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I. Introduction

So much has changed since *A Blueprint for the Arts, Monmouth County’s Arts Plan*, was developed and launched in 2005. From an explosion in technology and the way we communicate with each other to the challenges we have all faced with a struggling economy and the current challenge of rebuilding after Hurricane Sandy, 2005 seems a world away.

But these challenges have also led to the development of new partnerships, new ways to build community, and a focus on the broader creative community. In the past, community arts planning focused on the needs of artists, arts organizations and audiences. Today, to be relevant, cultural planning needs to take into consideration the needs of the community and the ways in which the arts community can contribute to community challenges.

The original plan was developed with Louise Stevens of ArtsMarket to guide the Monmouth County Arts Council and its colleagues—public and private agencies throughout the county—in fostering and facilitating on-going cultural development during the five year period 2005-2010. The plan was based on broad public input from throughout the county, as well as detailed analysis and responsive planning by the Council board and staff, to ensure that it could be successfully implemented. This plan prioritized objectives and strategies for the Monmouth County Arts Council and for overarching cultural development; examined and called for needed resources; and addressed how Monmouth Arts would build its visibility and leadership capacity through the implementation of the cultural arts plan.

This update will identify what has been accomplished from the Arts Plan since 2005 and integrate input and research from a broad range of artists, arts organizations, creative industries, planning, tourism, education and economic development to determine the priorities going forward to ensure that the arts remain a vital component of Monmouth County.
II. Arts plan accomplishments

Goal 1. Build a Strong Arts & Cultural Image for Monmouth County

• Created new brand for MCAC – Monmouth Arts
• Published X.it magazine for 3 years to raise visibility of the arts
• Monmouth Arts represented on Jersey Shore Convention and Visitors Bureau Board
• MoCo, a partnership of Monmouth arts, tourism, business and transportation representatives worked with Arts Build Community coaching to develop Monmouth County as an arts destination
• Launched new monmoutharts.org website
• Through the NJ State Council on the Arts, a New Media Manager position was funded in order to increase social media marketing – Facebook, Twitter, Blog
• Local arts groups participate in Discover Jersey Arts List Coop
• Smithsonian Magazine named Red Bank the 3rd best small town in America, directly related to access to arts & culture
• New arts venues developed in Western Monmouth County at Applegate Farms and Millstone
• Grow Monmouth and Monmouth County Comprehensive Economic Development planning included Monmouth Arts and arts community
• First regional convening of Creative NJ held in Monmouth County, bringing different sectors of the community together to explore how we can use creativity & innovation to sustain a thriving future for Monmouth County.

Goal 2. Foster Community Arts Development

• Local Arts Councils strengthened arts in their communities
• Artists and arts groups participated in regional redevelopment plans
• Coastal Monmouth Redevelopment plan identified an Arts Corridor from Manasquan to Red Bank with Arts & Entertainment hubs
• Provided resources to the public, artists and arts groups through This Week in the Arts eblast, ArtOps, Art Alerts
• Organized networking events for artists and arts groups including Art Salons, Annual Meeting, Grant Announcement Meeting
• Provided technical assistance workshops and consultation for groups and artists
• Sustainable Jersey includes development of arts councils and cultural assets in certification
• Evaluated and updated Local Arts Program Grant process
• Made in Monmouth and Monmouth Arts Holiday Art Fair provide opportunities for fine art and craft artists
• Developed Asbury Park Cultural Plan
• Monmouth County Library system expanded arts programming for teens and adults
Goal 3. Facilitate Increased Arts Education Opportunities County-Wide

- Created Arts Education & Teen Arts Festival web page and eblasts
- Teen Arts Festival expanded with travelling community arts projects, gallery exhibition in Brookdale Community College’s CVA Gallery, Teen Arts Facebook page
- NJ Arts Education Partnership provided information on individual school art programs including model schools in Keeping the Promise Report
- Developed arts programming and new partnerships with Prevention First, 180 Turning Lives Around, Monmouth County LGTB Youth Consortium
- Connected students with local arts groups providing Arts Education programs
- Best of Monmouth Teen Arts Festival showcased at Arts Education Awards
- Arts Education Awards raised visibility of importance of arts education in schools

