors or reduction in tour sales.
- Increased earned and contributed income will allow for a reduced proportion of foundation operating funding coming from tax-supported government contributions.
- Grant revenues for capital projects will allow capital funding to be leveraged to address infrastructure deficits better.

## 3.0 COMMUNITY PROFILES

### 3.1 BETHEL TOWN COMMUNITY PROFILE

Bethel Town is a rural community located in Northeast Westmoreland. It is approximately 42 kilometers from the major urban centers of Savanna-la-mar, Westmoreland and Montego Bay, St. James. The community has 16 districts which are predominantly farming areas.

The communities bordering Bethel Town are Chester Castle in Hanover to the North, Struie and Barneyside to the South, Cornwall Mountain to the West, Lambs River to the Southeast and Cambridge in St. James to the Northeast (SDC, 2010). Bethel Town is a peaceful community with a high level of volunteerism and civic pride, as shown by the presence of different and varying community groups (Figures 4-5).



Figure 4: Bethel Town Square



**Figure 5: Bethel Town Baptist Church 1840**

Bethel Town is one of twelve communities that make up the Bethel Town Node which is a part of the Darliston Development Area. The town is predominantly hilly, and the community receives moderate to heavy yearly rainfall. However, the soil is well drained due to the presence of curves and channels, gullies, and sinkholes. The community consists of forested areas in most districts. The natural resources present within the community include farmlands, ponds, springs, and un-depleted forests (SDC, 2010).

The estimated population of Bethel Town is 5,624 persons (SDC Survey, 2010). The Social Development Commission survey of 2008 indicates that 52.7% of the household members in Bethel Town were females and 47.3% were males. It also reveals that over half of the population was under thirty years. At the same time, the community had a working-age population of 61.7%, with some 47% within the prime working group (20-54 years).

The main economic activity in Bethel Town is farming, with approximately 63% of the households in Bethel Town engaged in farming activities, as seen in the Table 2:

**Table 2: Main Farming Activity**

Activities	Percent
Ground provision	56.6
Sugarcane	13.2
Poultry rearing	8.8
Cash crop	1.9
Green banana	41.5
Livestock rearing	8.8
Bee keeping	1.3
Fruits	6.9

Source: (SDC, 2010)

Of the households that engaged in farming activities, the SDC Report shows that 70% of the farm produce was used exclusively for the home, while 30% was used for both the home and the local market (SDC, 2010). Hence, of the households that engaged in farming activities, 56.6% were in ground provision cultivation, 41.5% in green banana and 13.2% in sugar cane cultivation. Other economic activities in the Bethel Town community include to, a lesser extent, entrepreneurial ventures (shopkeepers, vendors) and skilled professionals.

The implementation of centers in Seaford Town and Bethel Town while ensuring economic development, as expressed throughout the proposal, will also be enthusiastic about supporting the revitalization of projects that can provide skilled jobs and income generation for many small farmers. Therefore, we will explore the opportunity to either share in managing the operations or assume management and reopen the presently closed juice packaging factory close to the Town Square. Reopening this facility will create an available market for local farm products and job opportunities for residents. Local visitors and tourists visiting the center can also tour the factory and have an opportunity to sample the products. We feel this is another opportunity for our organization to influence positive change through job creation that promotes financial stability.

Bethel town can be regarded as a commuter town and is one of the leading transportation hubs for adjoining communities, especially from Montego Bay. Transportation in general

can be regarded as very good, however there are districts that have challenges because of poor roadways. Most of the paved streets can be described as being in excellent condition, while some interior roads are in deplorable condition.

As it relates to garbage disposal logistics, the SDC Survey (SDC, 2010), indicated that 79% of the households in Bethel Town burnt their garbage, while 37.1% used the services of pickup trucks and 3.3% buried their garbage. The area has a public water network, good telecommunications, and sanitation systems. However, 61.6% of residents tend to use pit latrines, while 49.7% used soak aways as the main toilet facilities among households in Bethel Town.

Bethel Town and surrounding communities also have several social services, as listed below (Table 3):

**Table 3: Social Services Present Within The Community**

Types	Number	Location (District)
Health Centre	1	Galloway, Argyle Mtn., Castle Mtn., York/ New Castle
Schools	6	
Churches	15	
Post Office/ Agency	1	
Police Station	1	
Community Centre	1	
Sports Complex	1	
Cemetery	1	
Financial Institution	1	
Recreational Site	None	
Playfield	1	
Park	1	
Library	1	

SOURCE: (SDC, 2010)

According to the SDC Survey (2010), the leading community has high levels of adult unemployment, and high levels of youth unemployment. The unemployment data revealed that unemployed males and females in Bethel Town were 35.7% and 64.3%, respectively. It was also revealed that unemployment was highest among males between

20-24 years and 25-29 years, while the highest percentages of unemployed females were among persons between the ages of 20-24 years.

Skillsets within the community tend to include 11% trained in commercial and sales, 9.6% in construction and cabinet making and 6.7% in agriculture and farming. The data shows that a significant percentage of the males acquired training in construction and cabinet making (20.5%) and commercial and sales (13.7%), while most females were concentrated in hospitality (8.8%), apparel and sewn products (8.8%), and commercial and sales (SDC, 2010).

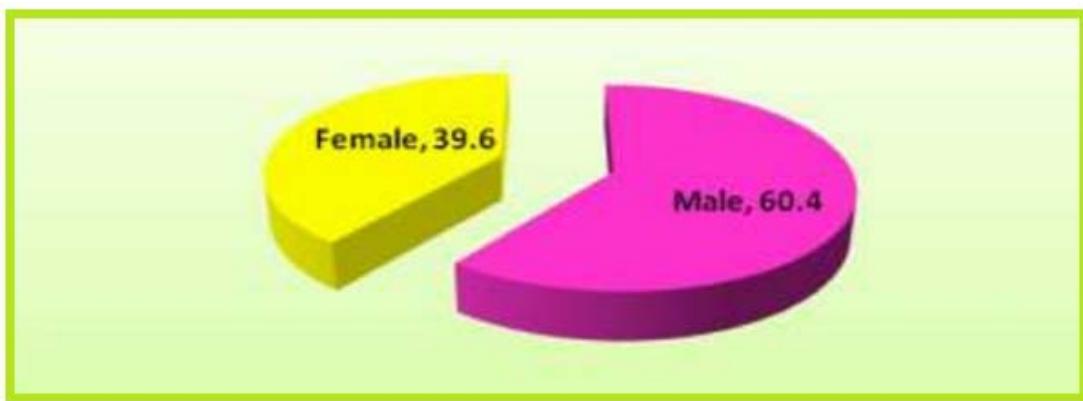
### **Historical Information**

Bethel Town has a very rich history in that it was once a free village. After emancipation this was where most official activities took place. In the early 1900s, the Williams and Crooks families purchased the property and sublet a portion to the citizens of the community who were mainly their workers. This property is still owned and operated by their children and grandchildren.

The government acquired a large portion of Cooke's property, including the parcel on which Hermitage House is located. It now hosts the Hermitage Operation Pride site, operated by the Housing Association of Jamaica (HAJ), formerly known as (the National Housing Development Cooperation - NHDC). The oldest church in the community is the Bethel Town Baptist Church which is 169 years old and was founded by Thomas Burchell, an English missionary. Hermitage House considered the property's 'great house,' was previously used as the Resident Magistrate courthouse and agricultural extension service offices of the Ministry of Agriculture. It is occupied by the Rural Agricultural Development Agency (RADA) and the CEO of Hermitage Honey Co. Ltd., which produces honey and some byproducts of beeswax (SDC, 2010).

## Demographics

At the time of the survey, among both genders (Figure 6), Table 4 indicates that just about 18% of the household heads were 65 years and older, 16.4% between the ages of 40-44, and 11.9% between 35-39 years. As it relates to migration patterns, the table below reveals that of significance is that 88.7% of the household heads in Bethel Town had been living in the parish of Westmoreland for ten years or more. The survey also revealed that 71.7% of the household heads interviewed indicated they had always lived in the Bethel Town community.



**Figure 6: Percentage distribution of households by gender**

SOURCE: (SDC, 2010)

**Table 4: Age Distribution of Households**

Age Cohort	Percent
20-24	2.5
25-29	9.4
30-34	8.2
35-39	11.9
40-44	16.4
45-49	8.2
50-54	11.3
55-59	5.7
60-64	8.2
65+	18.2
<b>Total</b>	<b>100.0</b>

SOURCE: (SDC, 2010)

## Educational Institutions

The community of Bethel Town has six educational institutions distributed throughout some of its districts, with the highest level being that of an All-Age School. These include 4 Early Childhood Institutions Bethel Town, Argyle Mtn, and Castle Mtn. Early Childhood Institutions), the Bethel Town All Age, and the New Castle Primary Schools (Table 5). It can be safely said that these institutions are strategically located to cater to the needs of the different districts and adjoining communities.

**Table 5: Parish of Birth**

Parishes	Percent
Kingston	1.9
St. Andrew	1.9
St. Thomas	0.6
Manchester	1.3
St. Catherine	0.6
Westmoreland	68.6
Hanover	2.5
St. Elizabeth	1.9
St. James	18.9
St. Mary	0.6
Other	1.3
Total	100.0

SOURCE: (SDC, 2010)

## Public Safety

The Community of Bethel Town is noted for several common security issues which frequently occur within the different districts. These include scamming, domestic disputes, drug-related offenses, larceny, and break-ins to name a few. Some of these offenses are committed by persons outside the community or who reside temporarily in or visit the area.

Below are some of the main public safety issues identified by the community of Bethel Town as affecting them. The primary general problems identified are overgrown lots (35.2%) and the community's absence of streetlights (18.2%) (Table 6).

**Table 6: Main Public Safety Issues**

Crimes	Percent
Gangs and gang warfare	1.9
Derelict buildings	3.1
Overgrown lots	35.2
No street lights	18.2
Inadequate street lights	65.4
Improper disposal of solid waste	3.1
Failed infrastructure (collapsed bridge or road, subsidence of land etc.)	3.8
None	31.4

Source: (SDC, 2010)

### **Development Challenges**

According to the SDC Survey, (2010) the top five development challenges for the community of Bethel Town are:

- High levels of adult unemployment (25 years and over)
- High levels of youth unemployment (14-24 years)
- Poor representation by elected political leaders
- Abandon/vandalized buildings
- Negative perception/stigma of the community

The issue of unemployment for both youth and adults need to be addressed; the lack of employment opportunities stifles the growth of the community as the household heads have difficulty providing for the basic needs of their families. It is also important that youth interested in gaining employment have constructive ways of making a living instead of engaging in illegal activities.

Poor representation by elected political representatives negatively impacts the leadership aspect of the politicians. The negative perception/ stigma of the community can create a misleading image which could impede development for years, although this situation is restricted to some districts or small areas within a given community. The lack of confidence in those elected to serve these communities and the country is not a step in the right direction for good governance.

The key stakeholders in the community include:

- Bethel Town Police (Jamaica Constabulary Force)
- Jamaica Library Service
- Rural Agricultural Development Authority (RADA)
- Bethel Town Community Development Committees (CDC)
- Political Representatives (Jamaica Labour Party (JLP) and Peoples National Party (PNP)
- United Independents' Congress of Jamaica (UIC)
- Religious Organizations

All the groups mentioned above are significant to the development process within Bethel Town and buy-in from these groups is critical and integral to the community development process. Other community groups that are active within the community and are integral to the community development process are listed in Table 7 below:

**Table 7: Active Community-Based Organizations**

Name of CBO	Type of CBO	Status (Active Ones Only)
Bethel Town CDC	CDC	Yes
Bethel Town All Age	PTA	Yes
Bethel Town ECI	PTA	Yes
Vargie O'Connor ECI	PTA	Yes
Castle Mtn. ECI	PTA	Yes
Western Stars	Youth	Yes
Twelve Stars United	Youth	Yes
Uprisers United Youth Club	Youth	Yes
York Heights Community Club	Citizens Assoc.	Yes
Argyle Mtn. CBO	Citizens Assoc.	Yes
Galloway Citizens Association	Citizens Assoc.	Yes
York JAS	JAS	Yes
Argyle Mtn. Farmers Group	JAS	Yes
Hermitage/ Ginger Piece NGO	NGO	Yes

SOURCE: (SDC, 2010)

### **3.2 SEAFORD TOWN COMMUNITY PROFILE**

Seaford Town is a rural community located in Northeast Westmoreland. It is located approximately 42 km from the prominent urban center Savanna-la-mar and 54 km from Montego Bay, St. James, and 10 km from Bethel Town. The community has two districts which are predominately farming areas. The communities bordering Seaford Town are Amity and Lambs River to the North, Dundee to the South, Belvedere to the West, and St. Leonard's and St. Elizabeth to the East. Seaford Town is one of twelve communities that make up the Bethel Town Node which is a part of the Darliston Development Area. Seaford Town is known for its German Jamaican heritage (SDC, 2010).

The estimated population of Seaford Town is 670 persons (SDC Survey, 2010). If the SDC survey characteristics hold in 2023, 54.2% of the household heads in Seaford Town are males, and 45.8% are females. The community has a very young population, as at the time of the survey. 55% of the household members are under the age of thirty years.

## Historical Information

Research shows that Seaford town was founded in December 1835. It was part of an attempt by the authorities to populate the island's interior with European immigrants to prevent an exodus of ex-slaves into these regions after Emancipation – which, they feared, would spell doom for the Sugar Industry. The Jamaican Legislative Assembly encouraged persons to bring Europeans immigrants onto the island by offering a bounty of £15 per person (SDC, 2010). That bounty is valued at £2,438 today (2023).

The first significant batch of 64 Europeans was recruited from Bremen and brought to Jamaica by Mr. Solomon Myers, a German Jew for his small coffee plantation near buff bay. These migrants were to complete an industrial residence in the community for five years, during this time, their freedom of movement was restricted, and they were liable to jail sentence, if caught. The SDC Survey of Seaford Town further suggests that William Lemonius, a Prussian residing in Jamaica, recruited 532 immigrants on December 10, 1835. He brought with him Germans, mainly from Westphalia and Waldeck.

Seaford Town was one of three townships established by the Jamaican Legislative Assembly in the islands interior and the Land on which it was built was donated by the Rt: Hon Charles Rose Barron Seaford, the governor in Barbados. Unfortunately, the immigrants after a short stay at the Reading Wharf would arrive to find only 29 of the promised houses built. Brought about by the conditions and unprepared to work in the tropics, 34 died within the first 2 weeks. More than a third of the original migrants immigrated to the United States when faced with these extremely difficult conditions (SDC, 2010).

A total of 249 Germans were taken to Seaford Town, and the group included: carpenters, shoemakers, masons, a baker, weavers, a blacksmith, tailors, millers, brickmakers, a butcher, and a musician. On their arrival in Seaford Town, they found that their cottages were incomplete, and the provisions planted for them were not yet ready. Food shortages and unfamiliar diseases took a heavy toll on the Germans. They also faced geographic and social isolation. Some became disillusioned and left the town for other areas on the island; those that remained bonded together for survival came to rely heavily on one of their

own, Johannes Bierbusse, who acted as a teacher, doctor, and catechist to the predominantly Catholic community. Through his service to the community, Bierbusse played an important role in preventing the township from failing. The settlers also quickly learned how to adapt to their new environment from Jamaicans living in the surrounding areas (SDC, 2010). Their numbers were augmented slightly in 1836 when Lemonius brought a second lot of immigrants to Jamaica.

Seaford Town managed to sustain its white population by incorporating German and other European immigrants from different parts of Jamaica, who tended to move to Seaford Town in search of land and the company of fellow Europeans. In the mid-1900, many residents took the opportunity to migrate to Canada in search of employment.

## **Demographics**

The SDC Community Profile (SDC, 2010), estimated the total population of Seaford Town was 666, and the total number of dwellings and households was 166. The average household size is 4.012 persons, above the national average of 3.4 persons per household for Rural Areas (Survey of Living Conditions - Jamaica, 2007). The data below (Table 8) shows that 54.2% of the household heads in Seaford Town were males and 45.8% were female.

The data also revealed that 55% of the household members surveyed were under the age of thirty years. Within this population segment, children (0-14 years) accounted for 30.6%, and the youths (15-24 years) for 15.7%. The elderly population (sixty-five years and older) only accounted for 8.8%. Of the percentage of persons 0-14 years males, they accounted for 15.9% and females 14.7%, while among the youth population, males and females accounted for almost similar percentages of 7.8% and 7.9%, respectively. Only 5.4% of females and 3.3% of males were among the elderly population. A closer examination of the data also revealed that the community of Seaford Town had a working age population (15-64 years) of 60.6%, of which its prime functional age group (20-54 years) accounted for 45.5%. The data also indicated that 34.8% of the working-age population was males and 45.8% females (Table 8).

Table 8: Age and Gender in Seaford Town

Age Cohort	% Male	% Female	% Total
0-4 yrs	5.7	3.3	9.1
5-9 yrs	5.7	5.1	10.9
10-14 yrs	4.5	6.0	10.6
15-19 yrs	3.9	4.8	8.8
20-24 yrs	3.9	3.0	6.9
25-29 yrs	4.5	4.2	8.8
30-34 yrs	4.8	2.4	7.3
35-39 yrs	3.3	2.4	5.7
40-44 yrs	5.1	2.1	7.3
45-49 yrs	1.8	3.3	5.1
50-54 yrs	3.0	1.5	4.5
55-59 yrs	3.3	0.9	4.2
60-64 yrs	1.2	0.9	2.1
65+ yrs	3.3	5.4	8.8
<b>Total</b>	<b>54.4</b>	<b>45.6</b>	<b>100.0</b>

Table 8 shows that most of the household heads in Seaford Town (91.6%) were born in the parish of Westmoreland (where the community is situated). In comparison, the remaining 8.4% were migrants from the Parishes of St. James and Trelawny (1.2%), St. Ann (1.2%), and Kingston (1.2%) (Figure 7).

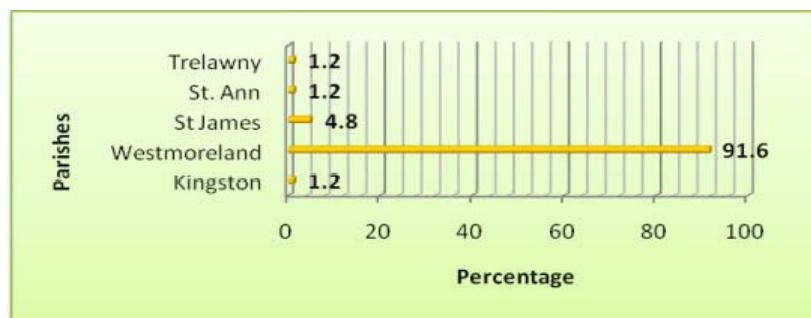


Figure 7: Parish of Birth of Household Heads

Source (SDC, 2010)

## Educational Institutions

The community of Seaford Town has a total of three educational institutions. These are the Seaford Town ECI, The Seaford Town All Age and the Seaford Town Vocational Training Center (HEART Trust/NSTA). The Community Profile Survey conducted by the SDC in 2010 found that the highest educational attainment is at the secondary school level, which accounts for over 74% of the population, while only 2.4% got a tertiary level education. This information indicates the lack of qualified skills, which has severe implications for the employment levels in the community (Table 9).

**Table 9: Highest Level of Education Attained by Household Heads**

Institutions	Percent
Primary	16.9
Secondary	27.7
Elementary	28.9
All Age	3.6
Tertiary	2.4
Vocational	14.5
Post-Secondary	4.8
Other (Stated)	1.2
Total	100.0

Source: (SDC, 2010)

The survey found that of the household heads that received training, 44% were trained in professional and technical skills, 32% in art and craft, 16% in hospitals, and 8% in apparel and sewn products.

## Housing Stock

Presently in Seaford Town, 48.8% of the houses in the community are constructed with the board only, 33.1% are with concrete only, and 18.1% are built with a combination of board and concrete. At the time of writing, it was observed that some 34% of the houses in the community were considered to be, in fair condition, 23.5% in poor condition and

21.7% in good condition. Another 18.7% were in excellent condition, and 2.4% were in terrible shape.

## **Housing Amenities**

The main toilet facilities in Seaford Town are as follows: Households with sewer/WC linked (57.8%), and households with pit latrines totaled (49.4%). These were the main toilet facilities used by families in Seaford Town. The percentage of pit latrines surpasses the overall national percentage of 34.6% of households recorded for Jamaica (Survey of Living Conditions - Jamaica, 2007).

Access to domestic water is another major indicator that can be used to measure the quality of life and the well-being of people. 94% of the households in Seaford Town sourced their water supply from private catchments. This was followed by another 7.2% of the households that get their water supply from a public piped into the dwelling and 4.8% from a public standpipe.

## **The Labour Force**

The existing labor force of Seaford Town (employed and unemployed persons) consists of 404 persons of which 58% are males, and 42% are females. Approximately 40% of the labor force is under the age of 30 years. The data shows that a little over 50% of the household heads in Seaford Town were employed during the survey. Among the employed household heads, the data shows that 29% were employed in the areas of service, shop, and market sales, 22.6% in agriculture and 19.4% were employed as professionals. A significant percentage of the household members in Seaford Town were self-employed, while 15.2% were employed full-time, 3.6% employed part time and 1.8% were seasonally employed or on a contractual basis.

The unemployment data indicated 59.7% of the unemployed household members were females and 40.3% males. It was also revealed that 71.5% of the employed household members were males and 28.5% were females. The areas that household heads received training in were agriculture/farming, beauty care and service and professional and technical

skills. Of the unemployed household members, 41.1% were among the youth population 14-19 years (28.2%) and 20-24 years (12.9%).

Interesting to note that majority of the male population had been unemployed for five years or more, while 31.4% had never worked in their adult lives. It was ascertained that 36.1% of the unemployed household heads in Seaford Town depended on state assistance for financial support, 22.9% on the salaries of other members of the household and 14.5% each on remittances and state assistance. The data shows that 25.3% of the household members were trained in agriculture/farming, 23.5% in beauty care and service and 18.4% in professional and technical skills. Farming (62.7%) was highlighted as the main economic activity for the community of Seaford Town. As it relates to crime, there is no or very little crime in Seaford Town.

## **4.0 SWOT ANALYSIS**

The following shows the strengths, weaknesses, opportunities, and threats of the BTSTF programme. Included also, are plans and intentions to leverage strengths, minimize weaknesses, capitalize on opportunities, and mitigate the observed threats.

### **4.1 STRENGTHS**

#### **Unique Product**

There is no other entity within the community or region providing a quality program of the magnitude offered by BTSTF. This program can be a model for developing similar products throughout the country.

Having a versatile multi-use Cultural Facility and a Living Museum in the Westmoreland area will have a significant positive economic impact on local businesses, including restaurants, professionals, specialty stores, and residential development. Many communities worldwide have realized the economic benefit of a robust cultural sector and living museum attractions.

#### **Community Support**

There is immense support from the local community for this program. In addition, the Member of Parliament for the constituency has already pledged his support. The Mayor of Westmorland and other prominent stakeholders and shareholders within the area have provided letters of support and pledged their commitment to this program.

#### **Strategic Location**

The program is strategically located in an area of rich history and cultural heritage. The environment is rustic, enhances healthy living, and promotes people's social, mental, and physical well-being.

## **Economic Contribution**

The program will greatly contribute to the local and national economy, with an injection of more than US\$23 million, and an annual wage bill of US\$1.6 million. The earning potential from tourists promises to have a significant impact. The program will also have a substantial economic impact on the communities adjacent to Bethel Town and Seaford Town. The major commercial centers of Savanna-la-mar and Montego Bay will benefit from these centers. Still, Bethel Town's strategic location could also prove valuable for large centers such as Santa Cruz, Black River, and Mandeville. Benefits to small farmers from many local communities will undoubtedly be guaranteed.

## **Vocational Training Program**

The vocational training component of this program provides opportunities and a career path for young people in the area. Given the high rate of youth unemployment within the region and Jamaica, this provides a welcomed opportunity for youth to position themselves to access gainful employment.

## **4.2 WEAKNESSES**

### **Lack of Funding for Adequate Capitalization of Project**

The project must seek and obtain extensive funding for execution and implementation. The management will develop a funding strategy to ensure the project is fully capitalized. The funding strategy will consist of the following:

- ❑ Writing grant proposals to secure funding from local and overseas foundations
- ❑ Solicitation of funds from corporations and the business sector for financial support
- ❑ The pursuit of large-scale in-kind donations from major retailers, tour companies, bookstores, computer stores, etc.
- ❑ An annual fundraising benefit concert

- A variety of small-scale fundraising activities will be pursued such as art auctions, raffle of donated items, tag drives, etc.