Goal 4. Increase County-Wide Funding & Resources for the Arts

- Created Monmouth Arts Minigrants and Small Arts Activities Grants available year round
- Launched 40th Anniversary Campaign for additional funds for grants
- Springpoint Foundation arts programs expanded in Monmouth County
- Interfaith Neighbors included arts programs/projects in community redevelopment
- Americans for the Arts Economic Impact and Creative Industries Report for Monmouth County showed the impact of the arts on the local economy.
- Monmouth Arts represented on the Council of NJ Grantmakers Arts Affinity Group

Goal 5. Continue to Develop the Capacity of the Monmouth Arts

- Realigned staff to implement cultural arts plan goals
- Developed 2009–2013 Strategic Plan
- Developed board and staff expertise through Geraldine R. Dodge workshop series
- Diversified foundation, corporate and individual giving
- Evaluated and refined programs and services

Ongoing Challenges // Develop a county wide arts marketing plan
// Increase municipal, county, corporate and foundation funding
// Continue to strengthen fundraising capacity of Monmouth Arts and local arts groups
The process to refresh *A Blueprint for the Arts*, a county wide arts plan began with the Monmouth County Arts Council’s participation in the American’s for the Arts Local Arts Index pilot project to scale down the National Arts Index, an annual measure of the health and vitality of arts and culture in the U.S to the county level.

Monmouth Arts was one of 100 local arts agencies selected for this pilot project. Over eighteen months, Monmouth Arts assessed, researched and inventoried the Monmouth County arts environment using 14 primary indicators designed to measure the health and vitality of the local arts industries. The resulting report received in May 2012 puts our arts community in a national context, gives us the ability to compare our local arts community to those in New Jersey and across the country and provide a plan to strengthen the arts.

The Local Arts Index identified 1,479 individual artists, 2,292 creative industries businesses and 99 nonprofit arts organizations in Monmouth County.

// Current Environment

The Monmouth County Planning Board’s *Monmouth County Profile 2011* gives a clear picture of the county demographics, growth, economy, transportation and employment.

Situated in central New Jersey between New York City and Philadelphia on the Atlantic Ocean coastline, Monmouth County ranks as the 6th largest county in the state by land mass and the fifth most populous county in New Jersey with 630,380 people.

Monmouth County is easy to get to by the Garden State Parkway, Interstate 195, and the New Jersey Transit North Jersey Coast Line and bus service. Commuters commute to New York City and North Jersey, and tourists come year round—but particularly in the summer—from these areas to Monmouth County. The highest growth was in Manalapan, Freehold Township, Marlboro, Tinton Falls, and Upper Freehold.

Monmouth County has a high quality of life near major employment centers, arts and culture, parks, golf courses, lakes, beaches, and award-winning educational facilities. Middletown Township ranked 89th on *Money Magazine*’s 2010 national list of “One Hundred Best Places to live” due to the municipality’s strong school system, low crime rate, and overall sense of community. In *New Jersey Monthly*’s 2011 ranking of the top 100 towns, Rumson, Fair Haven and Spring Lake ranked within the top 30.

The population has high levels of education and the median household income of $82,013 exceeds both state and national levels. 82.6 percent of the county’s population is white, 7.4% African-American, 5.0% is Asian, and 9.7% of county residents identify themselves as being of Hispanic origin. Other races comprise the remaining 5.0% of the population. The fastest growing ethnic groups are Asian and Hispanic.

The major employers in the county are Meridian Health Care, Saker Shoprites, Inc., AT&T, Monmouth County, Central State Healthcare Systems, Monmouth Medical Center, Visiting Nurse Association, K. Hovnanian Enterprises, Naval Weapons Station Earle, Monmouth University and Vonage.

The Monmouth-Ocean Development Council’s (MODC) most recent Business Outlook Survey indicated that business owners have continued confidence in the economic stability of the area. 74.7% of the executives surveyed expected business conditions in the bi-county region to be the same or moderately better.
Efforts are being made on a county level with the Grow Monmouth initiative by the Monmouth County Board of Chosen Freeholders with the goal of ensuring the economic health of Monmouth County. The objectives include: retaining and growing businesses, creating jobs, and attracting new businesses.

Redevelopment is taking place in waterfront communities changing a trend of development in more rural/suburban towns in the western area of the county. Higher-density development is connected to existing transportation and sewerage infrastructure.

Summer tourism has increased by 3.4% in Monmouth County from 2009 – 2010 to $1.9 billion in spending. The county ranks 5th in the state with 5.6% of New Jersey’s total tourism expenditures. 22% of total tourism dollars are spent on entertainment. During summer weekends the county’s population increases to 761,528, a 73% increase over the region’s year-round population. With more than 30 million people within 300 miles Monmouth County could benefit from more year round visitors.

// The Economy

In 2012 the National Governor’s Association released a report New Engines of Growth: Five Roles for Arts Culture and Design focusing on the ways the arts can help states grow their economies by doing the following:

1. Provide a fast-growth, dynamic industry cluster;
2. Help mature industries become more competitive;
3. Provide the critical ingredients for innovative places;
4. Catalyze community revitalization; and
5. Deliver a better-prepared workforce.

► In Monmouth County, the nonprofit arts industry is a significant sector.

New Engines of Growth: Five Roles for Arts, Culture and Design by the National Governors Association http://www.nga.org/files/live/sites/NGA/files/pdf/1204NEWENGINESOFGROWTH.PDF
Economic Impact of the Nonprofit Arts in Monmouth County

Americans for the Arts ran a national economic impact study of nonprofit arts and culture organizations and their audiences Arts & Economic Prosperity III. Monmouth Arts used the Arts & Economic Prosperity III Calculator to estimate the economic impact of the entire Monmouth County nonprofit arts and culture community on our local economy. These analyses are based on research findings from the 156 communities and regions that were part of Arts & Economic Prosperity III, Americans for the Arts’ national economic impact study of nonprofit arts and culture organizations and their audiences. Using 2011 numbers from the major arts organizations that receive funding through the New Jersey State Council on the arts and the groups that received funding through the Monmouth County Arts Council the nonprofits arts are a $17.79 million industry in Monmouth County supporting 537.4 full time jobs and generating $701,866 in local government revenue and $810,421 in state government revenue. When the related audience spending is added in, that increases total expenditures to $35.36 million, 1,006.4 full time equivalent jobs, local government revenue of $1,602,388 and $1,756,434 state government revenue.

As challenging as the past few years have been, particularly since the devastation caused by super-storm Sandy, there are a number of new opportunities for the arts community to work with different sectors to use the power of the arts to strengthen our local economies, arts education and lifelong learning, health and wellness, ensuring that Monmouth County is a desirable place for people to live and work.
The Monmouth County Board of Chosen Freeholders launched a Grow Monmouth initiative to ensure the economic health of the County. The objectives include retaining and growing businesses, creating jobs, and attracting new businesses. The effort will involve key sectors that include business, education, nonprofits, community organizations, and state and local government.

The Made in Monmouth exposition organized by the Monmouth County Department of Economic Development featured more than 80 Monmouth County based manufacturers including a number of artists and fine arts crafters. The Expo raised the visibility of the variety and quality of products made in Monmouth County and to give the businesses the opportunity to expand their markets to the local market.

Creative Monmouth

In May 2012 Creative New Jersey held Creative Monmouth: Call to Collaboration, the first regional convening to come out of the statewide meeting last year. Approximately 100 people from diverse fields and disciplines came together to answer the question: How can we use creativity and innovation to sustain a thriving future for Monmouth County?

Many breakout sessions related to the arts including creation and collaboration, meetups, tourism, new models for nonprofits, community planning, sustainable economies, the end of growth, arts as business, local economies, community storytelling and local media, MoCo Arts Corridor, engaging 20-30 year olds in the economy and workforce, reviving Main Street and incorporating the leftouts. As the discussions move from “words to action” there will be opportunities for the arts community to be involved. The full Book of Monmouth Proceedings is available at www.creativenj.org.