### **Poor Quality Housing Stock**

The quality of housing within the area is dated and not conducive to property required for tourist accommodation. Although several the homes can be described as in fair condition, it was also observed at the time of visiting the community that a fair number of properties were in poor condition. In Seaford Town, 48.8% of the houses are constructed of board only, with only 33.1% constructed of concrete, while 18.1% are built with a combination of board and concrete (SDC, 2010).

In Bethel Town more than half of the houses are constructed with board (56.3%), 28.2% with block only and 15.4% with a combination of both materials, the data indicated that approximately 39% of the houses were in good condition, whilst the remainder were either fair or in poor condition (SDC, 2010).

In both towns pit latrines (61.6%) were the main toilet facilities used among households in Bethel Town with 61.6% in Bethel Town and 49.4% in Seaford Town. Both figures surpass the overall national percentage of 34.6% for households recorded in Jamaica (Survey of Living Conditions - Jamaica, 2007).

To minimize the situation regarding the poor housing stock, discussions will be held with TPDco and the Jamaican Heritage Trust to ascertain whether assistance can be made available to renovate properties/households that are desirous of accommodating Tourists once the area becomes designated as an official tourist site.

### **Recruitment of Facilitators – Vocational Training**

Challenges are anticipated with the recruitment of Instructors and Facilitators for the Vocational Training Center within the local communities. It may well be possible to attract staff from areas outside the locale such as Montego Bay and Westmoreland. However, the cost of travelling from other areas some distance from these communities may deter the ability to recruit a cadre of high-quality staff at current remuneration rates paid by the

Vocational training. To minimize this, consideration will be given to assisting staff with travel expenses or providing a slightly higher rate of compensation for staff travelling from outside the area.

### **General Community Infrastructure**

In addition to the poor-quality housing stock, the communities also lack basic amenities such as access to public water due to low or no public water supply, poor roads especially in the interior parts of the communities. Seaford Town is also susceptible to natural disasters such as freak storms, mudslides / landslides, and hurricanes.

To mitigate this, representation will be made by the BTSTF to the Member of Parliament for the area and the Mayor of Savanah la mar to provide additional resources for the area. If the area is to become a tourist site, other resources must be made available, especially considering the significant impact that the area is likely to have on economic development.

## **4.3 OPPORTUNITIES**

### **Sustainable Community Development**

The program offers skills training and job creation which are the first critical steps towards the development of a livable and vibrant community where human initiative, work, and stable families can flourish. The opportunity for community tourism would encourage the improvement of the housing stock, and widespread employment of various community groups such as housewives, the youth, and farmers. Farming would expand to provide food for tourists and by extension, more goods would be available to local markets. The development of sustainable communities is thus imperative given the opportunities provided by this program to the areas in question.

### **Model Program**

Over the past twenty years and beyond, the living museum concept has evolved and as added to the meaningful development of tourism in the United States, the United Kingdom, and other countries. Thus, living museums have increased in numbers and

continue to impact the tourist industry. They have flourished even in places where the museum has neither history nor relationship to the geography of the region in which it is located. The BTSTF Living Museum Project is original and unique to Jamaica and has the potential to serve as a model to be adopted and developed across Jamaica.

### **Establish linkages with Tourism Sector**

The program is poised to create links between the Bethel Town and Seaford Town communities and the tourism sector. Tour Companies, cruise ship operators, hotels, and the local market will be introduced to the product to encourage site tours, with the area becoming a standard tour destination.

### **International Exposure**

The area has a strong connection with Germany, dating to the 1830s with the arrival of 64 Germans from Bremen in Germany. Hence, the opportunity exists to create a strong relationship with Germany and, in particular, the area of Bremen. Additionally, several European countries, such as Sweden, Denmark, and Austria, have areas with significant German descendants. These countries also have visitors that come to enjoy the beauty of this country. The attraction of both sites will certainly add enthusiasm to their experience of Jamaican culture and related cultural experiences in another country. Access to this additional tourist pool will undoubtedly add to the economic revenue. In addition to visits from business executives, government officials, and tourists wishing to enjoy the country's beauty, a market is available for long-term relationships to exist with universities in Germany and other countries. These relationships can encourage opportunities to develop 'sister city' relationships with locations in several countries and increase the potential for more significant investments to benefit the community. These locations could potentially be designated as industrial sites ready for introducing technology and or technology-related businesses, finance, and call centers.

## **Diversification of Tourism Product**

The Living Museum concept enhances the tourism product within the area and Jamaica. Over the last decade and a half, the number of Tourists visiting Jamaica has grown exponentially. The influx of new customers has also led to an evolution of consumer preferences and tastes. Traditionally, Jamaica has been seen and promoted as a sun, sea, and sand; however, with the realization that many visitors desire more than the traditional “sun, sea, and sand,” the government of Jamaica, like governments in other countries, is actively promoting cultural heritage tourism. This program is, therefore, in keeping with the Government of Jamaica’s policy to develop cultural heritage sites and market Jamaica’s rich cultural traditions. Hence, BTSTF has the potential to cash in on the Jamaican cultural heritage tourist market.

## **4.4 THREATS**

### **Extreme Competition from other Products and Services**

The living museum faces competition from other tourist sites and attractions within the local market. The living museum may face extreme competition from domestic and worldwide competitors to quickly alter trends in the tourist market and customer preferences. This may lead to the products losing their identity to strong players within the tourist market. The foundation will mitigate this by enlarging the target market, focusing mainly on tourists from Germany, Austria, Switzerland, Holland, and Belgium, who already have a strong interest in this initiative. In addition, the ability to generate diverse revenue streams is contingent on the program’s ability to address increasing completion and alterations in the tourist market trends. This area forms part of the strategic objectives and direction of the advisory board and will be prioritized for action from the very outset.

### **Replication of Product and Business Model**

The uniqueness of this product is its core strength and the central business success factor. The living museum and cultural center potentially suffer from the increased threat of replicating the product’s design and business model by different rivals. Therefore, every

effort will be made to constantly and consistently review, and update services offered at both facilities to ensure that they are relevant and aligned with the needs and demands of the customer. Also, every effort will be made to encourage feedback which will be used to make changes or modifications where necessary.

### **Increasing Devaluation of the Jamaican Dollar**

The increasing devaluation of the Jamaican versus the US dollar may decrease the business's financial stability. To mitigate this, as is customary in the tourist industry, admission fees for the living museum will be charged in US dollars with special concessions made for the local populace.

### **The Threat of Global Pandemics**

As countries grapple with a fifth wave of the novel Covid-19 virus, the onset of potential global pandemics is a reality that needs to be addressed. Plans are afoot for the living museum to incorporate an interactive digital platform component to maximize on clients in general and more specifically during times of global pandemics.

## 5.0 INDUSTRY ANALYSIS

Tourism is one of Jamaica's most viable and lucrative industries; in fact, Jamaica is one of the main tourist destinations in the Caribbean region. Jamaica has many endearing attributes as a tourist destination, including its natural beauty, rich culture, strategic location near major markets, product diversity, and excellent infrastructure. Through a vibrant marketing program highlighting these characteristics, the local tourism industry has been performing outstandingly in visitor arrivals (4.3 million annually), and projections are for continued growth in the forthcoming years.

According to **Jamaica Promotion Corporation (JAMPRO)**, the Jamaican tourism industry has been growing consistently at an average rate of 4% annually. The country has been experiencing all-year-round demand to the extent that there may no longer be a need to declare an official winter tourist season.

In 2019, Jamaica welcomed 4.3 million Tourists and earned US\$3.64 billion from the sector. The number of tourist arrivals comprised 2.7 million stopover arrivals and 1.6 million cruise passengers, whose combined spending contributed to the destination earning US\$3.64 billion (Latonya Linton, JIS, June 25, 2020). This disclosure was made by Minister of Tourism, Hon Edmund Bartlett, during his contribution to the 2020/21 Sectoral Debate in the House of Representatives on June 24, 2020. He informed that stopover in 2019 increased by 8.4%, compared to 2018, with each visitor spending an average Of 8.6 nights, and overall foreign exchange earnings increased by 10.3%, up from US\$3.3 billion in 2018. According to the Minister, a matter of paramount importance is that Jamaica is steadily repositioning to ensure that there is more excellent retention of local revenue and that the country is now retaining 40.8 cents of every dollar earned in the tourist industry. This has increased from 30 cents in every dollar in 2016, which is a 36 per cents increase.

The island's main tourist areas comprise five tourist hot spots: Montego Bay, Ocho Rios, Portland, Treasure Beach, and Kingston (See Figure 8). These areas include entertainment, restaurants, agriculture, manufacturing, and other services. Each hotspot offers its unique

personality, and according to JAMPRO, in addition to rooms/accommodation, each hotspot presents investors with a range of product possibilities for investment.



**Figure 8: Map of tourist main areas**

### **5.1 Cultural Heritage Tourism**

Traditionally, Jamaica has been seen and promoted as a sun, sea, and sand destination, however, with the realization that many visitors desire more than the traditional sun, sea and sand the government of Jamaica like governments in other countries has been promoting cultural heritage tourism. In keeping with its policy of developing the country's heritage sites and marketing Jamaica's rich cultural traditions, the government is actively pursuing heritage sites, especially those reported to have significant architectural value.

Tourism Minister, Edmund Bartlett has underscored that "our culture and heritage are the bedrock upon which Jamaica's tourism has been built" and must be preserved. Describing it, he said "it is rich, vibrant, multi-cultural and born out of a dynamic and tumultuous history that has influenced our music, our food, our visual and performing arts, even our native tongue."

Jamaica, with its rich history, has the potential to cash in on the cultural heritage tourism market, which is estimated by the World Tourism Organization, to generate more than 160 million trips per annum.

Minister of Tourism, Hon. Edmund Bartlett has said that except for Cuba and Puerto Rico, “there is no other Caribbean island, which can boast a wealth of cultural heritage to outpace Jamaica (JIS, 2009) stated Bartlett, “as Jamaicans; we have embraced our culture wholeheartedly; we fiercely defend it and are proud to share it with the world.” According to Bartlett, there is a need for sites that can expand the country’s tourism offerings and enhance the overall tourism experience.

Bartlett also commented that while Jamaica was a sun, and a sea destination “the strategic direction of my ministry is to transform the sector into a product-focused one. This is the outgrowth of a global movement towards more interactive experiential tourism. More and more visitors are seeking life experiences through travel; they want to live as locals, engaging with the people of the destination they visit, walking the streets, eating their food, and dancing to their music (Jamaica Loopnews, 2018).

## 6.0 PRODUCTS AND SERVICES

### 6.1 Living Museum Concept

In an increasingly flattened world, the effects of history on commerce, political affairs, issues in government, human demographics and behavior, employment, family life, travel and culture can be made 'alive via the establishment of living museums. The concept of "Living Museums" within the Jamaican context is not only appropriate as a tourism attraction but is timely and relevant. Community and cultural tourism target visitors who are interested in cultural heritage and other recreation instead of the sea, sun, sand, and rum and may find the visits to Living Museum engaging.

The evolution of Living Museums has added to the meaningful development of tourism in the United States, the United Kingdom, and other countries. A Living Museum serves to recreate cultural events, the natural environment, and historical periods to the fullest extent. Living museums have become increasingly popular in the last fifty years and provide an interactive environment where dramatization brings to life historical events and periods. They have increased in numbers over the past twenty years and continue to impact the tourist industry. They have flourished even in places where the museum has neither history nor relationship to the geography of the region in which it is located.

Los Angeles, California, has 221 Living Museums within its limits and Virginia State has hundreds of people involved in the Living Museums industry. The scope of involvement ranges from paid workers and volunteers to the private sector. It engages the time of retired educators, paid youth groups, drama groups, local restauranteurs, and tourist guides. In some cases, international businesses participate in developing and maintaining these museums.

The proposed Living Museum will target both local and international consumers. While the overarching purpose is for entertainment, the museum will also provide reliable education about the themes that the museums represent. Local people will find the

museum a relaxing place to visit for socializing, and schools can plan excursions to this site. At the same time, tourists will discover the living museum as educational and entertaining. As a tourist attraction, the Living Museum will enhance awareness of some industries essential to Jamaica and Jamaican culture.

The museum will provide themes in the development of Jamaica's political history, social development, industrial history, religious history and impact on education, economic and social development. Some themes will be built around individuals but will fit into the fabric of the national history/ heritage.

## **6.2 Purpose of the German Jamaican Living Museum**

The objective of the Living Museum is to create an environment conducive to all, ensuring a truly memorable experience where visitors will be exposed to an interactive historical, industrial, and cultural heritage journey. Visitors will receive information on the development of society and significant issues, products, and people who have contributed significantly to this development.

The Living Museum will also stimulate the minds of visitors and perhaps provide a starting point for creative dialogue on how to move Jamaica forward to achieve its development objectives. It will also provide information that is not easily accessible, captured firsthand from the oral history provided by community elders of Seaford Town ("German Town"), and presented in an enthralling way that will capture the audience's imagination and allow them to live the experience of the time. Thus, the information submitted will not be a mundane repetition of information that can be accessed in any library.

The proposed living museum will offer a range of historical artifacts/memorabilia housed on the respective sites, depicting the area's rich heritage and industrial history. Visitors will marvel at the finest example of top-quality re-constructed buildings established around the various industry sectors at the time. Architecturally designed factories, buildings and plants

will be reconstructed with characters used to dramatize and interact with visitors to enhance their experiences.

**The mission of the German Jamaican Living Museum will be:**

To promote an understanding of Seaford Town's rich history and an awareness of future possibilities by:

- Developing, preserving, and exhibiting a significant collection
- Taking a leadership role in research and scholarships
- Engaging and providing access for audiences nationally and Internationally
- Delivering innovative programs

**Whilst the vision is:**

To be recognized as a world-class living museum exploring aspects of Jamaica's past, illuminating the present and imagining the future.

**Objectives:**

The proposed Living Museum has four (4) major objectives as follows:

1. Increase revenue and thus Gross Domestic Product (GDP) using the tourism product.
2. To educate local and international visitors to the sites about the discovery, development, and state of Jamaica in a practical and uplifting manner.
3. To reduce unemployment and create jobs for marginalized youth, unskilled laborers, and college-educated personnel working together as partners in a joint enterprise.
4. Strategically position Jamaica tourism within a competitive environment.

### **6.3 Site for the Living Museum**

It is recommended that the Living Museums site covers a minimum of 26 acres, to effectively re-create the sugar industry and industrial town that grew around the industry.

It is anticipated that the journey/tour will take at least half a day, although a full day is recommended to do justice to the extensive attractions within the Living Museum.

We anticipate the careful reconstruction of between twenty and fifty authentic houses, shops, post offices, workshops, and factories on the site, to preserve the character of the area/region when its industry brought worldwide fame to Jamaican produce such as sugar, banana, etc. and the towns that were developed around these industries. Figure 9 shows the proposed site for the Living Museum to be established in Seaford Town, Westmoreland, and Figures 10-18, the proposed Museum building.



Figure 9: Proposed Site Plan – Seaford Town

A yearly and daily fully encompassing agenda will be provided and a changing program with demonstrations of events associated with the various industries will be accommodated to ensure something is available to suit all the varying tastes. This will include horse and buggy transportation and vehicles from the golden age of motoring which existed at the time will be placed on site and utilized for pleasure rides. The site will accommodate a living museum as well as a museum building to showcase a virtual setting which will be filled with holograms, artificial intelligence, interactive technology, and time-specific artifacts.



**Figure 10: Bird view of the proposed Museum building**



**Figure 11: Front view of the proposed Museum building**



**Figure 12: Right side view of the proposed Museum building**



Figure 13: Left side view of the proposed Museum building



Figure 14: Outside of the proposed Museum building



**Figure 15: Side view of the proposed Museum building**



**Figure 16: Playground in the premises of proposed Museum building**



**Figure 17: Overview of the proposed Museum building**



**Figure 18: House near the proposed Museum building**

### **The Museum Shop**

Visitors can choose from a wide range of Museum souvenirs, local history and general interest books, cards, and giftware as a reminder of their visit before departure. The site will house a Museum Shop building strategically positioned where souvenirs can be purchased both at the beginning and end of a visit. The museum shop will include in its inventory for sale a guidebook and waterproof attire to purchase on arrival so that rain will not prevent or impede the tour process.

### **The Museum Café**

A Museum Café will also be established on the site where visitors can relax in a magnificent setting and enjoy a menu that includes a wide range selection of freshly prepared Jamaican dishes as well as sandwiches, snacks, pastries, homemade natural juices to satisfy the appetites after an exciting and memorable tour.

The Living Museum will primarily have a phased development process to test the market response. Each phase will fit into the overall master plan and be guided by experiences from the previous phase. Feedback received from customers and organizations through short closed-question questionnaire surveys will help recommend any proposed remediation. The museum will be developed so that customers are overwhelmingly satisfied so that product marketing will be widely done on a “one and one” and word-of-mouth basis.

### **6.4 Artifacts**

Below are artifacts that have been retrieved by the Jamaica Heritage Trust from the original museum site located in Seaford Town. These artifacts have undergone interventive conservation. A total of 65 artifacts have been completely treated and the other 13 partially treated with an average of 70% treatment. The artifacts are currently in the possession of the Jamaica Heritage Trust, and it is anticipated that these will be made available for use within the newly established Living Museum (Figures 19-34):



Figure 19: Wooden Fork and Holder



Figure 20: Street Lantern



Figure 21: Candle holder with insect and termite infestation evident on the surface



Figure 22: Ceremonial ornament with insect and termite infestation evident on the surface



**Figure 23: Close-up of the ceremonial ornament with insect and termite infestation evident on surface**



**Figure 24: Ceremonial adornment with insect and termite evident on the surface**



Figure 25: Cup with termite and insect infestation evident



Figure 26: Drill and rake resting on board worn by termite infestation



Figure 27: Rake and horse carriage implement resting on termite eaten wood surface



Figure 28: Coffee mill with termite in front of it



Figure 29: Lanterns, pump, bottle drain and wheel resting on Linoleum and perched on vertical walls at an angle



Figure 30: Bottle drain standing vertical along with mortar and pestle



Figure 31: Mortars, pestle and stool



Figure 32: Monkey jar showing wearing away of burnishing



Figure 33: Iron implement rusting away



Figure 34: Picture in the background show insect infestation and foxing

## **6.5 BENEFITS OF LIVING MUSEUMS**

### **Students and Educational Institutions**

The Living Museum will offer tremendous benefits to students at various educational institutions in Jamaica from primary schools to university level. It will provide an avenue for field trips and serve as an effective way for students to learn about events and activities that affect their lives. According to Piaget Constructivism Theory, people create their own knowledge and meaning of the world through a series of individual constructs. These constructs result from the experiences that they have had. A Living Museum will allow students to participate in a learning environment with all their senses involved in the experience, thereby giving them reliable, trustworthy knowledge that will be used in the learning process. The students will then be able to formulate constructs that will contribute to the formation of knowledge and increased understanding.

The opportunity also exists for students from various universities and educational institutions to get directly involved in providing the services that are needed for the operation of the museum. This will enable them to make linkages between their studies and the industries that contribute to Jamaica's development.

Students will benefit from the rich educational experiences that will become available with the establishment of the Living Museum. They will be able to make direct academic linkages between what they are studying, and the items seen in the Living Museum. For example, a student who has learned about Jamaica's national heroes will be able to interact with life-like representations of these persons and have a direct encounter with them.

An incredible added value of this project is the opportunity to develop lasting international relationships with several sectors, including educational institutions. Therefore, the museum and cultural arts center will not only be valuable only to local students but can be invaluable in supporting the scholarly work of students from several European countries. Groups of students, including those completing undergraduate, graduate, research, or

specific program coursework, could benefit from a historic visit to the Seaford Town museum. This can result in the establishment of lasting long-term relationships while providing economic benefits to the community. Students and researchers can also be introduced to the cultural center in Bethel Town, where the visit could provide context to the broader cultural richness that exists between local communities and their native homeland.

The living museums will provide the opportunity for other industries to develop around them. Foods, artifacts, music, literature, and drama will be associated with the site.

### **National Development**

The project promises not only to diversify the tourism product but will also advance a positive image for the nation. Regional and international visitors will leave with a positive impression of the development and challenges that the country faces. The project will also positively impact the local communities by creating jobs, reducing poverty, engaging the direct and indirect services of some 200 persons, and support services, providing at least an additional 400 job opportunities over time. Other national benefits include:

- Increasing the historical attraction revenues
- Preserving local traditions and culture
- Generating local investment in historical resources
- Building community pride in heritage
- Increasing awareness of the site or area of significance

In short, the living museums will be the Center of many economic activities and will provide numerous benefits nationally. It will enhance a great degree of partnership between tourism, academia, social and community development, and other sectors of the economy and foster a high level of public and private sector collaboration.

## The World

Cultural and heritage tourism represents significant growth in the unique interest tourism market. The travel industry is increasingly recognizing the significance of cultural and heritage resources and their marketability. Cultural tourism assets include museums, art galleries, historic theme parks, heritage sites, and arts festivals. However, despite the tourist popularity of visiting heritage sites and participating in cultural activities, relatively little detailed attention has been given to the cultural and heritage tourism phenomenon within the region, yet, visiting historic sites and museums is the third most popular vacation activity for U.S. travelers behind shopping and outdoor activities.

The National Tourism Product Development Company (TPDCo) further emphasizes developing cultural heritage tourism to widen the eco, nature-based, and adventure tourism market. The development of Falmouth, Accompong (St Elizabeth), and the staging of food and music festivals are part of that process. The living museum concept will position Jamaica as a prime site for preserving historical information within the Caribbean, thus, enriching the Jamaican experience for visitors to the island.

## 6.6 GERMAN JAMAICAN MUSEUM - ROSETTA TINGLIN CULTURAL CENTER

The project includes establishing a newly built Cultural Center with its strategic location in Bethel Town, Westmoreland, serving as a focal point for residents and out-of-town visitors. The Center will be located within the Bethel Town Square, near the Police Station, and will function as a multi-purpose building incorporating:

- Vocational Training
- Library
- A Large Banquet Room
- Community Arts Center
- Small Museum and Exhibition Areas
- Theatre/ Performance Area
- Conference Rooms

- Classrooms/ Skills Training Rooms
- Internet Café
- Café/Restaurant
- “Gift Shop” (Partner with “Things Jamaican”)
- Climate-Controlled Storage Space

In addition to the range of programs highlighted above, other programs will also be offered. Thus, programming will also be undertaken with educational facilities and the local community to encourage and inspire young audiences and live entertainment. Consultation with the academic community will help to focus efforts on serving the curriculum and educational practice in primary and secondary schools. The Cultural Center’s role within the local and surrounding communities will include indigenous artists and content to serve this audience and showcase the rich culture and history to a broader audience.

The Center will also host its theater, which will be used to showcase matinees and rental programming. It will serve various groups within the community, especially aging populations, and attract cultural tourism revenues through coach trips from other parts of the island. The theatre will also leverage community co-productions and partnerships to enable local theatre and music-producing organizations to produce events on stage and in the lobby area, providing an intimate and smaller setting for smaller audiences.

School events such as Art’s week and drama festivals will also be hosted, providing a means for students to perform in a professional setting and offer their parents cherished memories they associate with the Theatre and the Cultural Center (See Figures 35(a-b) and Figure 36) for the proposed site plan of the Cultural Center.

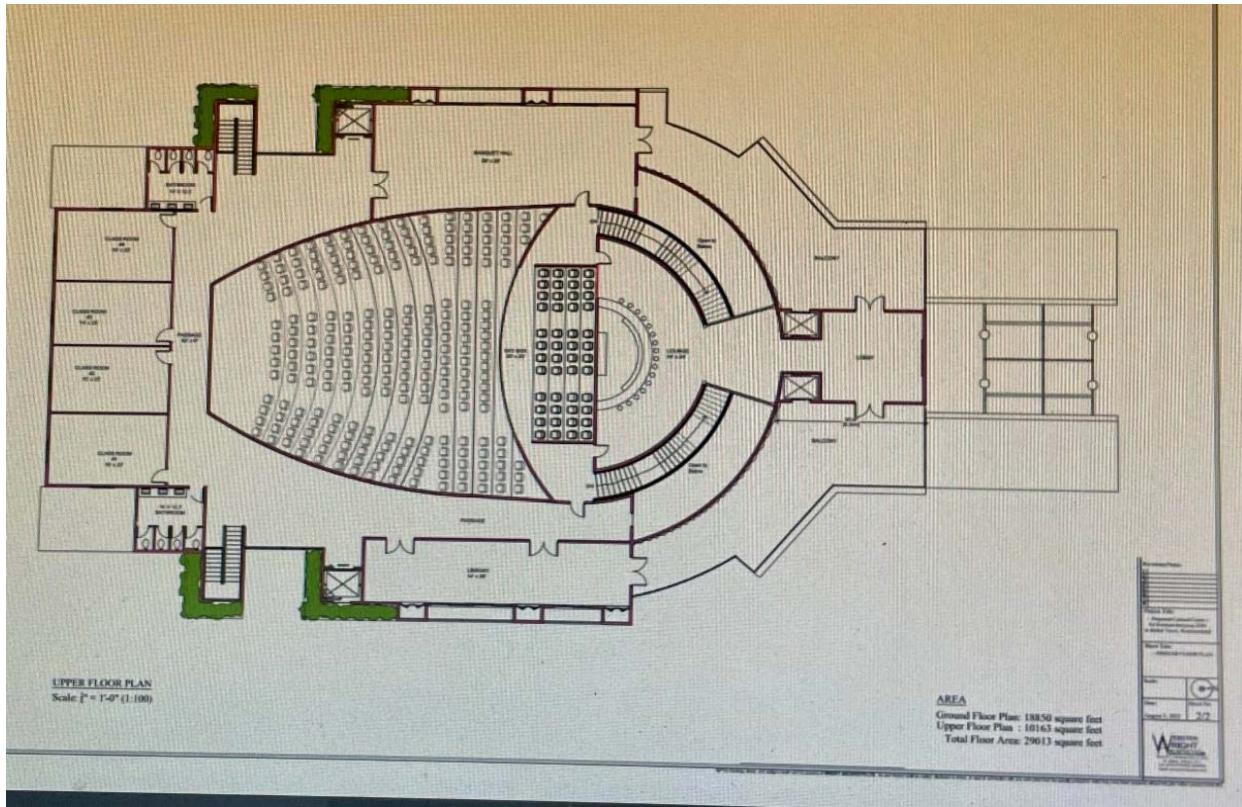


(a)



(b)

Figure 35: Proposed site plan for the German Jamaican Museum: Rosetta Tinglin Cultural Center (a-b)



**Figure 36: Upper Floor Plan of the Cultural Center**

Commercial rentals will encourage community members to utilize room space in the Cultural Center for functions such as weddings, retreats, local dance classes, dance competitions, etc. Other commercial rentals will include concerts and tribute concerts that will attract different audiences to the venue and provide awareness about the Center.

The Cultural Center will provide a central hub for cultural activities in Bethel Town and surrounding communities positioning it as the lead entity that can help bring all cultural partners together.

A versatile multi-use cultural facility in the Bethel Town area will have a significant and positive economic impact on local businesses, including restaurants, supermarkets, professionals, specialty stores, and residential development. The country is mindful of the need to develop its creative arts sector, and support is being made available by varying organizations and entities to develop the industry. Hence, the country has realized the

economic benefits of a strong cultural sector, and the timing is suitable for establishing the German Jamaican Museum- Rosetta Tinglin Cultural Center.

The Culture Strategy of the Center will focus on “Telling Our Jamaica Stories” and growing the local economy as revenue is generated from arts and culture tourists.

The culture strategy of the Center will focus on four key goals:

- Promote cultural engagement and inclusion,
- Strengthen culture in communities,
- Fuel the creative economy,
- Promote the value of the arts and cultural heritage throughout the local and national government.

Hence, creating and establishing a Cultural Center in Bethel Town will act as a catalyst for redevelopment, providing “spinoff” benefits to local businesses within the Town.

### **Community Arts Center**

The Center will also host a Community Arts Center (CAC) which will focus attention on the Arts and become a true Cultural Asset. The Arts Center will be a place where children, young people, adults, and seniors can meet to engage with people of similar interests in photography, painting, ceramics, creative writing, filmmaking, drama, music, sculpture/ 3-D art, and crafts.

The CAC will offer classes catering to all age groups, with carefully designated age-specific programs for all those under 18 years old. Programs will be designed for 4 – 7-year-old children, 8 – 12-year-old pre-teens, 13 – 17-year-old adolescents, and 18 – 25 years old. All sessions with participants within the first three age groups will be monitored by 3 or 4 adults adequately trained to perform CPR and First Aid. These professionals will rotate working shifts to prevent overwork and potential exhaustion. There will always be 1 trained paramedic and 2 EMTs on duty at each facility, an open line to a physician’s office, and the closest hospital to accept any transported emergency case/s. All programs will be available during summer and other school vacation periods. The center will operate as a

member-driven organization where individuals or families will pay a modest daily, monthly, or annual fee to help support the center and its programs. Visitors can also utilize the facility for a reasonable single-use cost. The programs being offered will be designed to meet the needs and interests of the members.

### **Pre-hospital Care Services**

The role of the centers is to inspire viable economic change through their job creation focus. This is evident by its comprehensive employment recruitment strategy and inclusiveness, particularly aimed at providing job opportunities for at-risk teens, adolescents, and young adults to achieve better outcomes. These factors are perceptively documented throughout all phases of this unique yet novel proposal. The organization's plan to create opportunities that boost economic growth is uniquely connected to the participation of large numbers of visitors and locals participating in events or visiting to experience a historical treat. Therefore, with the influx of patrons from local, national, and international destinations, and the continuous activity that involves children, adolescents, young adults, older adults, and retired persons, the need for quality prehospital services will be an invaluable addition to the overall success of the operation.

### **Operational deliverables**

Therefore, the organization's board will invest in training 4 paramedics and 8 EMTs. This will allow us to assign 2 paramedics and 4 EMTs to each location and assign a working team comprising 1 paramedic and 2 EMTs operating on a rotation schedule.

Therefore, there will always be an available paramedic and 2 EMT-B for each location to assist if additional assistance is needed. We will reassess staffing over the first 4 or 5 years to determine if there's a need to consider expanding the pre-hospital staff.

All pre-hospital care personnel will be sponsored to attend certified training courses in Jamaica or at a certified college or USA prehospital care-approved training facility. The members will return after completing the course and completing the appropriate qualifying examination. Teams will subsequently be assigned to a location. We hope to complete this

process in 2 groups unless we can acquire sufficient funding to absorb all training, transportation, and living costs.

This is usually a 2-part training process involving acquiring the EMT-B training and the paramedic training. This usually occurs after gaining some work experience as an EMT. This process should allow us to have the requisite numbers of trained EMTs within the first few months and the first batch of paramedics early the following year.

This group will be followed by the training of the next batch of EMTs in the 2<sup>nd</sup> year and, by the 3<sup>rd</sup> year, the second group of paramedics. Paramedics are highly trained prehospital care professionals who manage trauma and medical emergencies. EMTs are appropriately trained to complement these individuals and can skillfully manage some aspects of trauma and medical emergencies. The opportunity to participate in this program will be open to all community members where the centers are located. It is an excellent opportunity for graduating high school seniors, college students who would like to work in prehospital care, or even recent college graduates. This is also a fantastic job opportunity and choice for a successful career in pre-hospital care.

This training allows working for the centers and, with governmental approval of the certification received, should allow for additional work opportunities here in Jamaica. Places that can offer jobs include a physician's office, hospital emergency room, patient care technician, or an assistant in a local health center. Paramedics and EMTs can also explore volunteering or part-time positions with fire and rescue departments if possible. Therefore, while the primary function of these individuals entails providing the highest quality care to all the patrons that use our facilities, other opportunities to provide lifesaving care to communities are undoubtedly available.

This can be explored but with the realization that the centers are the primary work environment. In addition to including the previously mentioned staff in the totality of this novel project, all equipment necessary to provide optimal care will be available in the facility, and a comfortable emergency vehicle. This unit will be the organization's

designated emergency vehicle. The vehicle will be equipped with the required emergency medical equipment and designed to transport 1 or 2 patients during an emergency comfortably. Equipment available at each center will include 2 EKG units, fully equipped ALS and BLS first aid kits, thermometers, stethoscopes, adult (various sizes) blood pressure cuffs, infant blood pressure cuffs, and 2 AEDs, among other equipment.

The vehicle will have all the appropriate emergency equipment and medical items (i.e., drugs, bandages, syringes, etc.) stocked and, when necessary, installed to allow for efficiency in access and retrieval during patient transportation. These will be safely and correctly stored in appropriate places within the facilities to ensure quick and easy access. This unit will also serve other valuable community services. It will be available to assist in local medical emergencies by community members or during an accident where immediate transportation could ensure quicker access to medical care following quality prehospital care with better-anticipated patient outcomes. A nominal fee will be assessed for medical transportation outside of that required by any patron visiting the center. However, if a community patron cannot cover that cost, the service will still be provided to allow for the best outcomes.

### **Vocational Learning Educational Resources**

Vocational training is crucial for the labor market to create employment and promote personal and professional workers. It is also essential for corporate competitiveness and the quality of services and goods. In response, the training program at RTCC is unselfishly directed at providing training in skills for which there is an actual market demand and skills identified as in need by the community. The Rosetta Tinglin Cultural Center (RTCC) will incorporate facilities for developing and delivering optimal vocational training and education in various areas, particularly those already identified by the community as areas of need and interest.

These include Dressmaking/ Tailoring, Hairdressing/ Barbering, and Cosmetology for micro and small enterprises, and service sectors skillsets such as Information and Communication Services and Information Technology.

Courses will be developed in close consultation with the community. They will also identify trends and developments in the broader economy and introduce new vocational training programs in collaboration with Heart Trust/NSTA, responding to the requirements of a changing environment.

### **The Curriculum of the Vocational Training Center**

The Rosetta Tinglin Training Center will provide vocational training courses in collaboration with the *Vocational Education and Empowerment Training Institute (VEETI)* arm of Northern Caribbean University.

The institute was recently established by the University to provide efficient and effective service in partnership with the community and government and is a semi-autonomous entity of the university reporting directly to the division of Academic Administration. VEETI is tasked with liaising with the relevant Government agencies and is how the University implements its empowerment training program for unattached and at-risk youth in communities throughout Jamaica.

The unit works in collaboration with other relevant university departments and is headed by a director, delivering various training programs at various training Centers based on the identified training needs in each location and the facility's capability to accommodate the proposed training program. Among its many and varied offerings, VEETI provides:

- A range of short training courses in various disciplines, in collaboration with HEART/NTSA
- Other selected personal and professional development and personal empowerment training courses

- The Career Advancement Program (CAP), in association with the Ministry of Education, Jamaica
- Pre-university and selected for-credit general education courses

The goals of the VEETI are to:

1. Provide an access conduit between skills-based institutions offering National Vocational Qualification of Jamaica (NVQJ) and Caribbean Vocational Qualification (CVQ) into advanced occupational certification and traditional/classical education system.
2. Prepare participants with the requisite competencies for local and international employment.
3. Increase and diversify the product offerings to include skills-based Competency-Based Education and Training (CBET).
4. Extend the reach of Northern Caribbean University into local communities providing youth empowerment training to at-risk youth and assisting them to live more meaningful and purposeful lives.
5. Provide an opportunity for academically qualified high school students to engage in an exceptional University-level learning experience.
6. Help high school students establish appropriate expectations for collegiate academic performance.
7. Allow for stronger working relationships between high schools and Northern Caribbean University.

In consultation with the community, the following training areas have been identified based on community needs assessment/demands and the program.

These are as follows:

- The creation of a Jamaican German Brand  
(Bread, jams, pastries, sausages, breadfruit flower, spices, souvenirs, etc., for the local market and export)

- The creation of a Jamaican German workforce (establishing a pool of multilingual tourism workers)
- Multilingual language training (German, Spanish, Italian, and French)
- Training for the tourism sector, such as bilingual tour guides and hospitality representation
- Establishing a network with tourism partners (tour operators, cruise ships and hotels)
- Allocating jobs once the training is completed
- Student exchange programs

The community also identified as high priority areas the following training courses:

- Dressmaking
- Hairdressing
- Pedicure/ Manicure
- Computer Application
- Business Process Outsourcing

These courses will be offered initially, and other systems will be explored and offered in line with demand/ needs. Below is a sample of the curriculum for vital vocational courses requested by the community (Tables 10-14):

## PROPOSED SYLLABI FOR KEY COURSES

Table 10: Syllabus for Pedicure/ Manicure Course

DURATION (Months)	TOPIC	DURATION (Hours)
3 Months	Course Overview	450
	Beauty Products (Understanding Chemicals)	
	Beauty Services	
	Understand Tools and Equipment (Manual and Electric)	
	Nail Enhancement Procedures	
	Nail Arts	
	Customer Care	

Table 11: Syllabus for Hairdressing Course

DURATION (Months)	TOPIC	DURATION (Hours)
3 Months	Course Overview	770
	Personal Presentation	
	Health and Safety in the Salon	
	Client Preparation	
	Introduction to Hair and Scalp Analysis	
	Shampooing (Basic Skills)	
	Conditioning (Basic Skills)	
	Special Treatments	
	Introduction to Style Suitability	
	Styling Skills: Setting	
	Styling Skills: Blow Drying	
	Styling Skills: Dressing Out	
	Color Choice and Application (Temporary, Semi-Permanent, and Permanent)	
	Perming Skills	
	Basic Cutting Skills	

Table 12: Syllabus for Dressmaking Course

DURATION (Months)	TOPIC	DURATION (Hours)
6 Months	Course Overview	800
	Analysis of the Design	
	Prepare for Dressmaking Operations	
	Develop Pattern	
	Perform Fabric Cutting	
	Perform Stitching	
	Finish Garment	
	Development of Professionalism	

Table 13: Syllabus for Basic Computer Application Course

DURATION (Months)	TOPIC	DURATION (Hours)
3 Months	Course Overview	400
	Introduction to Computers	
	Operating Systems	
	MS Word	
	MS Excel	
	MS PowerPoint	
	MS Project	
	MS Publisher	
	Internet	
	Graphic Designing	
	Basic Computer Maintenance	
	Using Projectors	
	Using Printers and Photocopying Machines	

Table 14: Syllabus for Business Process Outsourcing (BPO)

DURATION (Months)	TOPIC	DURATION (Hours)
6 Months	Course Overview	800
	Working Effectively with Others	
	Working in a Customer Engagement Environment	
	Developing Keyboard Skills	
	Conducting Inbound and Outbound Calls	
	Communicate Effectively in a Customer Engagement Center	
	Delivering Service to Customers	
	Emotional Intelligence	
	Observing Cultural Differences between Customers	
	Observing Ethical Practices	
	Occupational Health and Safety	

## GERMAN AS A SECOND LANGUAGE

In addition to vocational training courses and celebrating the German connection, short courses will be offered in conversational German where participants can learn to speak the German language. Focus will also be on providing German language classes to workers in the tourist sector such as tour guides and other hospitality representatives.

Where demand is identified, other language courses will be provided in Spanish, Italian, French, Mandarin, etc.

## 7.0 MARKET ANALYSIS

The German cultural heritage has been deeply rooted within Jamaica for over 150 years and can be discovered beyond the sand and beaches of the North Coast. Many tourists do not venture outside of the All-Inclusive Hotels and for this reason BTSTF will also target guests at the All-Inclusive Hotels and will partner and collaborate with the hotels to offer tours to the Seaford Town German Jamaican Living Museum and Rosetta Tinglin Bethel Town Cultural Center.

The success of the Rosetta Tinglin Cultural Center relies heavily on its ability to communicate its unique and valuable offerings to its target audiences. It is essential to the long-term survival and growth of the establishment. As such, every effort will be made to understand its audiences, tailoring its products and services to meet the customers' needs and provide an exhilarating visitor experience. The promotional marketing programs will be designed to communicate to the target markets:

- Current happenings at the museum and cultural center
- New exhibitions or programs
- The opening hours
- The cost of entry
- What to expect when visiting

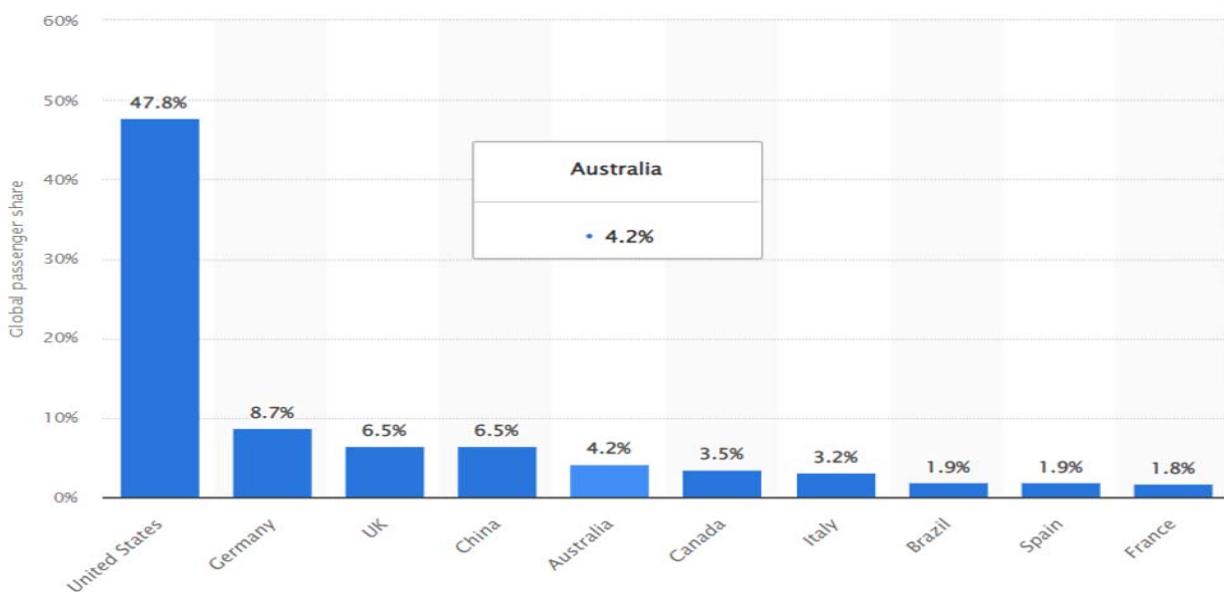
The marketing strategy will provide a roadmap for the growth and sustainability of the foundation. In addition to tourists, who represent the leading target group, and the local and surrounding communities. The marketing strategy will also target a diverse audience, including:

- People's interest in local history
- Families
- Culturalists
- Schools and Education Groups
- Researchers and Historians

Different marketing methods and promotional strategies will capture and attract each group since each group is invariably tuned to different media outlets. In addition, the language for the various marketing materials will be adequately covered and connected.

## 7.1 Target Market

The Seaford Town Living Museum will target German Tourists as one of the main target groups. Currently, over 18,000 Germans visit Jamaica every year, as well as thousands of other tourists from European and North America. The United States was the top passenger source country in the worldwide cruise industry in 2019, with 48% or cruise passengers sourced from the USA. Germany, however, was the second leading market, as almost 9% of global cruise passengers were sourced from this country (Statista Research Department, 2021). Below is a graph (Figure 37) showing the leading passenger source countries in the worldwide cruise industry in 2019.



**Figure 37: Leading Passenger Source for Cruises (Source: Statista Research Department, February 24, 2021)**

Data from the tourism sector shows that Jamaica received 1.5 million Cruise Passengers in 2019 of the 4.3 tourists visiting the island (JIS, 2020). The Jamaica Tourist Board predicts that this figure (1.5 million) will be exceeded in 2022. The Cruise Ship industry will be targeted for collaborations and partnerships as the BTSTF provides tours from Montego Bay, Falmouth, and Ocho Rios to Seaford and Bethel Town destinations.

## **7.2 Marketing Strategy**

The main objective of BTSTF is to become the premier tourist attraction and cultural Centre in the region by positioning itself to acquire a significant market share within the next 5 years. The marketing strategy will first seek to create awareness regarding the Living Museum attraction and the services offered by the Cultural Centre, develop the customer base, and work towards building customer loyalty and referrals. The message that BTSTF will seek to communicate is that the projects offer a wealth of cultural heritage experiences at a reasonable price. This message will be displayed through a variety of methods as follows:

### **Creating Brand Awareness**

The BTSTF will work towards creating and establishing its brand as a key strategy to developing its audiences. Brand awareness will be completed by including the following procedures:

- Developing a logo that will be used across all public platforms, such as printed material, museum signs, advertisements, and on the website.
- Using social media as an effective means to generate brand awareness, such as the use of vibrant Facebook pages to share facts about the museum and cultural Center, information on the current collections, describe what's happening in the museum, announce public events, and provide community information.

## Social Media Marketing

Facebook, Instagram, and Twitter will be used as the leading social media sites, as each has a slightly different focus and audiences that fall within the foundation's demographics. Facebook will share photos, updates, and general news with those who follow or 'like' the page. Our target audiences will be encouraged to visit the Facebook page to find out what's on at the Cultural Center or to explore events. General details of the BTSTF will also be shared via Facebook, such as opening hours and location.

It is recognized that Twitter is a faster-paced text-driven platform, which is great for starting conversations and will be used for posting concise messages to the audience in a time-sensitive format. This site will also be used to share photos and exciting stories with followers with links to the BTSTF website. Efforts will be made to encourage followers to click through to the website and repost our interesting tweets to their followers.

Instagram will primarily upload photos, videos, and 'stories.' This image-dominant medium is already very popular with the visual arts and crafts sector audiences. Various digital filters will be added to images and locations, and hashtags will also be added to our posts linking the photos with other content on Instagram featuring the same topic or interest. Instagram will also drive our audiences to the website by directing them to a website link on the specially created profile page.

Instagram will also be used to "tag" and post about local businesses or partners that the BTSTF works with, such as schools, caterers, community groups, etc. Using this approach, it is anticipated that their followers will also recognize that we BTSTF is an integral part of the local communities. The objective here is to show the support extended by the foundation.

For museums, art galleries, and exhibitions, visual content will play an essential role in the social media marketing strategy. Using this method, pictures are key and will be posted regularly. A variety of styles will be used, such as posting fun or quirky pictures in addition to scholarly and/or serious. The strategy will include creating lighthearted content for

Instagram and using Facebook for more meaningful information. Every effort will be made to maintain consistency across the social media platforms in line with the overall marketing promotional plan. Given that each social media platform has a different format and varying audience demographics, content will be re-used across platforms – and news items from the use of “blogs” and a dedicated e-newsletter will be re-used and posted as separate items on social media.

### **Press Releases**

As part of the marketing strategy, press releases will be designed for use by the media. Important information will be packaged into a digestible format specifically to be used by targeted radio stations, newspapers, or online publishers. This medium will be used not necessarily to target the core audiences but to sensitize and provide information to the public. Thus, well-crafted press releases will be utilized as an essential part of the marketing strategy to provide a granular or detailed view of events happening at the museum and cultural Center or events soon to happen.

### **Word-of-Mouth**

We recognize the power and value of word-of-mouth marketing which is often cited as one of the most common ways that people find out about museums and cultural centers. Every effort will be made to ensure visitors have an enjoyable time by providing excellent customer service and information. All staff will receive special training in “Customer Service” and using this as part of a wider marketing strategy. Staff will be taught that the customer is “King” and that we are here to serve. As customers leave, they will be asked to spread the word and recommend the museum and cultural center to a friend.

### **Marketing to Local Groups**

- People interested in local history
- Families
- Culturalists

- Schools and Education Groups
- Researchers and Historians

Seaford Town and Bethel Town are within easy access from communities throughout Westmoreland, St. James, St. Elizabeth, St. Ann, and Manchester. The Museum and Cultural Centre will develop marketing materials that focus on all schools, educational institutions, and churches in the region. The school population, including elementary schools, high schools, community and teachers' colleges and university have a student population of more than 40,000 individuals. Jamaica is a highly religious country with 65% of the population attending church.

The objective of the Museum and Cultural Arts Center is to expose this target group to the activities of the facilities as areas that are family friendly and haven of cultural learning for young children and other groups. The marketing strategy for this group is similar to those stated above with the following addition.

### **Direct Mailing to Schools**

The program is aware that a peoples' culture can be lost if the youth is not exposed to its constant retelling. Consequently, efforts will be made to engage students at all levels in the educational development spectrum to be constant visitors and to be members of the Seaford Town Cultural Museum Club. Letters and flyers will be distributed to schools, locally and nationally, to expose them to the benefits of visiting the facilities and being a part of the Cultural Club. Students and members of this club can purchase annual entry tickets at a discount.