Redevelopment

The Fort Monmouth Economic Redevelopment Authority (FMERA) created a twenty year plan for development that includes construction of hotels, a medical facility, office space, and 1,500 residences spread amongst the three host towns. The authority’s goals are to bring new businesses that can re-employ high tech personnel and create new jobs.

Monmouth Arts will participate on the Gateway National Recreation Area Fort Hancock 21st Century Advisory Committee to advise on the development of a reuse plan and on matters relating to future uses of the Fort Hancock Historic Landmark District part of Gateway National Recreation Area.

Before super-storm Sandy, redevelopment was resuming particularly in the Coastal Monmouth area, where higher density development was taking place.

Tourism

The destination marketing organization the Jersey Shore Convention and Visitors Bureau has become a significant force in marketing the Jersey Shore along with the Monmouth County Department of Tourism. The arts are a significant component of what brings people to the area.

In 2011 30 representatives of arts groups, economic development, tourism and planning agencies and artists came together to explore the concept of capitalizing on the arts in our region to become a unified and powerful economic engine creating jobs, spurring growth and infusing
capital along the central Jersey shore. The 30 town Coastal Monmouth Redevelopment plan which identified an arts corridor with hubs of arts and entertainment and the Monmouth County Arts Plan, A Blueprint for the Arts served as inspiration for the group.

The group participated in the Arts Build Community Coaching program to focus goals and objectives. MoCo Arts Corridor came out of this partnership with a goal to brand coastal Monmouth County an arts destination. To do that, MoCo will build on the strength of arts, entertainment and tourism activity in Monmouth County.

A May 2012 Smithsonian Magazine article named Red Bank as the #3 of the 20 best small towns in America, right behind Great Barrington, Massachusetts and Taos, New Mexico. A major component of what makes Red Bank and the others best are a high concentrations of arts and culture.

With New Jersey’s 350th anniversary and the Super Bowl coinciding here in 2014, and building on the attention of the Smithsonian Magazine, there is a great opportunity to use creative placemaking to raise the visibility of the arts in Monmouth County.

// Education

New Jersey Arts Education Partnership
Keeping the Promise³

The goal of the New Jersey Arts Education Census Project is to gather and evaluate qualitative and quantitative data regarding arts education in the state. A census of arts education in every school in the state was combined with economic, demographic, census, school report card and municipal data for in-depth analysis. Model schools in the arts were identified after the 2007 initial Census Project to identify the significant attributes of a thriving arts program.

³ New Jersey Arts Education Partnership Keeping the Promise http://www.artsednj.org/KTP_FINALp.pdf
Key Findings

Things to celebrate
1. Fully 97% of New Jersey students have access to arts education in their schools, with music and visual art nearly universally available.
2. The number of New Jersey students with daily access to arts has increased by 54,000 since 2006.
3. The percentage of New Jersey schools adopting core curricular standards in visual and performing arts has increased from 81% in 2006 to 97% in 2011.
4. Well above 90% of all New Jersey schools use appropriately certified arts specialists as the primary provider for music and visual art instruction.
5. More than 90% of New Jersey public schools interact with more than 972 community arts organizations to enhance visual and performing arts programs.

Things to watch
1. The majority of New Jersey public schools fail to offer instruction in all four arts disciplines (Dance, Music, Theater, and Visual Art).
2. In theater instruction, less than half of schools use certified arts specialists. In dance, the percentage is under 40%.
3. Per-pupil arts spending in support of arts instruction has declined by 30% at the elementary level and by 44% at the high school level.
4. More than 25% of schools have had to use outside resources to offset budget cuts in arts education.
5. Student participation in arts courses – as a percentage of total enrollment – has declined significantly, especially at the elementary level.
6. The number of field trips, assemblies, and partnerships between schools and New Jersey cultural organizations has declined.