### **Programming Through Jamaica Information Service (JIS)**

The facilities will seek collaboration with the Jamaica Information Service (JIS) in the production of cultural focus material for national distribution. In addition, the centers will

encourage the Western Bureaus of all Broadcasting stations to broadcast as often as possible from the location. The goal is to create national exposure for the Museum and Cultural Arts Centre.

## 8.0 ORGANISATIONAL STRUCTURE

### 8.1 Governance

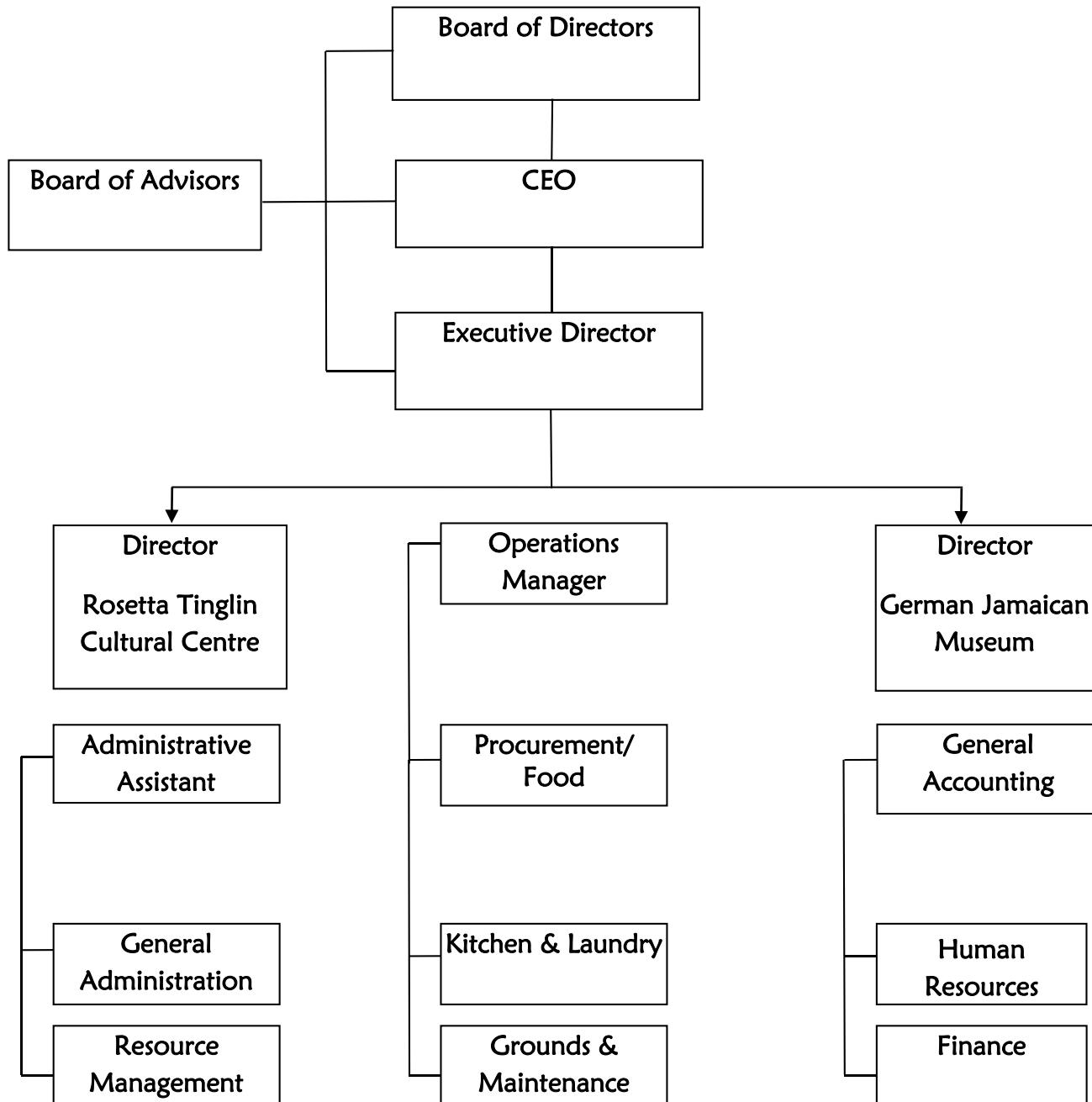
BTSTF has a management team with the skills, training, and experience to ensure the effective functioning of its program. The management team has a combined experience of over 100 years in management, strategic planning, budgeting, production, and manpower development. The team consists of the following individuals with their detailed resumes in Appendix 5.

- **Mr. Bill Tinglin**
- **Dr. Stafford Cargill**
- **Ms. Merlene Senior**
- **Ms. Heike O'Brian**
- **Dr. Hazel Wright O'Connor**
- **Mr. Lloyd Brown**

### The Board of Directors

The Board of Directors is comprised of individuals with broad experience in museum development and management, tourism financial management, the Arts and Business, and the restaurant industry. The board is the custodian of BTSTF and is responsible for developing and reviewing the policies that govern the organization. And to ensure that the organization meets the goals and objectives as determined by best practices in the industry.

Below is the proposed Organizational Chart for BTSTF once the organization is fully operational (Figure 38).



**Figure 38: Organizational Chart of Bethel Town German Town Foundation Limited**

Bill Tinglin is the Chairman & Chief Executive Officer (CEO) of the Bethel Town Seaford Town Foundation. The Chairman/ CEO shall be the lead Director of the Board of Directors, with overall responsibility for leading the Board of Directors in its oversight of

management and strategic direction of the business and affairs of the corporation, as well as such other duties as may be assigned by the Board of Directors. As stated in the Foundations Articles of Incorporation, the Board of Directors will consist of a maximum of 15 people representing various facets of both the arts and the business sectors.

A Board of Advisors will also be created not exceeding 30 and shall meet at least quarterly. The Board of Advisers will tender its advice in writing to the Board of Directors, and the report is issued by the chair of the advisory board or their co-chair. A quorum will be in place. Any document issued by this body under the signature of the chair or co-chair shall be accepted by the Board of Directors as having been lawfully provided despite any internal deficiency or deficiencies, oversight, procedural errors, lapses, etc.

All qualifying persons appointed as board members and Advisors will be philanthropists, business people, advocates to steer policy, minimal politicians, bankers, investment experts, real estate developers, experts in the museums, educators, and heavily pocketed merchants and business people.

The Board will establish committees and leaders to oversee and officiate the different committees and their day-to-day operations. The committee leaders will be knowledgeable in the required field and skill sets and identify active or retired lawyers, business owners, educators, bankers, investors, financiers, developers, marketers, project managers, directors, designers, exhibit developers, and curators. The officiating body will recruit Professional Grant Writers, Researchers, Accountants, and Curators and engage all staff and volunteers.

## **8.2 Management Summary and Personnel Plan**

Heike O'Brian is the Bethel Town Seaford Town Foundation Executive Director. The Board of Directors will employ the initial management team, consisting of the Operations Manager and Marketing Manager. As the German Jamaican Museum excels and generates more revenue, staff will be added to fill key roles. Hence, the organization's growth rate

will determine how rapidly staff is added. Detailed below are the key functions of the personnel plan.

### **Executive Director**

The Executive Director's salary will be commensurate with her ability to generate revenue, raise money and manage the programs. The program's success and salary potential depend primarily on the Director's performance and the organization's overall performance. The Director will have the following responsibilities:

- Grant writing and Fund raising
- Budget management and financial reporting
- Advise the board and carry out tasks assigned by the board
- Oversee daily operations, project planning, and special events, working closely with each program coordinator
- Personnel management (recruitment, hiring, training, evaluation, and termination of staff)
- Together with the Operations Manager, develop and manage the annual budget for Board approval, including necessary revisions
- Program development
- Supervised the artistic staff
- Develop a network of support within the arts community
- Develop and implement outreach programs

### **Operations Manager**

The Executive Team will hire the Operations Manager. Responsibilities include, but are not limited to:

- Carry out tasks assigned by the board
- Assist in personnel management
- Development and maintenance of administrative standards and procedures related to personnel and staff development
- Supervised staff

- Serve as liaison between staff and board members
- Coordinate with the Executive Director and the board to oversee activities, including grant applications, management of grants, special projects, and fiscal management
- Together with the Executive Director, develop and manage the annual budget for Board approval, including necessary revisions
- Oversee the preparation of the annual report of activities and fiscal declarations
- Manage network finances and reporting, including museum store
- Coordinate work on annual audits
- Define priorities for all supervised staff
- Inventory management of art and office supplies

### **Marketing Manager**

The Executive Team hires the Marketing Manager. Responsibilities include, but are not limited to:

- All marketing activities include the establishing of the marketing budget with the Executive Director; creating and implementing a marketing plan; developing marketing materials; advertising placement; and developing a direct mail plan
- Publication and distribution of the quarterly newsletter
- Website maintenance
- Direct fund-raising activities
- Coordinate volunteers
- Coordinate solicitation of corporate and in-kind donations
- Measure the effectiveness of marketing activities (program tracking)

### **Museum Curator**

The Executive Team will hire the Museum Curator. Responsibilities include, but are not limited to:

- Develop and organize new collections to expand and improve collections offered by the German Jamaican Living Museum and Rosetta Tinglin Cultural Centre
- Conduct extensive research, negotiate prices on and buy items such as sculptures, statues, and paintings that can add value to the collection
- Maintain records and catalog acquisitions
- Collaborate with other institutions
- Research, compile and prepare written information about catalogs and publish it on the institution's website
- Ensure collections are appropriately preserved
- Update websites to explain new attractions
- Raise funds and obtain grants to expand the collection, update facilities, or support research efforts

### **Qualifications for Museum Curator**

- Experience with museum databases and other applications
- More education, experience, or a specialty in specific fields may be beneficial
- Understanding of collection and fund-raising
- Strong eye for detail and strong design instincts
- Solid negotiation, resource management, and people skills
- Exceptional research and verbal and written communication skills
- Excellent written and verbal communication skills
- Able to organize, present and communicate messages effectively through design
- Superb project management and organizational skills

BTSTF will gather a good team of people to support the museum. The team will take responsibility for preserving and interpreting the museum's collections and must have a very wide range of skills and interests, including specialized skills in research, history, education, design, writing, editing, project management, customer service, and so on.

Every effort will be made to involve people with the right skillset to help the Foundation create and implement plans that are well-informed, realistic, and interesting and can inform and guide everyone involved in the museum as it develops. Persons on the team will include volunteers, committee members, and staff members. Where possible specialists will be engaged and paid for their time and expertise, and adequate funds will be allocated to pay them. The Foundation will apply for grants to cover the staffing and general needs of the museum.

To save on costs/ expenses, the foundation will operate with a lean staff structure in the first instance and the first phase of the program implementation. As the organization grows and profitability increases, additional staff will be employed to ensure the effective execution of the organization's programs and plans.

Table 15 below provides a summary of the key staff that will be appointed in the first phase of the project:

**Table 15: Personnel Plan and Summary of Key Staff**

Department	Position	Status	No. of Employees
Management	Executive Director	Full-Time	1
	Director- Operations	Full-Time	1
	Facilities Manager	Full-Time	1
Administration	Administrative Assistant	Full-Time	1
	Marketing and Development Officer	Full-Time	1
Training	Instructors	Full-Time	9
Museum Shop	Sales Assistant	Part-Time	2
Living Museum	Curator	Full-Time	1
	Tour Guides	Full-Time	5
	Actors	Part-Time	50
Security	Security Officer	Full-Time	2
Research	Research Assistant	Part-Time	1
Housekeeping	Logistics	Part-Time	2

## 9.0 OPERATIONS

The extent to which the Living Museum and Cultural Center will operate seamlessly depends largely on teamwork and the ability of the Management to bring together a cadre of specialists, and other well-trained staff that can work together as a dynamic team.

The Cultural Center will offer a range of programs which will be undertaken in collaboration with educational institutions and the local community to encourage and inspire young audiences and provide live entertainment. Consultation with the academic community will help to focus efforts on serving the curriculum and educational practice in primary and secondary schools. The Cultural Center's role within the local and surrounding communities will include Indigenous artists and content to serve this audience and showcase the rich culture and history to a broader audience.

The Center will also host its theatre which will be used to showcase matinees and rental programing, which will serve various groups within the community, especially aging populations, and attract cultural tourism revenues in the form of coach tours from multiple parts of the island. The theatre will also be used to leverage community co-productions and partnerships to enable local theatre and music producing organizations to produce events on stage and in the lobby area, providing an intimate and smaller setting for smaller audiences.

School events such as Art's Week and Drama Festivals will also be encouraged, providing a means for students to perform in a professional setting and offering their parents cherished memories they associate with the theatre and the Cultural Center.

Commercial rentals will be offered to encourage community members to utilize room space in the Cultural Center for functions such as weddings, retreats, etc. Other commercial rentals will include concerts and tribute concerts that will attract different audiences to the venue and provide awareness about the Center, local dance classes, dance competitions, etc.

In short, the Cultural Center will operate as a multifunctional building with a contemporary architectural design. The building will feature open space to accommodate exhibits and visitors but with high security and stringent environmental controls to protect the collections. The site will also include extensive storage for reserve collections, a skills training area, laboratory and workshop space for exhibit conservation and preparation, facilities for teaching, studying, offices, and events/functions.

The facility will operate on both appointment systems for large groups and tours and on a “drop-in” basis for individuals and families.

The Living Museum will be open for 6 days per week as well as public holidays and will conduct 11 tours per day, with each tour lasting a maximum of 90 minutes. Tours will be scheduled consecutively every half hour starting at 10 a.m., with the last tour beginning at 3 p.m. Each tour will accommodate a maximum of 20 visitors.

Income be generated from the Museum Café/ Restaurant and Gift Shop, offering merchandise and online purchasing.

## **9.1 Collections Protocol**

**Cataloging:** The museum’s collections will be cataloged. Where possible, the process will meet the minimum requirements of the standard set. Hence, management will ensure that a written policy and procedure are in place that explains the steps to follow when cataloging objects.

**Collection Policy:** A collections policy will be developed and used as the museum’s key document related to the museum’s Statement of Purpose. BTSTF will establish the museum’s key stories and decide (and periodically review) what the museum will collect and what it will not collect before developing the Collection Policy.

**Significance:** The BTSTF will decide which are the significant objects and collections for the museum. The Foundation will establish which collection items will be gathered and what additional information is required about the items collected. These will then be cataloged,

stored, and displayed according to the museum standards. However, it is recognized that there may be some collection ‘gaps’ in the museum’s key stories, which will form priority collection areas per the Collection Policy.

**Ownership:** Every effort will be made to document what the museum owns, so that people in the future can identify each object, what is important about it and where it is stored or displayed. This will be facilitated using “Donor Forms” for all items donated to the museum. A Register will be kept that records every item acquired, and correct cataloging procedures as indicated above will be followed, recording as much information about each item as possible when received. The BTSTF will ensure that a specialist cataloging program will be acquired, or standard cataloging paper-based forms may be used, and the information transferred to the computer at a later date.

**Conservation Plan:** A Conservation Plan will be developed for the museum’s collection (and buildings, where relevant) to guide staff in caring for collections. The Conservation Plan is a management tool that articulates the cultural heritage significance and defines a set of actions needed to protect that significance.

**Existing Artifacts:** It is recommended that every effort be made to protect the existing artifacts that are now in possession of the Jamaican Heritage Trust. Upon arrival, climatic control and monitoring are imperative for these artifacts. Monitoring will allow the deterioration of the artifacts to be predicted and arrested as soon as possible. The relative humidity, lighting, pollutants, and insect infestation are among the more critical environmental factors of deterioration worth monitoring, while temperature, handling, and vandalism are secondary factors worth monitoring.

## **9.2 Entrance Fees**

An entrance fee will be charged to access the German Jamaican Living Museum, which will be used to help finance operations. General access to the Cultural Center is free. However, there is a charge for the use of commercial services. These will take the form of Gift Shops and Restaurants/ Cafés that provide a service to visitors and income to the museum. Both facilities will house commercial activities as significant features of the entities as well as income-generating sources.

### **9.3 Support Organizations**

BTSTF will establish support organizations, such as “Friends of the Museum,” to engage in fund-raising and provide voluntary assistance in several ways.

### **9.4 Key Operational Activities/ Tasks**

Prior to opening the facilities, significant effort will be invested to undertake the following activities/ tasks:

- Policies and procedures for the development and operation of the cultural Center and living museum
- Booking policy and procedures, as well as rental agreements
- Vendor contracts permitting various functions, including public liability insurance, food service, and facility maintenance
- Events bookings (workshops, seminars, small meetings, retreats, etc.) policy and procedures
- An initial inventory of equipment and a technical specification document for potential rentals and touring artists
- Proper protocol for the use of equipment, safety considerations, and capital maintenance of the facilities
- Recruitment policies for staff and Job descriptions
- Procurement policy and procedures for artifacts

## 10.0 SUSTAINABILITY

Research shows that the market segment that prefers the more interactive type of tourism product is ever increasing. It is also believed that community tourism generates more revenue per visitor as these visitors often stay longer, buy more and are more likely to be repeat visits. The living museum will be in western Jamaica, outside the traditional tourist belt, an area ripe for development. The living museum component of the programme lends itself to packaging the museum tour as being part of a more extensive tour package.

The sustainability of this project is linked to the ability to package the product as a “well sought after, must see, captivating and desirable product” to attract local and international visitors. The Foundation is conscious of the interest that this product is already generating with its partners in Germany and the local German Embassy. They have already started engaging tour operators in Germany or its associates locally to present this as the latest German Jamaican tourism product.

The development of effective marketing strategies that target specific market segments in the traditional tourist markets of North America and emerging markets in Asia and South America is thus required as well as strategies to effectively engage the indigenous population on the importance of our culture and heritage.

The main source of income will be generated through ticket sales. The museum will be open for 6 days per week and will conduct 11 tours per day, each lasting a maximum of 90 minutes. Tours will be scheduled consecutively every half hour starting at 10 a.m., with the last tour beginning at 3 p.m. Each tour will accommodate a maximum of 20 visitors.

Income will also be generated from the museum restaurant and shop, offering merchandise and online purchasing.

The Cultural Center will generate substantial income from the local communities by engaging youth and others in various creative art activities and providing much-needed venue space for weddings, functions, events, etc.

The BTSTF is confident that with an effective marketing and promotional program, the activities offered by the Foundation will be well received by not only by international visitors, but also nationally. Hence, BTSTF is committed to play its part in nation-building and designing this project to assist in this regard. It is the belief of the Foundation that the Living Museum concept is a viable and valuable addition to Jamaica's tourism product allowing for diversification and the ability to attract niche market segments. Educationally, the concept enables us as a nation to not only preserve and document our history interactively and exciting manner, but also to package it as a commercially viable, income-generating commodity to be enjoyed by local, regional, and international consumers.

## 11.0 STRATEGY IMPLEMENTATION SUMMARY

Below is a summary of strategies recommended for the effective implementation of this program. For maximum effectiveness, it is recommended that this initiative becomes part of a more expansive local Government Town and Country Planning program to redevelop the areas of Bethel Town and Seaford Town. This is expounded in strategy recommendation number 8, as indicated below.

- 1. Collaborations and Partnerships:** Explore opportunities for partnerships, alliances, and other support with philanthropic organizations, individuals, academic institutions, Jamaican organizations in the diaspora, the Jamaican government, other cultural institutions, and entities.
- 2. Strengthening Culture:** The report notes that community strengthening relies on municipalities as key partners in supporting local arts, culture, and heritage. Every effort should be made to obtain “buy-in” from the local authority, central government, and cultural and heritage organizations in Jamaica.
- 3. Cultural and Historical Preservation:** It is recommended that the Parish Council and the Parish Development Committee establish Bethel Town as a Business Improvement Area and seek to maintain its historical and cultural significance. The purpose of establishing the area as a Business Improvement Area is to improve the area's attractiveness and promote the site as a place of significant cultural heritage, a place to shop, visit, and do business. The establishment of the Cultural Center will strengthen the value proposition of tourism, visiting, recreation, shopping, and doing business in Bethel Town, which will invariably increase the number of visitors to the area as well as provide a diversity of cultural and creative arts activities for residents within the locale and surrounding communities.

**4. Vocational Training:** To ensure that the training programs are directed at providing training in skills for which there is an actual market demand, it is recommended that there should be a re-evaluation of those needs at least every five years to ensure the Center does not deliver skills/ human resource for areas which is no longer in demand.

**5. Post-Training Activities:** To undertake post-training activities, which will include but not limited to:

- Apprenticeship placement
- Coaching during apprenticeship
- Linkages with financial institutions for micro-credit accessibility

**Vocational Training:** Although it is recognized that vocational training is based on building competencies, and as such, student placements are built into all training programs. It is recommended that the Center forms partnerships with the private sector within various industrial sectors to take trainees through some industrial attachment program that links industry and institutions for placement of students at the workplace for the acquisition of practical skills and appropriate work-ethics. The attachment process is constantly monitored to ensure a high quality of training for graduates from the training programs.

**6. Educational Programming:** This is an area with potential for growth and expansion and one of the main sources of revenue for the Cultural Center. It is therefore recommended that adequate space is provided in the architectural design to accommodate future growth and expansion in this area.

**7. Urban Renewal/Development:** A study on the Seaford Town/ Bethel Town communities and their potential for expansion should be conducted. A comprehensive study is proposed that study includes an economic and population analysis, the use of Land, transportation, the housing element, the environment,

and capital facility development. All of this would be to raise and maintain the socio-economic and living standards of citizens.

The plan could be used as a vehicle to find solutions and to seek opportunities for growth. Hence, the plan would look at the potential of the area for economic expansion, business growth, residential upgrading, employment creation, education, transportation supply, tourism, agricultural and agro-industrial development, infrastructure development, utilities, as well as human resource development and training.

8. **Branding:** The new Living Museum and Cultural Center will require a robust branding and launch strategy. The branding launch and inaugural opening of the Living Museum and Cultural Center will be crucial for establishing an ongoing and long-term success and sustainability. Branding and marketing will be in line with a more comprehensive marketing plan for the BTSTF. In addition to this plan, a robust tour and cultural heritage marketing plan will be developed to build initial awareness and ongoing promotion of the BTSTF, ensuring long-term operational stability and success.

Engaging the entire communities of Bethel Town and Seaford Town early on and undertaking market research prior to programming the inaugural year for the BTSTF will be paramount. This should also include collaborating with every community cultural partner that will be renting spaces in the Cultural Center. Local and professional arts entrepreneurs should be encouraged to rent space from the Cultural Center to showcase their work. This will also require ample support from BTSTF to ensure that their rental events and programs are successful. This in turn will ensure that the Cultural Center is an operational and cultural success story, by supporting local arts and cultural entrepreneurs and other programs from other diverse stakeholder groups.

**9. Graphic Designer:** It is critical that a graphic designer with the requisite expertise be engaged to incorporate aspects of the museum into a visual brand, this will include designing the logo and other promotional material.

**10. Protection and Restoration of Artifacts:** It is imperative that a Conservation Plan be developed as soon as possible for the museum's collection (and buildings etc. where relevant), to guide staff in caring for collections. Swift action should be taken to protect and restore the existing artefacts, currently in the possession of the Jamaican Heritage Trust. The Conservative Plan is a management tool that articulates the cultural heritage significance and defines a set of actions needed to protect that significance. The plan should include climatic control and monitoring factors to predict any further deterioration of the artefacts. Critical environmental factors should be included such as humidity, lighting, pollutants, insect infestation and secondary factors such as temperature, handling, and vandalism.

**11. Marketing and Promotional Plan:** Construction of a comprehensive marketing and promotional plan which the business plan and strategic plan for BTSTF. The marketing plan will provide detailed information on the marketing strategy for the museum and cultural Center and will include specific in-depth information on methods used to reach the target audience such as:

- mail outs
- social media marketing (Facebook, Instagram, Twitter)
- flyers
- posters
- newspaper inserts
- billboards
- press releases
- websites
- paid adverts

**12. Social Media Content:** Engage social media content writers to ensure that the foundation has high quality attractive content to post regularly and to provide other information such as e-newsletter, blogs, etc.

## 12.0 FINANCIAL PLAN

The financial projections are based on implementation of the first phase of the program only. Phase 1 consists of the construction and implementation of the Living Museum tourist attraction and a Cultural Center primarily for use by the community. The living museum will house a gift shop and café while the Cultural Center will facilitate vocational training courses, an internet café, a café/ small restaurant to provide lunches and snack foods. The Cultural Center will also house a small museum and exhibition centers, a conference center and space for the hosting of events.