Monmouth County Schools
School Arts Education Index Score Comparison
For the report an arts education index was calculated for each school. The index score is comprised of up to 24 (dependent on elementary, middle, or high school index) different components. They include quantitative measures of:
• Courses, Student Participation, Teachers, Instruction, and Breadth of Arts Offerings
• Facilities and Resources
• Policies, Professional Development, Supervision, and Assessment
• Involvement with Community Resources
In Monmouth County 19 elementary schools and 3 high schools were ranked high on the Arts Education Index Score. Twenty elementary schools and 8 high schools ranked low. Howell High School and Red Bank Regional High School were both designated as Model Schools in the Arts.

Addendum II lists the Monmouth County Schools’ rankings.
Community Needs

The United Way of Monmouth County’s Community Leader Survey identified the most pressing community needs and issues facing Monmouth County. Many of these areas would benefit from arts programs. It is critical that the arts community be aware of these needs to see how the artists and arts groups in the county can contribute to filling some of these needs with current programs and through the development of new ones.

Quality and affordable childcare and after school care are needed in early childhood. For older students challenges to academic achievement include lowering the dropout rate, increasing graduation rates and academic performance.

In terms of the school environment gang prevention, substance abuse, recreation and cultural services for youth, parent involvement, violence in schools, bullying and after school and summer camps/programs are all issues.

Basic needs are emergency food, utility bills assistance, legal assistance, income/employment, employment training and literacy training. Affordable housing is much needed.

In terms of mental Health people with disabilities, with mental illness and seniors are in need of social and recreational programs and adult day programming. Those who are caring for them are in need of respite care.

In the aftermath of Hurricane Sandy assessment is being completed for short and long term community needs. The destruction in a number of Monmouth County communities and the need to get homes and businesses rebuilt and the local economy moving again will challenge local, state and regional resources.

As communities rebuild, it will be imperative for the arts community to be a part of restoring people’s spirits and revitalizing the local economy by giving people a reason to visit the region.

A convening of arts groups and artists took place in September to look at the following questions:

• What are the most pressing issues facing the arts community in Monmouth County?
• What are the community’s greatest strengths/assets to build on for the future?
• What is the major leap Monmouth County needs to take to raise cultural awareness and activities to the next level?
• How can the arts community contribute to community challenges?
• How can the arts be incorporated into Ft Hancock, Ft Monmouth and other redevelopment projects?
Goal 1  |  Build a strong arts and cultural image for Monmouth County.
- Assist county arts organizations in increasing participation in the arts
- Develop and implement marketing services mechanisms to assist arts organizations.

   New
- Brand Monmouth County as an Arts Destination

Goal 2  |  Foster community arts development.
- Encourage, foster and facilitate the development of community arts councils.
- Support and facilitate local community planning for cultural districts and arts facilities.

   New
- Strengthen economic opportunities for county artists and arts organizations.

Goal 3  |  Facilitate increased arts education opportunities in Monmouth County.
- Continue to build the Teen Arts Festival
- Strengthen opportunities for lifelong learning in the arts.

   New
- Connect schools to arts education opportunities provided by local artists and arts organizations.
- Encourage development of after-school programs, and summer arts programs.
- Advocate the need for consistent arts education across the county.

Goal 4  |  Increase funding and resources for the Arts in Monmouth County.
- Provide leadership advocacy for increased public funding from County municipalities and the county.

   New
- Build corporate and foundation awareness and support for the arts in Monmouth County.
- Identify and implement new solutions to raising funds for art projects.
- Build Arts & Business partnerships

Goal 5  |  Continue to Develop the Capacity of the Monmouth County Arts Council.
- Align staffing to implement cultural arts plan goals.
- Continue to strengthen fundraising capacity.
- Continue to refine grants and service programs.

   New
- Prepare for business interruption and disasters for Monmouth Arts and arts groups
1. Build a strong arts and cultural image for Monmouth County.

The top priority is to continue to build awareness, image, and audiences for the arts among residents and visitors to Monmouth County. A strong branding of the county as a year round arts destination will make residents and visitors aware of the excellent performances, exhibitions and festivals available to them as participants or audience members.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tasks</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Assist county arts organizations to increase participation in the arts</td>
<td>Expand social media, This Week in the Arts, continue development of website</td>
<td>2013-17</td>
<td>Monmouth Arts</td>
<td>Presence on social media, website, blog, calendar listings</td>
</tr>
<tr>
<td></td>
<td>Work with local traditional and new media to expand the visibility of arts programming in the county</td>
<td>2013-17</td>
<td>Monmouth Arts</td>
<td>Greater media coverage of Monmouth County arts</td>
</tr>
<tr>
<td></td>
<td>Work with Discover Jersey Arts, cooperative arts groups lists, NJ Tix and Monmouth Arts to market Monmouth Arts events</td>
<td>2013-17</td>
<td>Monmouth Arts, arts groups, Discover Jersey Arts, Jersey Arts Marketers</td>
<td>Arts organizations access larger prospective audience; are able to build new relationships</td>
</tr>
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<td></td>
<td>Identify and market public art throughout County. Challenge each town to take on one public art project</td>
<td>2013-17</td>
<td>Monmouth Arts, municipalities, local arts councils</td>
<td>Create a public art trail accessible on website and mobile site</td>
</tr>
<tr>
<td></td>
<td>Support highly visible community arts projects such as flash mobs, public art projects, oral history of county artists, Faces of Monmouth Arts</td>
<td>2013-17</td>
<td>Monmouth Arts, arts groups, artists. Municipalities</td>
<td>Exciting arts events are taken out of the gallery and theater to take place in nontraditional venues</td>
</tr>
<tr>
<td>B. Develop and implement marketing services to assist arts organizations</td>
<td>Provide training workshops, webinars and links to marketing information</td>
<td>2013-17</td>
<td>Monmouth Arts, Jersey Arts Marketers</td>
<td>A network of marketing providers is linked to arts organizations</td>
</tr>
<tr>
<td>C. Brand Monmouth County as an Arts Destination</td>
<td>Marketing plan elements identified; plan developed</td>
<td>2013-14</td>
<td>MoCo Partnership, Jersey Shore Convention &amp; Visitors Bureau</td>
<td>Monmouth County recognized as an arts destination</td>
</tr>
<tr>
<td></td>
<td>Implement a cooperative arts marketing campaign and branding of Monmouth County as an arts destination</td>
<td>2013-14</td>
<td>MoCo, County Tourism, Jersey Shore Convention &amp; Visitors Bureau, Discover Jersey Arts</td>
<td>Collateral materials available to JSCVB to market MoCo Arts Corridor outside the county</td>
</tr>
<tr>
<td></td>
<td>Work with Jersey Shore Convention &amp; Visitors Bureau, County &amp; State Tourism Office and others to fully implement marketing plan</td>
<td>2013-14</td>
<td>Monmouth Arts MoCo, Monmouth County Economic Development, and JSCVB</td>
<td>Monmouth Arts on board of JSCVB, MoCo partnership Red Bank Visitors Center Take advantage of major events such as the 2014 Superbowl and NJ 350th Anniversary</td>
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<tr>
<td></td>
<td>Identify on-going funding for a comprehensive marketing approach including resident and tourism marketing</td>
<td>2013-17</td>
<td>Monmouth Arts, MoCo, JSCVB</td>
<td>Marketing Initiative fully funded for multi-year period</td>
</tr>
</tbody>
</table>
2. Foster community arts development

Arts development in communities throughout Monmouth County benefits local economies, education and community building through partnerships between nonprofit arts, creative businesses, developers and local governments.