### 12.1 Financial Assumptions

The assumptions to the financial statements are as follows:

#### Income:

- **Tours:** The main source of income will be generated from the tours. The net price of the tour is **US\$65** per person and other additions will have to be accommodated at source or added on by the tour operator to include commissions, etc. It is anticipated that visitors will peak during the tourist season December, January and during the summer months as “Staycations” are encouraged by the Jamaica Tourist Board. Income for tours is based on a total of 400 visitors per month. The ability to attract visitors is largely based on an aggressive marketing and promotional plan which is paramount to the success of this attraction.
- **Courses:** A total of 8 main courses will be offered at a cost of JMD\$30,000 per student per course with a maximum of 25 students per class, per semester. The courses are vocational in nature and will range from Level 2 Certification upwards. Given the low-income status of the community, the assumption is that partnerships will be established with Heart Trust/ NSTA,

who will subsidize the courses offered to ensure affordability within the communities.

- **Café:** The assumption is based on each visitor spending at least US\$12 and support from the local community since there is little alternative within the community at the time of writing.
- **Gift Shop:** It is estimated that each visitor will spend approximately US\$10 on gifts and memorabilia.
- **Functions:** It is anticipated that the cultural Center will position itself as the main venue within the area for conferences, weddings, meetings, and other large gatherings. A total of 4 events are targeted per month.

**Personnel:** The project will commence with the minimal and most critical staff members to effectively execute the project. Thus, a total of 25 staff members will be employed in the first phase of the project consisting of both full and part-time positions.

**Expenses:**

- **Electricity:** The project will be powered by using Solar Energy which will attract a one-time cost for purchase and installation. As such a nominal amount of USD\$30,000 is budgeted for the cost of electricity, which will be used as a backup source only.
- **Internet:** The internet is an estimate only.
- **Water:** A nominal amount has been budgeted for public water to make provision for maintenance and precautionary reasons only. Hence, water will be supplied to the project from Atmospheric Water Generation® (AWG®) system that hopes to serve the entire community. This will be installed as part of the startup costs and with scheduled maintenance monthly.
- **Public Liability Insurance:** This has been factored in as it is a requirement for tourism projects.

- **Inventory/Stock:** The amount budgeted takes into consideration inventory/stock for the Restaurant, Café and Gift Store.
- **Licenses, Certification and Permits:** This figure included the costs of Food Handlers Permits for 6 staff members @ JMD\$2000 each; Public Health Certification, and Fire Certification. These are payable annually.

**Funding:** The project will be funded by grants and donations from abroad (particularly USA and Germany). Therefore, no provisions have been made for monthly repayments.

#### **Other Assumptions to Financial Plan:**

##### **Capital Expenditure Sheet (Capex)**

The Capex Sheet outlines the Property and other Fixed Assets that would be provided out of Donors' funds. Provision has been made for the depreciation of the fixed assets, which will be placed in a "sinking fund" and used to repair or replace fixed assets.

##### **Balance Sheet**

The financial projections begin 2024 with January as the projected starting period with the initial investment/ donation of JMD\$2.561 billion (USD 16.7 Million).

The assumption is that after the initial investment has been obtained the fixed assets will be acquired and the other expenses would be undertaken (or at least paid for out of funds) such as:

- Architecture Fees - \$1,236,042
- Business Plan Construction - \$60,000
- Project Design & Project Consultation - \$150,000
- Other Professional Fees - \$ 1,854,063

- Engineering Designs & Permits - \$1,030,035
- Contingency Fee - \$846,205
- Signage & Advertising - \$150,000

These line items are shown in the Profit & Loss (Income Statement).

In the first year of operations the Fixed Asset would be depreciated and the amount of funds for Contingency is recorded as liability which is balanced against Expenses in Income Statement until used up.

The initial investment is recorded over the years and adjusted by Surplus (loss) in the equity section of the Balance Sheet.

For the Inventory the Cost of Goods Sold is calculated at 25% for ease of calculation.

## **12.2 Financial Reports**

The financial reports and graphs are detailed below:

**GERMAN JAMAICAN MUSEUM BETHEL TOWN SEAFORD TOWN FOUNDATION**  
**Income Statement Projections**

	USD Year 0	USD Year 1	USD Year 2	USD Year 3	USD Year 4	USD Year 5
<b>Revenue</b>						
<b>Sales Revenue Growth</b>			<b>7.00%</b>	<b>7.00%</b>	<b>10.00%</b>	<b>10.00%</b>
Sales Revenue	999,494	1,069,458	1,144,320	1,258,752	1,384,627	
Less Cost of Goods Sold	(299,848)	(320,837)	(343,296)	(377,626)	(415,388)	
<b>Gross Profit</b>	<b>699,646</b>	<b>748,621</b>	<b>801,024</b>	<b>881,127</b>	<b>969,239</b>	
<b>Gross Profit Margin %</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>	<b>70%</b>
<b>One Off Startup Cost</b>						
Architcture Fees	(1,236,042)					
Business Plan Developer	(60,000)					
Project Design & Development Consultat	(150,000)					
Other Professional Fees	(1,854,063)					
Engineering Designs & Permits	(1,030,035)					
Contingency Fee	(846,205)					
Signage & Advertising	(150,000)					
	<b>(5,326,344)</b>					
<b>Operating expenses</b>						
Salaries & Other Employee Cost	(157,680)	(315,359)	(315,359)	(331,127)	(331,127)	(364,240)
Electricity	(2,000)	(4,000)	(4,000)	(4,400)	(4,840)	(5,324)
Cooking Gas	(3,922)	(7,843)	(8,627)	(9,490)	(10,439)	(11,483)
Internet	(1,569)	(3,137)	(3,451)	(3,796)	(4,176)	(4,593)
Water	(1,000)	(2,000)	(2,200)	(2,420)	(2,662)	(2,928)
Web Hosting and Maintenance	(300)	(600)	(660)	(726)	(799)	(878)
Public Liability Insurance	(5,490)	(10,980)	(10,980)	(10,980)	(12,078)	(13,286)
International Travel	(15,000)	(30,000)	(30,000)	(33,000)	(36,300)	(39,930)
Travel	(980)	(1,961)	(2,157)	(2,373)	(2,610)	(2,871)
Office Supplies	(1,800)	(3,600)	(3,960)	(4,356)	(4,792)	(5,271)
Marketing & Promotions	(50,000)	(100,000)	(100,000)	(100,000)	(90,000)	(72,000)
Security	(2,745)	(5,490)	(6,039)	(6,643)	(7,307)	(8,038)
Maintenance	(1,000)	(2,000)	(2,200)	(2,420)	(2,662)	(2,928)
Permits, Certification & Licenses	(216)	(216)	-	-	-	-
Telephone	(1,765)	(3,529)	(3,882)	(4,271)	(4,698)	(5,167)
<b>Total operating expenses</b>	<b>(245,466)</b>	<b>(490,716)</b>	<b>(493,517)</b>	<b>(516,002)</b>	<b>(514,490)</b>	<b>(538,939)</b>
<b>Surplus before Depreciation</b>	<b>(5,571,810)</b>	<b>208,929</b>	<b>255,104</b>	<b>285,022</b>	<b>366,637</b>	<b>430,300</b>
Depreciation	(123,475)	(246,949)	(269,399)	(269,399)	(269,399)	(269,399)
<b>Net Surplus ( Loss )</b>	<b>\$ (5,695,285)</b>	<b>(38,020)</b>	<b>102 (14,295)</b>	<b>15,622</b>	<b>97,237</b>	<b>160,901</b>
<b>Net Surplus (Loss) as % of Revenue</b>		<b>-3.80%</b>	<b>-1.34%</b>	<b>1.37%</b>	<b>7.72%</b>	<b>11.62%</b>

**GERMAN JAMAICAN MUSEUM BETHEL TOWN SEAFORD TOWN FOUNDATION**  
**EXPENSE ASSUMPTION SHEET (in USD)**

	<b>Operational Monthly</b>	<b>Start up Cost</b>					
		<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Manager	3,268	19,607.84	39,216	39,216	41,176	41,176	45,294
Curator	1,634	9,803.92	19,608	19,608	20,588	20,588	22,647
Receptionist	817	4,901.96	9,804	9,804	10,294	10,294	11,324
Accounting Officer	517	3,104.58	6,209	6,209	6,520	6,520	7,172
Clerical Officer	436	2,614.38	5,229	5,229	5,490	5,490	6,039
Actors (5)	1,362	8,169.93	16,340	16,340	17,157	17,157	18,873
Security Guards	436	2,614.38	5,229	5,229	5,490	5,490	6,039
Kitchen Assistant (2)	599	3,594.77	7,190	7,190	7,549	7,549	8,304
Kitchen Assistant - Cultural Centre (2)	300	1,797.39	3,595	3,595	3,775	3,775	4,152
Waitress - Cultural Centre (2)	300	1,797.39	3,595	3,595	3,775	3,775	4,152
Host - Restaurant Cultural Centre	408	2,450.98	4,902	4,902	5,147	5,147	5,662
Cook	463	2,777.78	5,556	5,556	5,833	5,833	6,417
Assistant Cook	354	2,124.18	4,248	4,248	4,461	4,461	4,907
Servers (2)	599	3,594.77	7,190	7,190	7,549	7,549	8,304
Handyman	245	1,470.59	2,941	2,941	3,088	3,088	3,397
Facilitators (8)	8,715	52,287.58	104,575	104,575	109,804	109,804	120,784
Sales Assistants	327	1,960.78	3,922	3,922	4,118	4,118	4,529
Instructor (P/T - Comm. Arts Prog)	654	3,921.57	7,843	7,843	8,235	8,235	9,059
Instructor (F/T - Comm. Arts Prog)	1,307	7,843.14	15,686	15,686	16,471	16,471	18,118
Employee Related Expenses	3,540	21,241.83	42,484	42,484	44,608	44,608	49,069
<b>Salaries &amp; Other Employee Cost</b>	<b>26,280</b>	<b>157,680</b>	<b>315,359</b>	<b>315,359</b>	<b>331,127</b>	<b>331,127</b>	<b>364,240</b>
Architeture Fees		1,236,042					
Business Plan Developer		60,000					
Project Design & Development Consultation		150,000	-	-	-	-	-
Other Professional Fees		1,854,063					
Engineering Designs & Permits		1,030,035					
Contingency Expense		846,205					
Signage & Advertising		150,000					
Electricity	333	2,000	4,000	4,000	4,400	4,840	5,324
Cooking Gas	654	3,922	7,843	8,627	9,490	10,439	11,483
Internet	261	1,569	3,137	3,451	3,796	4,176	4,593
Water	167	1,000	2,000	2,200	2,420	2,662	2,928
Web Hosting and Maintenance	50	300	600	660	726	799	878
Public Liability Insurance	915	5,490	10,980	10,980	10,980	12,078	13,286
International Travel	2,500	15,000	30,000.00	30,000	33,000	36,300	39,930
Travel	163	980	1,961	2,157	2,373	2,610	2,871
Office Supplies	300	1,800	3,600	3,960	4,356	4,792	5,271
Marketing & Promotions	8,333	50,000	100,000	100,000	100,000	90,000	72,000
Security	458	2,745	5,490	6,039	6,643	7,307	8,038
Maintenance	167	1,000	2,000	2,200	2,420	2,662	2,928
Permits, Certification & Licenses	216	216	216	-	-	-	-
Telephone	294	1,764.71	3,529	3,882	4,271	4,698	5,167
<b>Total Expenses</b>	<b>\$ 41,091</b>	<b>\$ 5,571,810</b>	<b>\$ 490,716</b>	<b>\$ 493,517</b>	<b>\$ 516,002</b>	<b>\$ 514,490</b>	<b>\$ 538,939</b>

**GERMAN JAMAICAN MUSEUM BETHEL TOWN SEAFORD TOWN FOUNDATION**  
**Cash Flow Statement**

	USD	USD	USD	USD	USD	USD
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Net Surplus (Loss)</b>	<b>(5,695,285)</b>	<b>(38,020)</b>	<b>(14,295)</b>	<b>15,622</b>	<b>97,237</b>	<b>160,901</b>
Depreciation	123,475	246,949	269,399	269,399	269,399	269,399
Change in Inventories	-	(74,962)	(5,247)	(5,615)	(8,582)	(9,441)
<b>Cash Flow from Operations</b>	<b>-</b>	<b>(74,962)</b>	<b>(5,247)</b>	<b>(5,615)</b>	<b>(8,582)</b>	<b>(9,441)</b>
Purchase of Non-Current Assets	(11,740,598)	-	-	-	-	-
<b>Cash Flow from Investing Activities</b>	<b>(11,740,598)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Funds From Donor	21,740,276	-	-	-	-	-
<b>Cash Flow from Financing Activities</b>	<b>21,740,276</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Cash Flow</b>	<b>4,427,867</b>	<b>133,967</b>	<b>249,857</b>	<b>279,407</b>	<b>358,054</b>	<b>420,860</b>

**GERMAN JAMAICAN MUSEUM BETHEL TOWN SEAFORD TOWN FOUNDATION**  
**Balance Sheet Projections**

	USD	USD	USD	USD	USD	USD
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Current assets:</b>						
Cash and cash equivalents	4,427,867	4,561,834	4,811,691	5,091,098	5,449,152	5,870,012
Inventories	-	74,962	80,209	85,824	94,406	103,847
<b>Total current assets</b>	<b>4,427,867</b>	<b>4,636,796</b>	<b>4,891,900</b>	<b>5,176,922</b>	<b>5,543,559</b>	<b>5,973,859</b>
<b>Non-current assets:</b>						
Property, plant and equipment at Cost	11,740,598	11,740,598	11,740,598	11,740,598	11,740,598	11,740,598
Accumulated Depreciation	(123,475)	(370,424)	(639,824)	(909,223)	(1,178,622)	(1,448,022)
<b>Total non-current assets</b>	<b>11,617,123</b>	<b>11,370,174</b>	<b>11,100,774</b>	<b>10,831,375</b>	<b>10,561,976</b>	<b>10,292,576</b>
<b>Total assets</b>	<b>\$ 16,044,991</b>	<b>\$ 16,006,970</b>	<b>\$ 15,992,675</b>	<b>\$ 16,008,297</b>	<b>\$ 16,105,534</b>	<b>\$ 16,266,435</b>
<b>Equity:</b>						
Capital from Donors	21,740,276	21,740,276	21,740,276	21,740,276	21,740,276	21,740,276
Net Surplus (Loss)	(5,695,285)	(5,733,305)	(5,747,601)	(5,731,978)	(5,634,741)	(5,473,840)
<b>Net Donor equity</b>	<b>16,044,991</b>	<b>16,006,970</b>	<b>15,992,675</b>	<b>16,008,297</b>	<b>16,105,534</b>	<b>16,266,435</b>
<b>Total liabilities and Equity</b>	<b>\$ 16,044,991</b>	<b>\$ 16,006,970</b>	<b>\$ 15,992,675</b>	<b>\$ 16,008,297</b>	<b>\$ 16,105,534</b>	<b>\$ 16,266,435</b>

**GERMAN JAMAICAN MUSEUM BETHEL TOWN SEAFORD TOWN FOUNDATION**  
**Fixed Asset Schedule**

\$ in actual figures	Asset Life (Years)	USD	USD	USD	USD	USD	USD	
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
<b>CapEx</b>								
<b>Other PP &amp; E</b>								
Cultural Centre	50	2,970,500						
Living Musuem	50	2,970,500						
Hybrid Solar PV Systems	50	4,354,183						
Infrastructure: Sewage & Driveways	50	1,013,072						
Water Treatment Systems	10	398,693						
Kitchen Equipment	10	9,751						
Office Furniture	10	23,899						
<b>Total CapEx</b>		<b>11,740,598</b>	-	-	-	-	-	
<b>Depreciation</b>								
Cultural Centre		(27,230)	(54,459)	(59,410)	(59,410)	(59,410)	(59,410)	
Living Musuem		(27,230)	(54,459)	(59,410)	(59,410)	(59,410)	(59,410)	
Hybrid Solar PV Systems		(39,913)	(79,827)	(87,084)	(87,084)	(87,084)	(87,084)	
Infrastructure: Sewage & Driveways		(9,286)	(18,573)	(20,261)	(20,261)	(20,261)	(20,261)	
Water Treatment Systems		(18,273)	(36,547)	(39,869)	(39,869)	(39,869)	(39,869)	
Kitchen Equipment		(447)	(894)	(975)	(975)	(975)	(975)	
Office Furniture		(1,095)	(2,191)	(2,390)	(2,390)	(2,390)	(2,390)	
<b>Total Depreciation</b>		<b>(123,475)</b>	<b>(246,949)</b>	<b>(269,399)</b>	<b>(269,399)</b>	<b>(269,399)</b>	<b>(269,399)</b>	

## REVENUE ASSUMPTION SHEET

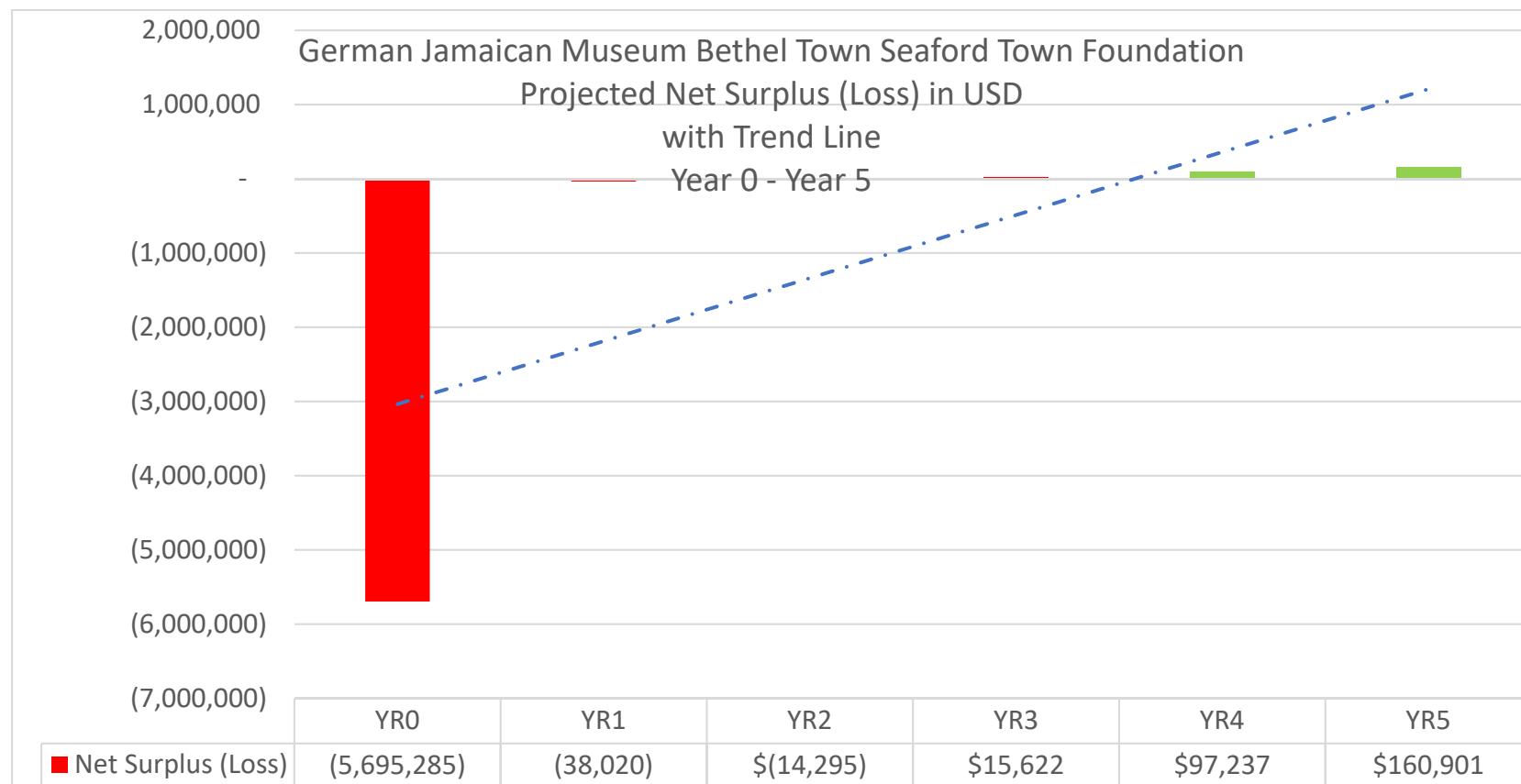
**Revenue Table**

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	999,494	1,069,458	1,144,320	1,258,752	1,384,627
	<b>999,494</b>	<b>1,069,458</b>	<b>1,144,320</b>	<b>1,258,752</b>	<b>1,384,627</b>

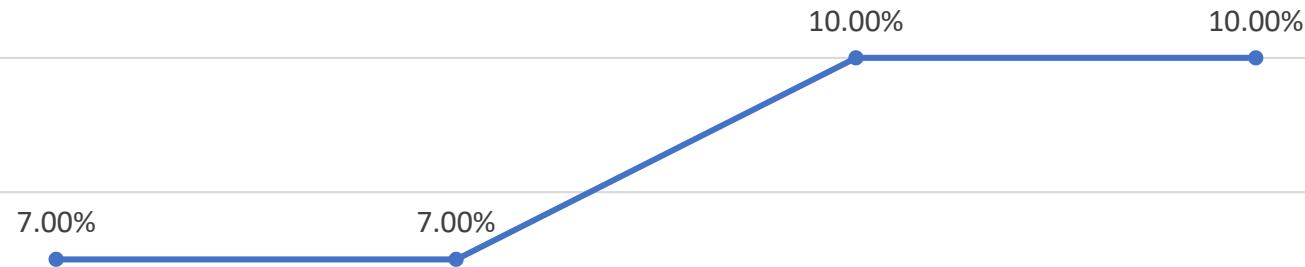
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Assumptions:</b>					
Net Revenue	999,494	1,069,458	1,144,320	1,258,752	1,384,627
Cost of Goods Sold (COGS) - 30% of Revenue	299,848	320,837	343,296	377,626	415,388
Inventory as 25 % of COGS	74,962	80,209	85,824	94,406	103,847

**German Jamaican Museum BethelTown Seaford Town Foundation**  
**Projected Sales Revenue (in USD)**  
**Operational Areas**  
**Year 1 - Year 5**