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<th>Benchmarks</th>
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</thead>
<tbody>
<tr>
<td>A. Encourage, foster and facilitate the development of community arts councils</td>
<td>Provide counsel and facilitation to communities interested in developing their own arts councils</td>
<td>2013-17</td>
<td>Monmouth Arts and established local arts councils</td>
<td>Major communities within the County have community arts councils</td>
</tr>
<tr>
<td></td>
<td>Provide models, how-to information, and facilitation for local arts councils in the County, including Sustainable Jersey certification arts related criteria</td>
<td>2013-17</td>
<td>Monmouth Arts, NJSCA, Americans for the Arts</td>
<td>Municipalities include local planning to identify arts development priorities and strategies</td>
</tr>
<tr>
<td>B. Support and facilitate local community planning for cultural districts and arts facilities</td>
<td>Facilitate and assist in networking between municipal government agencies, community arts councils, artists and developers</td>
<td>2013-17</td>
<td>Monmouth Arts local government planning offices, County Planning Office, and developers</td>
<td>County Arts Plan is approved by County.</td>
</tr>
<tr>
<td></td>
<td>Work with the Fort Monmouth Economic Redevelopment Authority (FMERA) and Gateway National Recreation Area Fort Hancock 21st Century Advisory Committee to include the arts in plans</td>
<td>2013-17</td>
<td>Monmouth Arts, municipal governments, developers</td>
<td>Monmouth Arts, arts groups and artists are involved in redevelopment projects. Resources to support local cultural development are identified and used. The arts are included in redevelopment plans. Community Development Grants include arts projects</td>
</tr>
<tr>
<td></td>
<td>Connect Arts Plan New Jersey to local initiatives</td>
<td>2013-17</td>
<td>Monmouth Arts, ArtPride NJ</td>
<td>Monmouth Arts initiatives connect to statewide plan</td>
</tr>
<tr>
<td></td>
<td>Build better partnerships with diverse communities, emerging immigrant populations and arts organizations.</td>
<td>2013-17</td>
<td>Monmouth Arts, community arts councils and organizations</td>
<td>Programming and partnerships with new diverse communities are offered. Mini-grants are awarded</td>
</tr>
<tr>
<td>C. Strengthen economic opportunities for county artists and arts organizations.</td>
<td>Work with the Grow Monmouth Initiative and Made in Monmouth to develop opportunities for artists and arts groups</td>
<td>2013-17</td>
<td>Monmouth Arts, municipal governments, arts groups, downtown associations, Brookdale Community College, Grow Monmouth</td>
<td>Artists receive effective guidance and counsel in developing their enterprises within Monmouth County</td>
</tr>
<tr>
<td></td>
<td>Provide guidance on other resources available from county public and private agencies.</td>
<td>2013-17</td>
<td>Monmouth Arts</td>
<td>Resource guides and materials are provided.</td>
</tr>
<tr>
<td></td>
<td>Use the Local Arts Index to inform decision makers about the impact of the arts</td>
<td>2013-17</td>
<td>Monmouth Arts</td>
<td>Local Arts Index report is resource for local and county governments, developers</td>
</tr>
</tbody>
</table>
### 3. Facilitate increased County-Wide arts education opportunities.

Arts education is fundamental to quality and effective learning for all children, and is the door to a lifetime of arts participation. While sequential arts learning is called for at the state and federal levels, it is often lost due to budget restraints at the local level. This plan calls for championing of quality sequential arts education for all children in Monmouth County, as well as for the development of effective out-of-school and lifelong learning opportunities.

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<tr>
<td>A.</td>
<td>Continue to build the Teen Arts Festival to connect teen artists and arts educators with the broader arts community</td>
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<td></td>
<td>Provide showcasing and networking for young artists and students involved and/or interested in the arts</td>
<td>Annual</td>
<td>Monmouth Arts, Brookdale Community College, County Freeholders</td>
<td>Teen Arts Festival has broad county recognition and teens and artists/arts organizations present workshops and commit to on-going work with area teens</td>
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<td>B.</td>
<td>Strengthen opportunities for lifelong learning in the arts.</td>
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<td></td>
<td>Encourage arts and education institutions to offer wide-ranging arts learning opportunities for all ages</td>
<td>On-going</td>
<td>Monmouth Arts, Monmouth County Parks, Brookdale Community College</td>
<td>There are numerous arts learning and participation opportunities available to County residents.</td>
</tr>
<tr>
<td>C.</td>
<td>Connect schools to arts education opportunities provided by local artists and arts organizations.</td>
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<td></td>
<td>Inventory and create a roster of individual artists and arts organizations that could provide partnerships and residencies, after-school and summer programs.</td>
<td>2013-17</td>
<td>Monmouth Arts</td>
<td>On-line roster available to county schools and educational organizations</td>
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<tr>
<td>D.</td>
<td>Encourage development of after-school programs, and summer arts programs.</td>
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<tr>
<td></td>
<td>Network and facilitate planning with recreation, youth services, and other organizations to build their commitment to offering out-of-school arts education</td>
<td>On-going</td>
<td>Monmouth County Parks, Monmouth Arts, Major arts organizations</td>
<td>Excellent out-of-school and lifelong learning opportunities are established throughout Monmouth County Youth service providers throughout the county add arts education opportunities to their programming</td>
</tr>
<tr>
<td></td>
<td>Build partnerships with organizations such as Big Brothers/Big Sisters, the YMCA and others to offer more arts learning opportunities</td>
<td>2013-2017</td>
<td>Monmouth Arts, arts organizations, other civic nonprofits</td>
<td>Partnerships are established to offer access to professional arts experiences and training</td>
</tr>
<tr>
<td>E.</td>
<td>Advocate the need for consistent arts education across the county.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish an arts education advocacy task force</td>
<td>On-going</td>
<td>Monmouth Arts, NJ Arts Education Partnership, Arts Education Task Force, major arts organizations, arts educators and artists</td>
<td>Plans are established and supported to strengthen arts education in all school and all grade levels, for all Monmouth County students</td>
</tr>
</tbody>
</table>
4. Increase funding and resources for the Arts in Monmouth county.