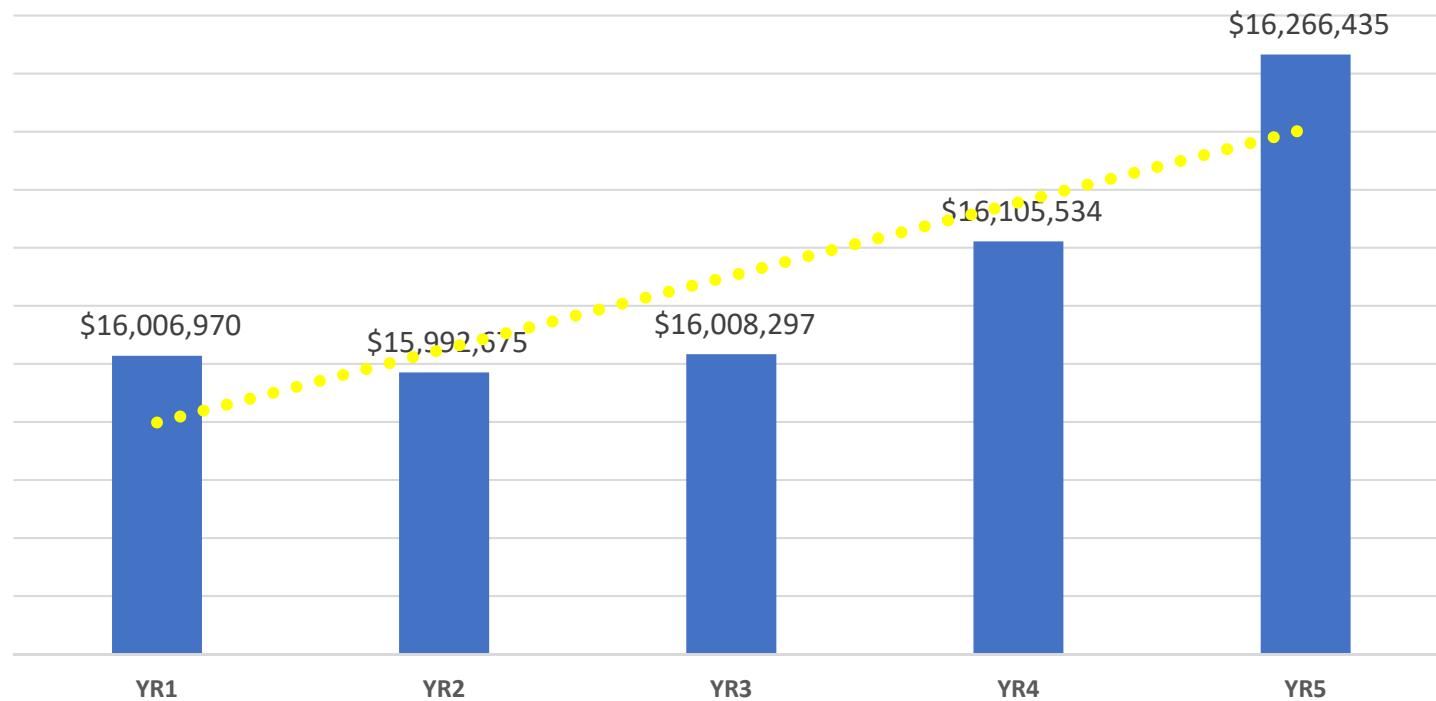




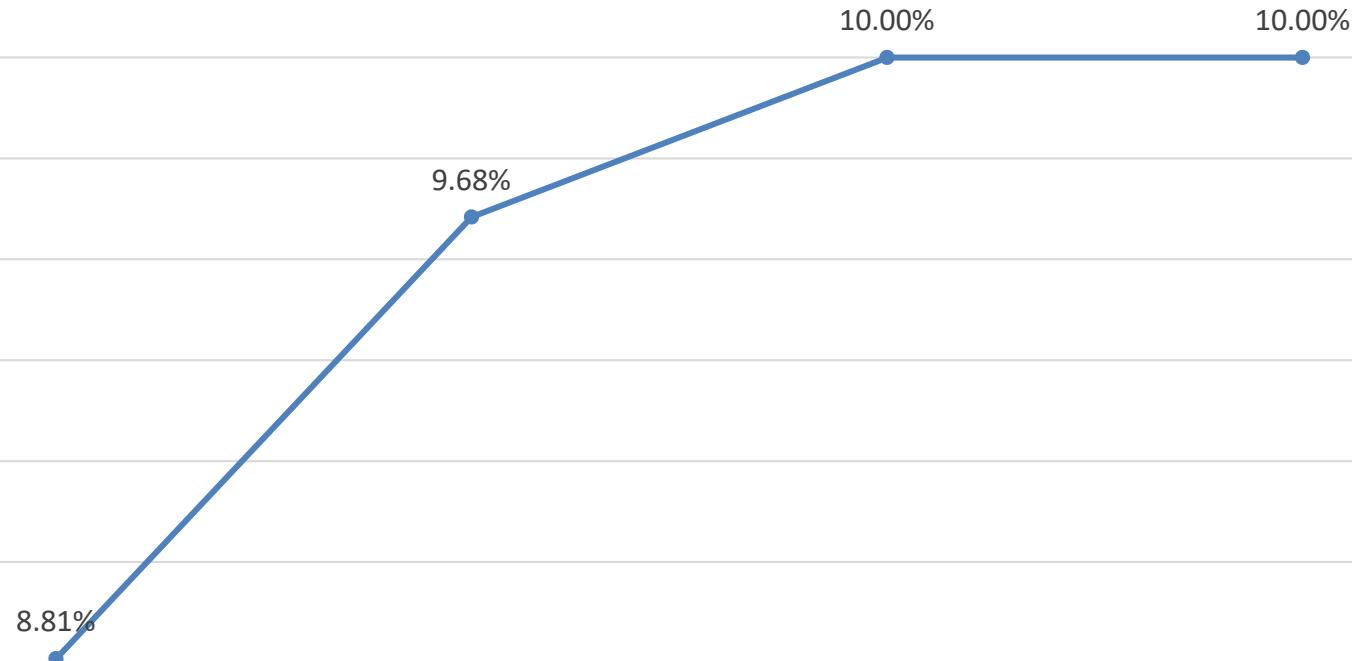
German Jamaican Museum Bethel Town Seaford Town Foundation  
Sales Growth Rate  
Year 2 - Year 5



German Jamaican Museum Bethel Town Seaford Town Foundation  
Total Assets (in USD)  
Year 1 - Year 5



BethelTown Seaford Town Foundation  
Sales Growth Rate  
2025 - 2028



## 13. Six-Phase Plan for the Building and Development of the German Jamaican Museum

This visionary project will be realized through six distinct phases, each carefully designed to contribute unique elements and bring the museum's overall vision to life. Detailed overview of the development plan:

**13.1 PHASE 1:** Foundation and Essential Infrastructure In this initial phase, our primary focus will be establishing a solid foundation and essential infrastructure for the museum site and having a complete set of architectural drawings approved and certified by the Municipal Corporation.

The following components will be implemented:

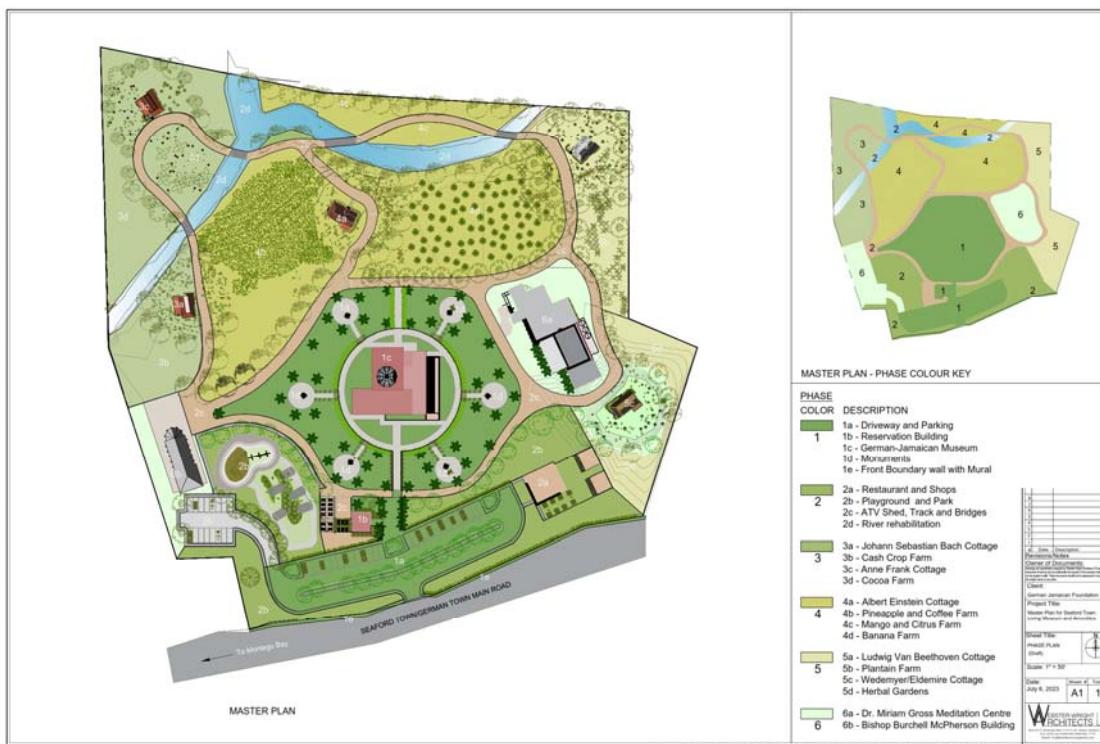


Figure 39: A complete set of certified drawings

**1a: Driveway and Parking** - We will create a well-designed driveway and spacious parking area to provide visitors with convenient access and ample vehicle space.

**1b: Reservation Building** - A dedicated facility will be constructed to efficiently manage reservations and provide valuable information to our esteemed guests, ensuring a seamless visitor experience.

**1c: German-Jamaican Museum Design** - will be meticulously designed and built to showcase the rich cultural history and heritage of the German-Jamaican community. This will be where visitors can immerse themselves in captivating exhibits, artifacts, and interactive displays.

**1d: Monuments** - Commemorative structures will be erected to honor significant figures and events that have shaped German-Jamaican history as powerful reminders of the community's journey and resilience.

**1e: Front Boundary Wall with Mural** - An artistic and visually appealing boundary wall, adorned with a captivating mural, will symbolize the museum's identity and create an inviting atmosphere for visitors.

**Estimated Timeline:** 7 months

**Estimated Cost:** US \$2,000,000

**13.2 PHASE 2: Expanded Offerings and Recreational Spaces** During this phase, we will further enhance the museum complex to provide a comprehensive and immersive visitor experience. The following additions will be made:

**2a: Restaurant and Shops** - To cater to the diverse needs of our visitors, we will establish a high-quality restaurant offering delectable cuisine and retail spaces where guests can browse through unique local products and souvenirs.

**2b: Playground and Park** - A dedicated recreational area will be developed, featuring a well-designed playground and a picturesque park for families and individuals to indulge in outdoor activities and enjoy leisure.

**2c: ATV Shed, Track, and Bridges** - Adventure enthusiasts will be delighted with the addition of an ATV shed, an exciting track, and well-constructed bridges, providing thrilling experiences and an adrenaline-fueled adventure.

**2d: River Rehabilitation** - In line with our commitment to environmental stewardship, we will undertake a river rehabilitation initiative to restore and preserve the natural beauty of the nearby river, creating a harmonious coexistence between the museum and its surrounding ecosystem.

**Estimated Timeline:** 3 months

**Estimated Cost:** US \$2,000,000

**13.3 PHASE 3: Themed Areas and Agricultural Showcases** This phase will focus on creating themed areas within the museum complex, each dedicated to prominent historical figures and activities. It will also highlight the region's rich agricultural heritage.

**The components of Phase 3 include:**

**3a: Johann Sebastian Bach Cottage** - A tribute to the renowned composer's influence on music, this cottage will offer visitors a unique opportunity to explore Bach's musical contributions and their impact on the local culture.

**3b: Cash Crop Farm** - Showcasing the region's agricultural traditions and practices, this farm will educate visitors about cultivating and harvesting various cash crops, providing valuable insights into the area's agricultural heritage.

**3c: Anne Frank Cottage** - An exhibit dedicated to the life and legacy of Anne Frank, offering a poignant portrayal of her experiences and the lessons learned from her courageous story.

**3d: Cocoa Farm** - This exhibit will delve into the cultivation and production of cocoa in the region, showcasing this crop's rich history and significance while providing visitors with an immersive experience.

**Estimated Timeline:** 3 months

**Estimated Cost: US \$1,500,000**

**13.4 PHASE 4: Expanding Cultural Elements and Agricultural Highlights** In Phase 4, we will continue expanding the museum complex and highlighting significant cultural elements and agricultural practices.

**The components of this phase include:**

**4a: Albert Einstein Cottage** - Celebrating the contributions of the brilliant physicist, this exhibit will explore Einstein's remarkable achievements and his impact on science and society.

**4b: Pineapple and Coffee Farm** - Illustrating the agricultural significance of pineapple and coffee crops in the local economy, this showcase will provide visitors with insights into cultivation, harvesting, and the historical and economic importance of these crops.

**4c: Mango and Citrus Farm** - Highlighting the abundance of tropical fruits in the region, this exhibit will educate visitors about mango and citrus cultivation, emphasizing their cultural and economic significance.

**4d: Banana Farm** - Emphasizing the historical and economic importance of bananas, this exhibit will shed light on the cultivation, processing, and global impact of this widely consumed fruit.

**Estimated Timeline: \$1,000,000**

**Estimated Cost:**

**13.5 PHASE 5: Enriching Cultural Exhibits and Agricultural Experiences** This phase will introduce additional cultural exhibits and immerse visitors in the region's agricultural heritage. The key components are:

**5a: Ludwig Van Beethoven Cottage** - Honoring the renowned composer and his profound influence on music, this exhibit will explore Beethoven's life, works, and enduring legacy.

**5b: Plantain Farm** - Showcasing plantains' cultivation and versatile usage; this exhibit will provide visitors with a deeper understanding of this staple crop and its cultural significance.

**5c: Wedemyer/Eldemire Cottage** - Representing the heritage of the Wedemyer and Eldemire families, this exhibit will offer insights into their contributions to the local community, culture, and history.

**5d: Herbal Gardens** - Displaying a wide variety of medicinal and aromatic plants, this garden will provide visitors with knowledge about traditional remedies, herbal practices, and the natural healing properties of plants.

**Estimated Timeline: 3 months** **Estimated Cost: US \$1,500,000**

**13.6 PHASE 6: Serene Spaces for Reflection and Contemplation** The final phase will focus on providing serene spaces within the museum complex where visitors can reflect and contemplate. The components of Phase 6 include:

**6a: Dr. Miriam Gross Meditation Centre** - Offering a tranquil setting, this meditation center will provide visitors with a peaceful environment for introspection, self-reflection, and spiritual rejuvenation.

**6b: Bishop Burchell Memorial** - A dedicated memorial honouring Bishop Burchell and his profound contributions to the community, serving as a symbol of gratitude and remembrance.

**Estimated Timeline: 5 months**

**Estimated Cost: US \$1,700,000**

Through these meticulously planned and executed six phases, the German Jamaican Museum in Seaford Town will come to life, offering visitors a captivating and immersive journey through history, culture, agriculture, and moments of reflection. We are immensely excited to embark on this ambitious project and share its progress. Together, we will create a remarkable institution that celebrates the rich heritage and fosters a deep appreciation for the German-Jamaican community.

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# Appendices

# Appendix 1

## BTSTFL Certificate of Incorporation

### CERTIFICATE OF THE INCORPORATION OF A COMPANY



I hereby certify that  
**BETHEL TOWN- SEAFORD TOWN FOUNDATION LIMITED**

was Incorporated under the  
Companies Act as a Limited Company

On The

**EIGHTH day of APRIL Two Thousand And Twenty One**

Given under my hand at St. Andrew this

**NINETEENTH day of APRIL Two Thousand And Twenty One**

**JUDY-ANN GREEN**  
For Registrar of Companies

Company#: 108151  
NIS#: 8703084  
TRN: 003008096  
NHT APPLIED  
HEART APPLIED

## Appendix 2

### Bethel Town Seaford Town Foundation Financial Projections

#### BETHEL TOWN SEAFORD TOWN FOUNDATION

Products	Target Sales	USD UNIT Cost	Exchange					2027E	2028E
	QTY	P/Month	Annual	Rate	2024E	2025E	2026E		
Tours	400	\$ 65.00	\$ 312,000.00	\$ 153.00	\$ 47,736,000	\$ 52,032,240	\$ 57,287,496	\$ 63,016,246	\$ 69,317,870
Gift Shop (Sales)	400	\$ 10.00	\$ 48,000.00	\$ 153.00	\$ 7,344,000	\$ 8,519,040	\$ 9,370,944	\$ 10,308,038	\$ 11,338,842
Café	400	\$ 12.00	\$ 57,600.00	\$ 153.00	\$ 8,812,800	\$ 9,782,208	\$ 10,760,429	\$ 11,836,472	\$ 13,020,119
Courses	0	\$ 13,072.00	\$ 156,864.00	\$ 153.00	\$ 24,000,192	\$ 25,200,202	\$ 27,720,222	\$ 30,492,244	\$ 33,541,468
Internet Café	0				\$ 1,920,000	\$ 2,016,000	\$ 2,217,600	\$ 2,439,360	\$ 2,683,296
Community Arts Program	12	\$ 2,353.00		\$ 153.00	\$ 4,320,108	\$ 4,320,108	\$ 4,320,108	\$ 4,752,119	\$ 5,227,331
Restaurant (Cultural Centre)	12	\$ 5,647.06	\$ 67,764.71	\$ 153.00	\$ 10,368,000	\$ 11,404,800	\$ 12,545,280	\$ 13,799,808	\$ 15,179,789
Functions (Weddings, Conferences, Funeral Repasse) 50 x \$2,500	4	\$ 3,268.00	\$ 39,216.00	\$ 153.00	\$ 6,000,048	\$ 6,960,056	\$ 7,656,061	\$ 8,421,667	\$ 9,263,834
		<b>TOTAL</b>			<b>\$ 110,501,148</b>	<b>\$ 120,234,653</b>	<b>\$ 131,878,140</b>	<b>\$ 145,065,954</b>	<b>\$ 159,572,549</b>
<b>USD Equivalent</b>					<b>2024E</b>	<b>2025E</b>	<b>2026E</b>	<b>2027E</b>	<b>2028E</b>
Tours					312,000	340,080	374,428	411,871	453,058
Gift Shop (Sales)					48,000	55,680	61,248	67,373	74,110
Café					57,600	63,936	70,330	77,363	85,099
Courses					156,864	164,707	181,178	199,296	219,225
Internet Café					12,549	13,176	14,494	15,944	17,538
Community Arts Program					28,236	28,236	28,236	31,060	34,166
Restaurant (Cultural Centre)					67,765	74,541	81,995	90,195	99,214
Functions (Weddings, Conferences, Funeral Repasse) 50 x \$2,500					39,216	45,491	50,040	55,044	60,548
					<b>\$ 722,230</b>	<b>\$ 785,847</b>	<b>\$ 861,949</b>	<b>\$ 948,143</b>	<b>\$ 1,042,958</b>

## Appendix 3

### REVENUE ASSUMPTION SHEET

#### *Revenue Table*

	2024E	2025E	2026E	2027E	2028E
Revenue	110,501,147.96	120,234,653	131,878,140	145,065,954	159,572,549
	<b>110,501,147.96</b>	<b>120,234,653.23</b>	<b>131,878,140.00</b>	<b>145,065,954</b>	<b>159,572,549</b>

	2024E	2025E	2026E	2027E	2028E
<b>Assumptions:</b>					
Net Revenue	110,501,148	120,234,653	131,878,140	145,065,954	159,572,549
Cost of Goods Sold (COGS) - 30% of Revenue	33,150,344	36,070,396	39,563,442	43,519,786	47,871,765
Inventory as 25 % of GOGS	8,287,586	9,017,599	9,890,860	10,879,947	11,967,941

## Appendix 4

### Letters of Support

German Jamaican Museum Letter of Support

CTN Letter of Support

Bethel Town Letter of Support

Jamaican Diaspora Letter of Support

Tropical Tours Letter of Support

Deutsch-Jamaikanische Gesellschaft Letter of Support



April 7, 2023

The Coordinator,  
Bethel Town Seaford town Foundation,  
Bethel Town P.O.,  
Westmoreland

**Re: Bethel Town Seaford Town Foundation (BT-STF)**

Further to your request for our support would like to congratulate you on your efforts to expand the economic, social, and cultural prospects for Bethel Town, Seaford Town residents and their environs.

Your plans to create the German Jamaican Museum in Seaford Town and the Rosetta Tinglin Cultural Centre to teach European languages will directly impact the Tourism Industry as well as the economic and social status of the communities. We are pleased that you will not only be providing an additional attraction but also multilingual persons to service the industry.

Beyond Sunset Resort & Villas as one of the principal accommodation providers in the industry wishes to state our full support for your undertakings and will collaborate with you in the development and successful operation of your project.

Please feel free to keep us informed of your progress.

Regards,

Kory South, Owner/General Manager  
Beyond Sunset Resort & Villas



## Clarence Bailey Tours & Transportation Services Ltd.

Lot 1 Bogue Industrial Estate

Phone: 876-843-3162, 876-806-6000

Montego Bay, Jamaica.

Email: [keenarex@yahoo.com](mailto:keenarex@yahoo.com)

**To whom it may concern,**

I am thrilled to write this letter supporting the German Jamaican Museum in Seaford Town Bethel Town. As the President of the Clarence Bailey Tours & Transportation Services Ltd, I fully endorse this national development initiative and believe it will significantly benefit our local community.

The establishment of this museum will not only create more jobs for our union members but also generate revenue for our local businesses. Tourists and Jamaican nationals alike will be drawn to the museum, which will, in turn, drive more foot traffic to the surrounding restaurants, shops, and attractions.

Moreover, the museum will serve as an educational and cultural hub for our community, providing a valuable resource for learning about Jamaica and Germany's rich history and heritage. This will enhance our understanding and appreciation of the diversity of our society, promote cross-cultural exchange, and strengthen our sense of national identity.

In conclusion, I would like you to support the German Jamaican Museum Seaford Town - Bethel Town as a significant national development project that will benefit our community in numerous ways. I do not doubt that this museum will be a great success, and I am honored to offer my full support.

Thank you for your attention to this matter.

Sincerely,



Jamaica Diaspora Northeast USA

[nediaspora@gmail.com](mailto:nediaspora@gmail.com)

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April 4, 2023

Dear Mr. Morris Tinglin,

**Re: Letter of Support for Bethel Town/Seaford Town Foundation**

I am expressing my wholehearted support for the Bethel Town/Seaford Town Foundation and its commendable initiatives focused on the economic redevelopment of the community, the establishment of the German Jamaican Museum, and Jamaica's nation-building efforts. As a college representative, I recognize the invaluable role that the Foundation plays as a Diaspora organization in driving Jamaica's national development.

In recent years, the Bethel Town/Seaford Town Foundation has made significant strides in revitalizing the local economy through sustainable projects and skill development programs. By providing residents access to education, training, and employment opportunities, the Foundation is equipping the community with the necessary tools to thrive in today's global economy. By supporting the Foundation, we directly contribute to the betterment of countless lives and foster long-term socio-economic development in the region.

The proposed German Jamaican Museum is an ambitious and essential cultural project. It will serve as a beacon for cultural exchange, historic preservation, and promoting a shared heritage. By showcasing the rich history of German Jamaicans and their contributions to the country's development, the museum will help to foster a sense of national pride and unity.

Furthermore, it will provide an educational resource for locals and visitors, promoting a greater understanding and appreciation of Jamaica's diverse cultural landscape.

Lastly, the Bethel Town/Seaford Town Foundation's nation-building efforts are crucial to Jamaica's overall progress. The Foundation is pivotal in shaping the country's future by advocating for individual empowerment and environmental conservation. By working closely with local communities, government agencies, and international partners, the Foundation is

creating a platform for meaningful dialogue and collaboration, fostering a sense of collective responsibility for the well-being of Jamaica and its people.

In conclusion, I strongly endorse the Bethel Town/Seaford Town Foundation and its laudable initiatives. The Foundation's unwavering commitment to community development, cultural preservation, and nation-building is inspiring and essential for Jamaica's continued growth and success.

I encourage individuals, organizations, and institutions to support the Foundation's efforts wholeheartedly as it works tirelessly to uplift the Jamaican people and secure a brighter future for all.

Regards,

Karren Dunkley, Ed.D.

Global Jamaica Diaspora Council Northeast USA Representative

January 2020- December 2022



**946 Jerome St., Baldwin NY 11510 Phone: 1 876 327 7437**

**Web: <http://ctn.vacations>**

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### **Re-Bethel Town Seaford Town Foundation (BT-STF)**

**Caribbean Travel Network** in full support of the Bethel Town Seaford Town Foundation (BT-STF) nation-building efforts in developing the German Jamaican Museum in Seaford Town Westmoreland and the development of the Rosetta Tinglin Cultural Center in Bethel Town Westmoreland.

This economic revitalization will further enhance Jamaica's brand, attracting national and international tourism, increasing employment, entrepreneurship, improving better housing, accessing better community health care, creating greater self-sufficiency and financial stability for the community.

Jamaica's motto is "out of many one people," and having the German Jamaican Museum (GJM) will benefit Jamaicans, Germany, Europeans, attracting vast international tourism. The museum will reflect the German Jamaican community, its historical heritage, memories, and through the museum's hologram technology, it will virtually enable interaction with the German Jamaican's past.

Having the Rosetta Tinglin Cultural Center (RTCC) will enable thousands of Jamaicans to participate in its advanced twenty-first-century technological training, vocational training, environmental safety training, social development training, learning German as a second language, cultural inclusion, and academic skills training.

Jamaica needs more technological and vocational opportunities to train its people to participate in the world markets. This is a grand opportunity for Jamaicans to provide their goods, services, strengthening and stabilizing their financial status.

We are happy to provide this letter of support on behalf of the Bethel Town Seaford Town Foundation, and should you desire any further information, we remain at hand.

Respectfully yours,

Winston Small  
CEO  
Caribbean Travel Network, LLC



Telephone: (876) 952-1126  
Fax: (876) 952-2679  
Website: [www.tropicaltoursja.com](http://www.tropicaltoursja.com)  
E-mail Address: [tropical1@cwjamaica.com](mailto:tropical1@cwjamaica.com)

P.O. BOX 85, MONTEGO BAY, JAMAICA, WEST INDIES.

April 7, 2022

The Coordinator,  
Bethel Town Seaford Town Foundation Bethel Town P.O.,  
Westmoreland

**Re: Bethel Town Seaford Town Foundation (BT-STF)**

Further to your request for our support we first congratulate you on your efforts to expand the economic, social and cultural prospects of the people of Bethel Town, Seaford Town and their environs.

Your plans to create the German Jamaican Museum in Seaford Town and the Rosetta Tinglin Cultural Centre to teach European languages will directly impact the Tourism Industry as well as the economic and social status of the communities. We are pleased that you will not only be providing an additional attraction but also multilingual persons to service the industry.

Tropical Tours Limited as one of the principal movers of Tours and Tourist in the Industry wishes to state our full support for your undertakings and will collaborate with you in the development and successful operation of your project.

Please keep in touch.

Yours truly,

I.K. (Kirk) Taylor- JP  
Executive Vice President

MEMBER OF



April 5, 2023

Mr. Morris Tinglin  
Bethel Town-Seaford Town Foundation  
Bethel Town P.O., Westmoreland  
Re: Bethel Town Seaford Town Foundation (BT-STF)



JAMAICA DIASPORA

Mr. Morris,

Primarily, my heartiest congratulations on this noble venture. I want to take this opportunity on behalf of the Jamaica Diaspora Crime Intervention and Prevention Task Force (JDCIPTF) to give our whole-hearted support to you and your team for the vision you have displayed in formulating the plan to embark on creating the much-needed Social, Cultural, and Community platform by supporting the descendants of the German-Jamaican people; who have occupied this space for nearly two centuries. This type of development will create a pristine environment where the people of Bethel & Seaford Town and surrounding communities can use it as a foundation for future development of the entire area of Western Jamaica and serves as a model for Jamaican nation-building development.

Everyone will benefit from this Cultural Center, especially the young people, as it will undoubtedly assist in developing new skills and approaches which will allow them to learn and acquire better education, knowledge, and new skills, enabling them to take advantage of the opportunities that are available in this new world of cyberspace. This alone should cause a change in thinking about how young people in this region see their future.

In accomplishing these objectives, this German Jamaican Museum and Cultural Center dedicated to German-Jamaicans, known as diligent citizens who have bravely left their homeland to become Jamaican citizens, deserve commemoration. Most importantly, this center is not only historical but will serve as a bridge between the people of Jamaica, Germany, and Europe as a whole.

Finally, it is no secret that Tourism: is our Number One contributor to the GDP of Jamaica, and therefore, we know this museum will attract people from all over the world, especially from Germany, Austria, Belgium, German Americans, and German Canadians to see the contribution of their ancestors to the Island of Jamaica. We encourage everyone in the Jamaican Diaspora and the world to support this bold initiative.

Yours Truly,

Dr. Rupert A. Francis, Capt. (Ret., JDF)  
Task Force Lead (909) 994-2490 Email: [diasporaj7@gmail.com](mailto:diasporaj7@gmail.com)



## DEUTSCH-JAMAIKANISCHE GESELLSCHAFT

Kontaktadresse:

Ian Ward • Vogelsbergstrasse 6 • 60318 Frankfurt



To whom it may concern:

Seaford Town in Westmoreland and Germany have a long lasting relationship. From December 1835 German settlers came to this small village in the rural area of the Westmoreland hills. During the abolition of slavery in Jamaica the Colonial Government initiated several programmes to settled European workers in Jamaica. 249 Germans formed the Cornwall County township of Seaford Town – also known to many Jamaicans as German Town. From the beginning their life in Jamaica was challenging. However the nucleus of German people attracted further Germans, who were living elsewhere on the island. The inhabitants, many of them members of the Roman-Catholic church, practise their German culture – built a church, school etc. However over the years more and more former African slaves settled into the village and the people formed a Jamaican village community. Today still many persons in Seaford Town have a light skin – but the German culture and language is hardly visible or heard respectively.

The former museum was closed in 2016, because of termite infestation. 78 artefacts were removed by the Jamaica National Heritage Trust in March 2016.

The German-Jamaican Society (Deutsch Jamaikanische Gesellschaft e.V. = DJG) was founded in 1976 with the aim of deepening relations between the Federal Republic of Germany and Jamaica. It is recognized as a non-profit association by the tax office in Frankfurt. Since 2004 the DJG supports the Beecher Town All Age School (in St. Ann) now Beecher Town Primary school.

The idea of a re-established and modern German-Jamaican Museum in Seaford Town was well received by the members of the DJG in October 2022. Already on May 26, 2022 the board member of the DJG, Mr. Karl-Olaf Kaiser, participated at a first meeting, which was also attended amongst others by the – then designated – and today's current German ambassador Mr. Hendrik van Thiel, Mr. Owen Bernard (President of the Jamaican German Society), Mr. Fitzroy Chambers, Ms. Heike O'Brian (Director Seaford Bethel Town Foundation), Ms. Donique Anderson and Mrs. Paulet Dryden-Smith (Social Development Commission), Ms. Nicola McDonald (Acting principal Seaford Town Primary, Infant & Brain Builder Centre).

On December, 2<sup>nd</sup> 2022 the German Embassy, which is located in Kingston, organized two lectures by Mr. Karl-Olaf Kaiser in Seaford Town about the topic "Germany seen in Jamaica". One lecture for school children was in the morning – another in the afternoon for the general public.

The DJG – in best support for the re-establishment of a new museum in this community – is delighted to accompany the further development of a German-Jamaican Museum in Seaford Town by the Bethel Town Seaford Town Foundation. We will not only inform the members of the DJG about the on-going activities in Seaford Town but also report on our annual conferences about the project of the German-Jamaican museum.

For further questions please don't hesitate to contact us (e.g. [ianward@t-online.de](mailto:ianward@t-online.de), [kaisersounds@yahoo.com](mailto:kaisersounds@yahoo.com))

Karl-Olaf Kaiser  
Assessor DJG Board

Ian Ward  
President DJG  
May 29, 2023; Frankfurt a. M., Germany

## Appendix 5

### Lease Agreement

#### Lease Agreement

This Lease Agreement ("Agreement") is made and entered into as of the 29th day of March 2023 by and between the Roman Catholic Bishop under the leadership of Burchell McPherson, the Diocese of Montego Bay Catholic Church in charge of the Seaford Town Catholic Church and Property in Seaford Town Westmoreland Jamaica West Indies ("LESSOR"), and the Bethel Town - Seaford Town Foundation, a not-for-profit organization - Bethel Town Post Office Westmoreland Jamaica West Indies, formed under the laws of Jamaica West Indies ("LESSEE").

WHEREAS, the LESSEE desires to lease from the LESSOR certain premises in Seaford Town Westmoreland that the Catholic Church owns.

WHEREAS, the LESSOR desires to lease the premises mentioned above to the LESSEE on the terms and conditions outlined in this Agreement.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, the parties agree as follows:

1. Premises. The LESSOR leases to the LESSEE, and the LESSEE leases from the LESSOR premises at Seaford Town.
2. Term. This lease shall be for fifty (50) years, commencing on April 3rd, 2023, to April 3rd, 2073, with the opportunity and consideration to purchase the said property after or before the ending of the lease.
3. Use of Premises. The LESSEE shall use and occupy the Premises for community development, academic, social, and educational purposes, the development of a museum, economic development and revitalization of Seaford Town, and sustainability viability for the community.

The LESSEE shall use and occupy the Premises for the purpose(s) described above and to further serve the community through cultural education, participation, instruction, and other not-for-profit causes and methods to achieve those causes.

The goals of cultural education are development, learning, awareness, technology, tolerance, and for the benefit of the community.

4. Rent. The LESSEE shall pay rent to the LESSOR for 100 Jamaican dollars per year, payable annually in advance on the anniversary date of the Commencement Date. The first year's rent shall be due and payable on the Commencement Date.
5. Entire Agreement. This Agreement constitutes the whole Agreement between the parties and may not be amended except in writing, signed by both parties.
6. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of Jamaica.
7. Binding Effect. This Agreement shall be binding upon and inure to the benefit of the parties and their respective heirs, executors, administrators, successors, and assigns.

IN WITNESS of which, the parties have executed this Agreement as of the date first written above.

LESSOR: Roman Catholic Bishop under the auspices of Burchell McPherson, the Diocese of Montego Bay Catholic Church, in charge of the Seaford Town Catholic Church and Property in Seaford Town Westmoreland Jamaica West Indies

*Burchell McPherson*  
RECORDED: \* 30 March 2023

WHEREAS, the LESSEE desires to lease from the LESSOR certain premises in Seaford Town Westmoreland that the Catholic Church owns.

WHEREAS, the LESSOR desires to lease the premises mentioned above to the LESSEE on the terms and conditions outlined in this Agreement.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, the parties agree as follows:

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The goals of cultural education are development, learning, awareness, technology, tolerance, and for the benefit of the community.

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IN WITNESS of which, the parties have executed this Agreement as of the date first written above.

LESSOR: Roman Catholic Bishop under the auspices of Burchell McPherson, the Diocese of Montego Bay Catholic Church, in charge of the Seaford Town Catholic Church and Property in Seaford Town Westmoreland Jamaica West Indies

*R. B. McPherson*

\* witnessed: \* *Leigh* 30 March 2023  
S. HYDRA VELASCO, CFCOP

\* witnessed: *Beverley Angela T. Thompson*  
Beverley Angela Thompson

By: Bish Burchell McPherson Name: Bishop Burchell McPherson Title:

3/30/2023

LESSEE: Bethel Town - Seaford Town Foundation, a not-for-profit organization - Bethel Town Post Office Westmoreland Jamaica West Indies, formed under the laws of Jamaica West Indies

By: Bill Tinglin Name: Morris Tinglin (Bill) Title: President

March 9, 2023

Witnessed: Janet 30 March 2023

Witnessed: Barbly Dylk Thompson  
30th March 2023

## Appendix 6

### Resumes for Management Team

**Bill Tingling**

**Stafford Cargill**

**Heike O'Brian**

**Merlene Senior**

**Hazel Wright O'Connor**

**Lloyd Brown**

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# BILL TINGLIN

**Bill Tinglin, Founder and CEO**  
**School News Nationwide - New York**  
**"Tour for Tolerance" NY**  
**Bethel Town- Seaford Town Foundation- Jamaica**

He is a highly respected ally of progressive leaders and an essential collaborator with countries, i.e., the United States, Jamaica, Germany, Israel, Italy, France, Poland, England, Canada, Ukraine, and South Africa.

Bill is the product of the Bethel Town Primary school in Westmoreland, Jamaica. He resides in New York and is a remarkable altruist, a kind-hearted philanthropist who has not forgotten where he came from.  
He gives abundantly to Jamaica.

**Bill's Newest Project:**

He and his partners formed the Bethel Town - Seaford Town Foundation to initiate economic revitalization in Bethel Town -Seaford Town.

**The German Jamaican Museum (GJM) will be built in Seaford Town.** It will be a real and virtual living museum filled with holograms, artificial intelligence, and interactive technology, honoring the German - Jamaican people. There will be a communication hub and educational opportunities, fostering research and studying. The attraction of national and international tourism; open forums of the German-Jamaican community addressing topics of importance.

**The Rosetta Tinglin Cultural Center will be built in Bethel Town.** RTCC will be the German Jamaican Museum's advanced workforce - vocational and academic training institution. RTCC will be a progressive twenty-first-century technological training institution with advanced computer technology training, environmental safety training, social development training, cultural inclusion, and academic skills training. There will be a student cross-cultural exchange program, a conference center, and a performing art center for concerts, drama, and plays. The measures above will serve as a revenue-building stream for the communities and the country of Jamaica.

**The overall benefits will be:**

- Economic revitalization
- Better housing
- Better Health Care
- Better Education
- Employment opportunities
- Entrepreneurial opportunities
- Financial stability

Advanced security  
A better way of life

**Bill's Giving:**

**Jamaican Star, NYC-based J'can donates over \$15m in hospital supplies.**

Bill Tinglin donated several crates of medical supplies, computer technology, medical instruments, beds, and incubators to many Jamaican hospitals.

**\$15.3-million donation of medical supplies from New York City-based philanthropist Bill Tinglin**

**Mandeville**, Manchester — Jamaican public and private hospitals benefited from medical supplies distributed to Mandeville Regional, i.e., Cornwall Regional, Savanna-la-Mar, Noel Holmes, Percy Junior, Andrews Memorial, Hargreaves, and Kingston Public hospitals.

### **Jamaican Observer- University West Indies (\$30 million)**

- Bill donated medical supplies to the University of the West Indies medical school (UWI), valuing more than 30 million dollars.
- **Bill Started the Reach Out Jamaica project.**
- Building several houses for the needy in Bethel Town Westmoreland.
- Build a large playfield at the Bethel Town Primary School, where he attended.
- Donated thousands of books to schools throughout Jamaica
- Donated more than 3 thousand computers, copy machines, printers, and accouterments to many Jamaican schools and their learning institutions.
- Bill and his American Jamaican partners built more than 14 libraries throughout Jamaica.
- Donated crates of toners ink cartridges to complement all printers-copy machines used in Jamaican hospitals, schools, medical institutions, and governmental offices, valued at 50 million dollars.

### **Bill at the United Nations**

Bill's organization is an active Non-Governmental Organization (NGO) at the United Nations (U.N.). Bill believes education and having the right attitude are keys to positive change.

- **Bill is collaborating closely with the German Federal Police- (The most significant police force in Europe)**
- **Bill is a Goodwill Ambassador to Ukraine**
- **Bill is on the Israeli Speakers Bureau**
- **Active Member of Jamaica's Diaspora Health Sector Northeast USA**

### **Bill's Speech to the German Federal Police**

<https://www.youtube.com/watch?v=3J3ROiPuqtc>

The German Government requested Bill to give the inaugural speech to more than 3000 German Federal Police. Bill will be the first African American to address the German Federal Police with an inaugural speech.

### **Tour for Tolerance TFT) President & CEO**

Bill announced the first of its kind in the United States, his "Tour for Tolerance" (TFT) bus converted into a High-tech advanced interactive classroom. The TFT bus is retrofitted with technological components, holograms, artificial intelligence, and interactive technology to teach tolerance, empathy, compassion, and inclusion. One bus will educate, influence, and empower more than 70,000 students annually.

### **School News Nationwide (SNN), President & CEO**

Bill is a remarkable altruist whose visionary leadership has transformed society since he founded School News Nationwide (SNN) in 1993. Driven to provide more impact and inspired by meeting Holocaust survivors, Bill created an additional SNN initiative, Words of Bonds, in 2005, designed to promote understanding and goodwill between African Americans and Jewish youth by teaching the commonality of their historical experience. Words of Bonds brought Jewish Holocaust survivors and African American seniors into schools, public venues, and places of worship, where, using SNN technology, they were interviewed and videotaped by students. This unique project-initiated Bill's abiding relationship with Holocaust Survivors across the country and worldwide.

- He spearheaded full-scope operations for media corporations offering excellence in print news/journalism, radio shows, documentaries, and television broadcasting.
- Taught interdisciplinary studies and ethical living principles to teachers who served thousands of students in low-performing schools throughout New York City.
- Led thousands of graduates to enter careers such as law enforcement, teaching, law, social services, journalism, and entrepreneurship.

### **Words of Bonds President & CEO**

Bill's visionary leadership has transformed society since he founded School News Nationwide (SNN) in 1993 in New York. Driven to provide more impact and inspired by meeting Holocaust survivors, Bill created *"Words of Bonds"* in 2005, designed to promote understanding and goodwill between African American and Jewish youth by teaching the commonality of their historical experience.

- Bill received the highest New York State TASC Award for orchestrating a project to promote understanding and goodwill between African Americans and the Jewish community nationwide and internationally.

- Chronicled personal and individual stories from descendants of enslaved African Americans and Holocaust survivors and promoted tolerance and respect for human dignity amongst all peoples.
- He guided teen program participants in interviewing and filming Holocaust survivors and African American seniors for a special broadcast on national and international television channels.

### Highlights

- Bill is on the Israeli Speaking Bureau
- He is a Goodwill Ambassador to Ukraine
- He is an NGO Representative at the United Nations
- He received the highest New York State TASC Award for orchestrating a project to promote international understanding and goodwill between African Americans and the Jewish community.
- Received New York's Key to the City for outstanding contributions and community achievements.
- Received proclamations from United State Senators, Mayors, Congressional Members, and Borough Presidents.

### Bill's Partners:

- His Excellency, Bishop Burchell McPherson, overseeing the Seaford Town (German Town) Catholic Church

### Diaspora/ Communities:

- The German -Jamaican community
- The United States Northeast Jamaican Diaspora

### Academic Partners:

- **\*Northern Caribbean University (NCU)**
- Heidelberg University - Germany
- The University of the West Indies (UWI)
- Columbia University - New York

### Jamaican Entities:

1. The Social Development Commission (SDC)
2. The Jamaican Ministry of Culture (JMC)
3. The Jamaican Ministry of Foreign Affairs and Trade (JMFAT)
4. The Jamaican Liberian Service (JLS)
5. The Jamaican Historical Society (JHS)
6. The Ministry of Tourism (M.S.)
7. Jamaica Tourist Board (JTB)
8. Tourism Development Product Organization (TDPO)
9. Jamaica Promotions Corporation (JAMPRO)
10. The Ministry of Economic Development (MED)

11. Jamaican Cultural Development Commission (JCDC)
12. The Jamaican Constabulary Force (JCF)

**Government:**

- Jamaican Government
- German Government
- Canadian Government
- NGO- United Nations

**Education**

B.A., Criminal Justice & Political Science, John Jay College of Criminal Justice, New York, NY

**Training**

Completed 100+ courses in Leadership/Supervisory Development, Team building, Collaboration, Respect, Courage, Staff Engagement, Customer Focus, Creativity, and Resilience.

International Relations and Diplomacy

# **Strafford Cargill**

Home: (256) 859-2433 | Cell: (615) 481-2550 | Email: [stafcarg@yahoo.com](mailto:stafcarg@yahoo.com)

## **Executive Profile:**

Enthusiastic, dedicated, resourceful education professional, with over 32 years in education and industry as a Professor of Economics and Business, an Administrator, a financial officer, Business Consultant, and an Accountant. I worked as the Chair of the departments of Business at four (4) Universities and colleges and as Business Manager (VP) for finance at Northern Caribbean University (West Indies College), Jamaica. I taught business subjects at several academic institutions to both traditional and non-traditional students. These subjects include Economics, Finance, Management, Statistics, Entrepreneurship, Business Strategy and Marketing. I consulted extensively in industry and with the governments of the Ivory Coast, Benin, and Guinea -Bissau. I pay close attention to details and to human needs. I have keen human relations, analytical and problem-solving skills and use these skills in Motivating people.

I participated in the American Council of Education (ACE) Fellows Program, a Higher Education Leadership Development Program that prepares senior leaders to administer effectively at colleges and universities. I also participated in the ELI Institute Fellows Program that prepares University Faculty in developing quality entrepreneurial curriculum for colleges and universities.

Established high expectations for colleagues and students, through expert interpersonal skills that maintain an environment that encourages open communication with colleagues, students, parents, and the community. Continuously seek new ways to improve learning and make learning interactive for students, which fosters an engaging and thriving learning environment, through a sound knowledge of the importance of creativity, flexibility, accommodation, and inclusion within the classroom and the community.

## **Education:**

- Ph.D. in Economics (Specializing in Economic Development) (May1982), University of Notre Dame, South Bend, Indiana.
- MBA in Management (1975), University, Berrien Springs, Michigan.
- B.S. Accounting (1970) Northern Caribbean University (West Indies College), Jamaica.

## **Professional Experience:**

- Associate Professor of Business Admin, Fisk University
- Chairman Department of Business, Fisk University (October 2006-2010, 2013-2015)
  - Served as the chief administrative officer of the Department of Business
  - Planned, directed, and coordinated all activities within the Department.
  - Conducted self-study for ACBSP and IACBE Accreditations for the Department.
  - Supervised Department's faculty and staff.
  - Prepared schedules and made faculty assignment.
  - Evaluated faculty performance.
  - Supervised the development and review of curriculum.
  - Developed new programs for the department.
  - Recruited students for the department.
  - Teach classes in business and advise students.
  - Conducted faculty and staff meetings for the department.
- Interim Dean, College of Business, Northern Caribbean University (June 2021-December 2021)
  - Coordinate the development and functioning of the College Business.

- Chair, Division of Business, Voorhees College (August 1995 – July 1996)
  - Served as the Chief administrative officer of the Division of Business and Economics under the supervision of the Vice President of Academic Affairs. Planned, directed, and coordinated all activities within the division and taught appropriate classes.
  - Reported to the Vice President for Academic Affairs and supervised the work for all faculty members and secretaries assigned to the division.
  - Assisted the V.P. for Academic Affairs in formulating and administering instructional and curriculum policies.
  - Supervised development and revision of courses ensured that the course syllabi were prepared and incorporated methods of improving instruction.
  - Assisted faculty members in preparing proposals to fund divisional programs and assisted in administering grants awarded to support divisional programs.
- Professor of Business Admin., Voorhees College (August 1995- August 1998)
  - Taught classes in Economics, Marketing, Finance, Quantitative Analysis, Statistics and Management.
  - Advised students.
  - Served on College Committees.
- Chair, Department of Business, Oakwood College (June 1992- March 1994)
  - Provided leadership for the department consisting of 11 full-time faculty and staff, and four part time faculty.
  - Supervised classroom evaluation.
  - Directed the formation and administration of departmental objectives.
  - Prepared and administered budget of over \$400,000.
  - Served as curator for the educational equipment of the department.
  - Supervised and coordinated departmental registration.
  - Worked with teachers in planning the teaching schedule of the department.
  - Supervised representation of the department educational meetings and public forums.

- Implemented workshops in teaching strategies and styles for the faculty.
  - Developed a five-year curriculum in accounting for CPA students.
- Associate Professor of Business and Economics, Oakwood College (March 1982-June 1994)
  - Provided competent instruction in Economics, Management, Finance and Accounting.
  - Served as unit chair for the economics discipline.
  - Developed the curriculum for the economics major.
  - Updated the economics and management curriculum.
  - Served on institutional committees.
  - Advised students in Economics and Management.
  - Participated in professional seminars and workshops.
- Accountant and Financial Manager, Southeast Adolescent Program (Jan 1988- Dec 1994)
  - Established accounting system for the organization.
  - Developed financial policies and procedures.
  - Prepared financial statements and reports.
  - Established payroll system and procedures.
  - Provide financial guidance to the program manager and the CEO.
- Accountant, Berrien County Youth Services Bureau (Sept 1976- Jan 1982)
  - Prepared and administered budget of \$750,000.
  - Prepared and interpreted financial statements and reports.
  - Prepared payroll for over 300 program participants.
  - Prepared reports for federal and local government agencies.
- Business Manager/ VP for Finance and Chief Accountant, Northern Caribbean University (West Indies College) (July 1969- July 1974)
  - Administered the financial affairs of the college.
  - Formulated business policies and procedures for the institution.
  - Evaluated the accounting and reporting methods for the college.

- Established accounting and reporting methods for the college.
- Prepared college budget.
- Directed budgetary control.
- Coordinated daily business operations.
- Controlled all purchasing, leasing, and contract activities.
- Coordinated all import and export activities.
- Advised the president of the financial status of the institution.
- Prepared and interpreted financial statements and reports as required by the President and Board of Trustees.
- Managed the physical plant, business services and the financial status of the institution.
- Worked in cooperation with the Jamaica Agricultural Society in organizing farmers to produce tomatoes for college cannery.
- Supervised a staff of over 70.
- Controlled a budget of \$7,700,000.
- Supervised the payroll processing for all faculty and staff.
- Maintained working relationship with financial institutions and the business sector.
- Responsible for campus security.

### **Presentations, Workshops Committee Experience:**

Attended the following professional conferences:

- Association of Collegiate Business School Programs (ACBSP)
- AAC & U Institute on General Education
- Faculty Conference on Entrepreneurship Education
- Sponsored and Chaired Regional Conference on Economic Development of the district of Dalvey, St. Thomas, Jamaica, West Indies.
- Conference of the Association of Private Enterprise Education (APEE). Participated

- Workshop in Curriculum Development
- Workshop for Department Chairs
- Workshop for Pre-MBA advisors
- Workshop in Financial Management
- Attended several AICPA Conferences
- Served as faculty liaison for the National Urban League's Black Executive Exchange Program (BEEP)
- Participated on panel of Economic Development in the Academic Environment
- Attended several conferences of the International Association of Black Business Educators
- Faculty Executive Committee
- Faculty Development Committee

### **Publications, Proposals, and Business Plans:**

#### **Publications:**

- Cargill, S. W. & Mae D. Senior. *The Effects of Cultural Norms on the Business Success of Japanese Firms* (2007, unpublished)
- Cargill, S. W. *Micro entrepreneurs and their Contribution to the Jamaican Economy*. The Journal of Private Enterprise (1995).
- Cargill, S. W. *How to Build an Effective Budget for an Adventist School*. Submitted to The Journal of Adventist Education
- Cargill, S. W. *The need for change: A critique of the Jamaican Educational System*. Unpublished paper presented at the Annual Conference of the Association of Private Enterprise
  - Education (Spring 1993).
- Cargill, S. W. *Trade Unionism and its Role in the Development of Jamaica*. The Journal of Private Enterprise (Abstract-Fall 1992).

- Cargill, S. W. and Higgs, L. *Corporate Culture Revisited*. Unpublished paper presented at Faculty Colloquium, Oakwood College (1988).
- Cargill, S. W. *Student Operated Enterprise - A Model*. Unpublished paper presented at the Case Writers Association - Tuskegee University (1986).
- Cargill, S. W. *Investment Strategies*. Unpublished paper presented at the Annual Conference of S.D.A. Ministers, Huntsville, Alabama (1986).
- Cargill, S. W. *Financial Planning*. Unpublished paper presented at the Annual Conference of the Alabama Teachers Association, Huntsville, Alabama (1988).
- Cargill, S. W. *The Impact of Foreign Investments on the Jamaican Economy: The Case of Bauxite*. Dissertation Abstracts International. May 1982.

#### Proposals:

2015-16 The Development of aquaculture in Eastern St. Thomas, Jamaica, West Indies

2007-10 The Economic Development of Eastern St. Thomas, Jamaica, West Indies

2002-3 Youth Build Proposal to establish low-income housing program in Nashville, TN.

1996 The Cottage Industry (\$500,000). Proposal written in collaboration with Voorhees College to set up a small private enterprise in South Carolina. Proposal submitted to HUD for Voorhees College.

1996 Action Impact Inc. Micro Enterprise Program (\$500,000). Proposal submitted to DHHR for Action Impact Inc. Huntsville, Alabama.

1996 The West Indian Bakery of Huntsville (\$100,000). Business Plan written for the West Indian Bakery Group.

1994 *City of Huntsville Operations "Up-mobility"* (\$50,000). Proposal written for the Department of Youth Services of the City of Huntsville.

1994 *Urban and Rural Community Development Economic Empowerment Program for the City of Huntsville* (\$958,000). Proposal submitted to HUD for Action Impact, Inc., a Youth Development and Drug Prevention Agency in Huntsville.

1994 *MBA Program*. Proposal to offer an MBA degree at Oakwood College.

1993 *Off-shore Degree in the Bahamas*. Proposal to offer business degrees in the

Bahamas from the Department of Business and Information Systems, Oakwood College.

1993 *Business Incubator.* Proposal to establish a Business Incubator in the Department of Business and Information Systems, Oakwood College.

1993 *Faculty Upgrade and Accreditation.* Proposal to upgrade the faculty of the Business and Information Systems Department and to meet the requirements of ACBSP accreditation.

1992 *Affordable Housing.* (\$500,000) Proposal for Oakwood College to provide affordable housing and eliminate blight in the city of Huntsville.

### **Business Plans**

2006 Red Express Trucking Company

1994 Master Business Plan to transform Action Impact, Inc. of Huntsville, Alabama, to a Community Development Corporation.

1994 Business Plan for \$183,000 for Action Impact, Inc. to establish a community outlet store.

1994 Cole Construction Business Plan for \$200,000 to expand trucking business.

1994 Strong Cleaning Service. Business Plan to expand business.

1993 International Inc. for \$75,000 to expand business.

1990 Southeast Adolescent Program for \$650,000 to expand facilities.

1982 Caribbean Technologies for \$10,000,000 to establish a plant to manufacture Industrial Fasteners.

### **Miscellaneous Achievements and Honors:**

- Sam Walton Fellow for ENACTUS/Students in free Enterprise.
- Certificate of recognition for grant writing at Oakwood College.
- Risk Management Service Award for outstanding research in Risk Management.
- Board Member of the city of Huntsville, AL, Downtown Redevelopment Council
- Developed several proposals and business plans for companies and institutions.
- Produced over \$1 million in funded proposals.
- President of the faculty Senate for Voorhees College.

### **Community Involvement:**

- Volunteer -ENACTUS Sponsor (Sam Walton Fellow)
- Co-ordinate GED program at Fisk University for ENACTUS
- Volunteer -Oakwood College SDA Church -Family Life Department Director
- Volunteer -A Deacon at the church
- Elderly Assistant -Helped elderly individuals to appointments, manage budget.

### **Computer Expertise:**

- Accounting packages include: Bottom Line Accounting (An integrated accounting package)
- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Word Perfect
- Internet
- Computers and adding machines.

### **PROFESSIONAL REFERENCES:**

Dr. D. Robert Kennedy  
Pastor of Emmanuel Worship Center  
Alexandria, VA  
Tel: 862 224 1097

Dr. Donaldson Williams  
Oakwood University  
Huntsville, AL 35896  
Tel: 256 288 8554  
Mrs. Mae Copeland  
1921 Brentwood Ct  
Nashville, TN 37211  
Tel: 615-710 2241

# Heike O'Brian

Managing Director

Director CTN Vacations & Tours

Montego Bay, Jamaica

Tel: (876)327-7437

Email: [heike@ctn.vacations](mailto:heike@ctn.vacations)

## **EXECUTIVE PROFILE:**

Heike is an award-winning Sales Executive with international experience, offering outstanding presentation, cross-cultural communication, and team management skills. She is a high-energy, purposeful leader with an entrepreneurial attitude. Fluent in German, Spanish, and Jamaican Patois.

## **SKILL HIGHLIGHTS:**

- Customer-oriented
- Self-motivated
- Fluent in English, Spanish, and German
- Contract Negotiations expert
- Diverse Market/Industry Knowledge
- Event Management and Promotion
- Travel agency / Tour Operator background
- Operations management Marketing Specialist
- VIP services Expert
- Cross-Cultural Communicator

## **PROFESSIONAL EXPERIENCE:**

December 2020 – Present

Director, CTN Vacations & Tours -Caribbean Global.

An all-inclusive hotel representative, ground handling transportation services for international tourism partners. Marketing Executive, office management, hotel contracting, and rate negotiations specialist. Product control, customer service executive, event planning expert specialize in holiday itineraries, VIP groups & services, airport operations, ground transportation, hotel representation, flight arrangements, conference organization, and cruise ship handling.

### **Destination & Operations Management**

**January of 1989- November 1999**

**Director, Tjaereborg Reisen Montego Bay Jamaica**

Officiated all airport operations, office operations, staff training, customer service relations, hotel negotiations, and hotel representation. An executive tour guide, training program manager, overseeing quality control, cruise ships, charter flights operations, and VIP services.

### **Mojoa Tours Jamaica**

**June 2017- August 2019**

**Contracting Director**

Managed all airport operations, office operations staff training, customer service relations, hotel negotiations, hotel representation, and tour guide. Responsible for training staff training, quality control, cruise ship handling, charter flight operations, and VIP services.

### **Managing Director**

**January 1999- 2015**

**Divine Caribbean Hotels & The Caribbean**

A marketing executive, office management developer, hotel contractor and rate negotiations, product control, customer service director.

Event planning, specialized holiday itineraries, VIP groups & services, airport operations, ground transportation, hotel representation, flight arrangements, conference organization, and all levels of cruise ship handling. Responsible for VIP hotel,

presentation, and ground handling transportation services and international tourism partners such as:

- Hotel beds
- TUI Travel; Sun-hotels – Scandinavia & International
- Olympia International
- Deluxe Vacations
- Jamaica Exclusive Tours
- Time Travel
- Lux Tour
- Gold Medal Travel
- CK Premium
- Check Production
- Elite Tours
- Jumbo-line/Jumbo-tours
- Studious and others

### Sports Tourism –

Handling flight, ground transfers, accommodations for international football, cricket, track & field teams, and their supporters

Reggae Marathon organization & Golf FIT s and Groups

### Event Partner

Hotel /service supplier

Jamaica Jazz

Blues Festival

Reggae Sumfest

Reggae Marathon

### Conference & Group Organization

Heart Trust Jamaica

JEF Jamaica's Employers Federation  
Jamaica Trade & Invest Government Agent  
International Vocational Education and Training Association  
An associate with the Jamaica Tourist Board  
Member of the Chamber of Commerce  
Member of the Jamaica Hotel & Tourist Association  
Member of the Caribbean Hotel Association

# **MERLENE S. SENIOR, MBA, PGDE, JP**

Home: (876) 963-7434 | Cell: (876) 335-5694 | [mersusen@yahoo.com](mailto:mersusen@yahoo.com) | Cedar Grove District, NCU PO, Mandeville, Manchester, Jamaica

## **EXECUTIVE PROFILE:**

Enthusiastic, civic oriented, dedicated, resourceful education professional, with over 20 years in education and industry as an assistant professor of business and management, and a fierce contributor to the community as a JP and Lay Magistrate for the Mandeville and Cross-Keys Petty Courts and the Mandeville Drug Court. I worked closely with students in developing their skills both academically and socially to allow them to navigate their environment and position themselves for success in the job market. I taught business subjects at different academic institutions in the areas of: Finance, Management, Statistics, Entrepreneurship, Customer Relations, Accounting and Marketing. I pay close attention to details and to human needs. I have keen human relations, analytical and problem-solving skills, and use these skills in motivating people and in particular, my students.

I establish high expectations for colleagues and students, through expert interpersonal skills that maintain an environment that encourages open communication with colleagues, students, parents, and the community. Continuously seek new ways to improve learning and make learning interactive for students, which fosters an engaging and thriving learning environment, through a sound knowledge of the importance of creativity, flexibility, accommodation, and inclusion within the classroom and the community.

## **EDUCATION:**

- PGDE in Education (2019) Northern Caribbean University, Mandeville, Jamaica, W.I.
- Rosetta Tinglin Living Museum and Cultural Center – November 2021 | 94.
- MBA. in General Management (August 2004) Northern Caribbean University,
- Mandeville, Jamaica, W. I.
- B.S Accounting (1998) Northern Caribbean University (West Indies College),

- Jamaica West Indies
- A.Sc. Business Administration (1994) Northern Caribbean University (West Indies College), Jamaica West Indies

### **PROFESSIONAL TRAINING:**

- Specialized Training for Justice of the Peace-Drug Treatment Court (2016) Ministry of Justice (Jamaica) Justice Training Institute
- Justice of the Peace Training (2013) Ministry of Justice (Jamaica) Justice Training Institute
- SAGE 50 Software Application (2013-Present) Sage International, USA

### **PROFESSIONAL EXPERIENCE:**

Assistant Professor II, NCU October 2021-Present

#### **Courses Taught (Undergraduate):**

- Management Information System (Redesigned)
- Integrating Accounting (Developed)
- Strategic Management (Redesigned)
- Accounting Information System
- Principles of Management
- Customer Relations (Developed)
- Personal Financial Management
- Ethics and Values in Business
- Business Math

### **LAW MAGISTRATE:**

- Adjudicate Petty Session Court in Mandeville and Cross Keys
- Sit on Drug Court Panel in Mandeville Parish Court, Make decision on the outcomes of the participants.
- Secretary, Department of Information Science, NCU 2002- 2004

- Secretary, Department of Mathematics, Engineering, and Information Science, NCU 1994-2002
- Sales Clerk, Gap Kids, Connecticut, USA Summer 1994

### **PUBLICATIONS:**

- Computerized Accounting with Sage 50 volumes 1 & 2: McGraw Hill Education Create  
(ISBNs: 13- 9781121741485 and 10-1121741487) (2013)

### **RESEARCH, PRESENTATION & WORKSHOP:**

- Sports Tourism: A Case Study of Jamaica's Sports Opportunities, (2009) NCU Research Day (Published Abstract)/Collaboration
- Framework Strategy for Sports Tourism, (2010) NCU Research Day (Published Poster and Abstract)/Collaboration
- Effects of GDP Growth in Jamaica over the Past Thirty Years (2013) NCU Research Week/Collaboration
- Factors Affecting the Success of Micro, Small and Medium size Enterprises in Manchester Jamaica (In Progress)

### **PROFESSIONAL MEMBERSHIP:**

- Human Resource Management Association of Jamaica (HRMA)
- Member of the Professional Practice Development Committee
- Manchester Justice of the Peace Association (MJPA) - Member
- Lay Magistrates 'Association of Jamaica (LMAJ) -Manchester Chapter- Executive
- member of Mandeville (2013 to Present)

### **COMMITTEE (NCU):**

- Spiritual Master Plan (2012-2013)
- Science Examination Council (2004-2013)
- Distance Education
- Undergraduate Curriculum (2010 to 2016)
- Academic Ad hoc (2011)
- Invigilation Coordinator (2013)
- Current Trends Conference (210-2013)
- Association of Parliamentarians – NCU Chapter (2014 to Present)

### **OTHER SERVICES TO COBM AND NCU:**

- Trained Faculty of the College of Business and Management in Blackboard Collaborate (2020)
- Collaborated with the Interim Dean in presenting workshops for the faculty of the COBM in syllabi development (2020)
- Provided guidance in the review and structure of the Bulletin for the College of Business and Management (2020)
- Led the Bulletin Committee for the College of Business and Management in the review, structure, and development of the Bulletin (2010, 2012,2014,2016, 2018)
- Served as Judge for NCU Research Day (2017, 2018)

### **COMMUNITY SERVICE:**

#### **Chairperson:**

- Land Administration & Management Program (LAMP) for South Manchester
- Adjudication Committee- Ministry of Economic Growth and Job Creation (June 2015-2017)
- Lay Magistrate- Mandeville & Cross-Keys Petty Session Court (Current)
- Justice of the Peace for the Parish of Manchester
- Chairperson, Manchester Parish Board-Early Childhood Commission (2014-2018)

- Past Chair of the Board of Directors, Cedar Grove Learning Center
- Board Member, Cedar Grove Learning Center
- Lead Judge, National Business Model Competition (2015, 2016)
- Judge, National Business Model Competition (2013 -2020)
- Member, Governor General Achievement Award Committee (2013-2020)
- Member, Curphey Home Committee- Jamaica Legion (2013 – 2020)
- Member, Cedar Grove Community Development Committee

# HAZEL WRIGHT O'CONNOR

22 Piccadilly Drive, Caledonia Meadows Mandeville, Jamaica | 1-876-564-0664

| [hwrightoconnor@gmail.com](mailto:hwrightoconnor@gmail.com)

## **EXECUTIVE PROFILE:**

A highly motivated and distinguished professional with strong leadership, organizational and interpersonal skills; maintains poise and consistency under pressure and is not daunted by work stress; meets tight deadlines and has a proven track record of performance. Results-oriented and resourceful with the ability to solve problems using initiative and creative approaches.

## **KEY COMPETENCIES:**

Possess expert knowledge of management principles and practices. Trained in Entrepreneurship, Project, Strategic and Quality Management. Sound knowledge and experience in business plan construction, financial management, project management, marketing and sales administration. Specialist training in adult education and experiential learning. Proficient in the use of computer-based office applications - MS Word, Excel, PowerPoint, Publisher, and Projects. Possess critical thinking skills and have a general desire to succeed.

## **PROFESSIONAL EXPERIENCE:**

### **2009 – PRESENT: NORTHERN CARIBBEAN UNIVERSITY – EXECUTIVE DIRECTOR**

**General Responsibilities:** Officer with lead responsibility for administering and directing the operations of the entrepreneurship Center. Duties include preparation and control of budget, designing, implementing business education programs for small businesses, and providing business development consultancy support services to clients, including business and marketing plan construction. **Achievements’:** Increased client base by 150% in the first year, obtained funding and designed and implemented three (3) community development

entrepreneurial and skills training programs. Coached winning teams of the National Business Model Competition for four (4) consecutive years.

**2019 – PRESENT: UWI OPEN CAMPUS – PART TIME (CONTRACT) INSTRUCTOR – SUPERVISORY MANAGEMENT**

**General Responsibilities:** Deliver education services to students through: Lectures, practical activities, preparing lesson plans and materials for delivery of supervisory management course, monitoring progress/attendance, advising students, and recording grades.

**2011 – PRESENT: HEART TRUST/NTA – PART TIME (CONTRACT) INSTRUCTOR- ENTREPRENEURSHIP**

**General Responsibilities:** Deliver education services to students through: Preparing lesson plans and materials for delivery of entrepreneurship courses, monitoring progress/attendance, advising students, recording grades, and submitting reports.

**2007 – 2009 ACCESS FINANCIAL SERVICES LIMITED – REGIONAL MANAGER**

**General Responsibilities:** Overall responsibility for the implementation of the strategic and operational mandate of Senior Management of an institution which continues to be a major player in the micro financing sector in Jamaica. **Achievements:** Increased the loan portfolio by 50% in the first year of operation consistently maintained delinquency at below 10%.

**2004 – 2007 NEW ERA FINANCE LIMITED – BRANCH MANAGER**

**General Responsibilities:** Managed the daily activities of the branch ensuring that all agreed targets are met as it relates to loan disbursement and delinquency control. **Achievements:** Increased the number of clients served and the quality of loans disbursed, increased commissionable earnings by 40%, and improved the quality of service offered by the branch.

**2002 – 2004 SOUTHERN REGIONAL HEALTH AUTHORITY - OPERATIONS  
MANAGER**

**General Responsibilities:** Officer with lead responsibility to achieve operational effectiveness of Mandeville Regional Hospital. **Achievements:** Applied management skills and techniques to realize optimum efficiency, reduced operational cost, improved structure, and effectiveness of management team.

**2000 – 2002 KIRKVINE COOPERATIVE CREDIT UNION - MANAGER**

**General responsibilities:** Managed the daily activities of the Credit Union in compliance with policies and procedures established by the Board of Directors. **Achievements:** Introduced new loan products (consumer and housing loans) and increased loan disbursements by over 50% in the first year, maintaining delinquency levels below international standard ratio of 5%.

**1992 – 2000 NATIONAL HOUSING TRUST – BRANCH MANAGER**

**1990 – 1992 NATIONAL HOUSING TRUST - COMMUNITY SERVICES OFFICER**

**1987 – 1989 NOTTINGHAM CITY COUNCIL – AREA HOUSING OFFICER**

**EDUCATION/TRAINING:**

2021 **Small Business Development Center, Business Advisor (September 2021)**

2019 **Introduction to Equity Financing**

The Development Bank of Jamaica (June 2019)

2018 **Coaching Certificate**

Development Alchemist Limited (December 2018)

2010 **Vocational Training Development Institute (Heart Trust/NTA)**

Entrepreneurship CEFE (Upgraded Training of Trainers) December 13-17

2010 **Vocational Training Development Institute (Heart Trust/NTA)**

Entrepreneurship CEFE (Training of Trainers) May – June

2003 **Institute of Management and Production**

Project Management  
2003 **Ridgemount United Church**  
Certificate in Counselling  
2002 **Jamaican Institute of Management**  
Securities Course

#### **ACADEMIC QUALIFICATIONS:**

2020 – 2022 **Doctorate in Entrepreneurship**  
Atlantic International University, USA

1997 – 1999 **Keele University, Staffordshire, UK**  
Master's in Business Administration (MBA)

1981 – 1985 **University Central England (Formerly City of Birmingham Polytechnic)**  
Bachelor of Arts (Hons) Sociology

1989 **Derbyshire County Council, Derbyshire, UK**  
City & Guilds Adult Education Teaching Certificate Stage 1

#### **ACHEIVEMENTS:**

- (1) Awarded Outstanding Performance 2016 – Northern Caribbean University (NCU)
- (2) Awarded Most Distinguished Staff 2016 – Northern Caribbean University (NCU)

#### **OTHER ACTIVITIES**

Member of the School Board, Knox College, Spalding's, Clarendon  
Member of the Girls Brigade, Manchester District  
Sub-Committee Member, Discipleship and Nurturing, Andrews United Church,  
Mandeville

# LLOYD BROWN

## Executive Profile:

Mr. Lloyd Brown joined our Bethel Town Seaford Town corporation as Director of Finance and Grant Manager. Lloyd is an accomplished executive with more than thirty years of diverse experience in accounting, finance, and operations in Jamaica, the West Indies, and the United Kingdom. His experiences include practical work in executive and leadership positions drawn from over forty years of combined experience in diverse institutions' accounting, operations, and fiscal management.

## Over forty years of combined experience in accounting, banking, operations, and financial management of diverse institutions:

- Accountant/Auditor - six years working in banking, bookkeeping, accounting and audit procedures, and preparation of final accounts for clients in diverse sectors as a team member of Mair Russell & Partners (Chartered Accountants) - (1975-1980).
- Associate Accountant - six years as an associate accountant with Yvonne Davis/Quality Financials Limited, involved in conducting audits and preparing financial statements. Preparation of business plans and financial projections for all types of business organizations.
- Loan/Management Consultant - six years of experience in loan procurement, business plans, and management reorganization with Economic Ventures Limited. Focus on acquiring bank loans of \$50 million to \$1.5 billion for medium to large enterprises with the preparation and presentation of complete business plans, financial projections, and documentation and assisting companies as necessary or required in evaluating and restructuring their organizations. Establish and manage Obly PVC pipe manufacturing operations in Jamaica. Preparation of grant proposals (Caribbean Compete, Caribbean Export Development Agency (and business case. (2013 to present)

- **Branch Manager** - 6 years with Jamaica National Overseas (UK) - Managed and developed a money transfer branch in Bristol, England, with over 500 customers. 2010-2013 Area Manager responsible for monitoring and development of the largest marketing area of the company – (Boroughs of Lambeth, Lewisham, Southwark, Croydon, and Bristol) comprising 4 branches and 16 agents - (2007-2013).
- **Freelance Auditor/Accountant** - ten years undertaking accounting, audit, taxation, and business development consulting work for clients in Transport and Tour Operations, Factory Operations, Educational Services, Retail Enterprises, In-Bond Shops, Tourist attractions, **Gas Stations**, and Supermarkets. Services included - designing, implementing, and monitoring cash handling, inventory control, and other loss prevention systems. Analyzing operational procedures, advising clients on best practices and standards, recruiting, hiring, and training, mentoring staff, and monitoring various day-to-day operations (1998-2007).
- **Parish Manager (Hanover) Micro Investment Dev. Agency** -3 years responsible for project development, implementation, Appraisal, and monitoring of small to medium business Entities. Develop projects, conduct training, make critical analyses, and advise clients on all aspects of small business and their development. Granting, monitoring, and reporting on the loan portfolio of the entity - (1994-1997).
- **Branch Manager of Westmoreland Cooperative Credit Union** – 3 years with responsibility for all aspects of branch operations with a staff of 6 and a membership of over 3,000 - (1980-1982).
- **Factory Manager - Montego Sports Ltd and SPTI Jamaica Ltd.** Register, set up (inclusive of Government concessions), staff, and manage operations of 807 Garment factories employing over 400 workers and manufacturing high-quality clothing for US Companies such as Nike and Columbia Sportswear. Manage personal interaction and liaison with

US Suppliers and Buyers. Liaison with all Government agencies and Entities and hands-on responsibility for all procedures and documentation for Imports and Exports - (1983-1989).

- **Financial Controller - Montego Bay Co-op Credit Union** - 3 years responsible for all aspects of Financial Management and Control of Credit Union with a Loan Portfolio of over J\$75m and Investment Portfolio of over J\$60m with a membership of over 24,000 Shareholders. Restructured financial operations to move the Cooperative from a position of 10 consecutive years of losses to profitability - (1991-1993).
- **Hobbies and Extra Curricular** - Playing and watching cricket, establishing, and mentoring youth clubs and youth groups.

Lloyd Brown is a graduate of UWI Extra Mural with tertiary studies in Business Studies. He has also completed Small Business and Personnel Management courses, Anti Money Laundering, and Labor Relations. He will bring a wealth of hands-on experience vital to successfully implementing the new operating systems and procedures.