With the recent recession and the environment for public funding of the arts changing it is more important than ever to find new ways to fund the arts through earned income, crowd sourcing and through other nontraditional sources. Current funders are encouraged to make multi-year general operating support investments to organizations to support the growth, capacity, and stability of nonprofit arts organizations, county-wide.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tasks</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Provide leadership advocacy for increased funding through new sources.</td>
<td>Identify community development, placemaking and other grants through NEA, Foundations and government sources.</td>
<td>2013-17</td>
<td>Community leaders, Local Arts Councils, Municipalities, Monmouth Arts</td>
<td>Communities incorporate community arts programming and support for local arts groups in other funding.</td>
</tr>
<tr>
<td></td>
<td>Grow individual support for the arts with campaign</td>
<td>2013-17</td>
<td>Monmouth Arts, arts groups</td>
<td>Increase in supporters for Monmouth Arts and arts groups</td>
</tr>
<tr>
<td></td>
<td>Provide economic “return on investment” data to community arts councils, local governments, to make the case for local government funding.</td>
<td>2013</td>
<td>Monmouth Arts</td>
<td>Local Arts Index and Economic Impact research is used</td>
</tr>
<tr>
<td></td>
<td>Hold a seminar for Financial Planners to raise awareness of Monmouth Arts and arts groups for planned giving</td>
<td>2013</td>
<td>Monmouth Arts</td>
<td>Planned giving becomes an ongoing part of arts giving</td>
</tr>
<tr>
<td>B. Build corporate and foundation awareness and support for the arts in Monmouth County.</td>
<td>Build awareness within the funding community of the need for operating support for county arts organizations. Facilitate dialogue and planning for stabilization strategies.</td>
<td>2013-17</td>
<td>Monmouth Arts, Community Foundation, NJSCA, private sector funders, municipal governments.</td>
<td>Multiyear stabilization support mechanisms for County arts organizations are funded and foster the capacity development of nonprofit arts organizations throughout the County.</td>
</tr>
<tr>
<td></td>
<td>Increase support from current funders</td>
<td>2013-17</td>
<td>Monmouth Arts, arts groups</td>
<td>More funding comes into Monmouth Arts Groups from current funders</td>
</tr>
<tr>
<td>C. Identify and implement new solutions to raising funds for art projects.</td>
<td>Use Kickstarter and other crowd sourcing models to raise funds for artists and arts groups</td>
<td>2013-17</td>
<td>Arts organizations, businesses</td>
<td>Organizations around the County have information on establishing effective arts-business partnerships.</td>
</tr>
<tr>
<td></td>
<td>Explore increased and on-going networking and collaboration to assist arts organizations in sharing resources, joint purchasing</td>
<td>2013-17</td>
<td>Monmouth Arts The Green Room College, business partners, arts organizations.</td>
<td>Collaborative strategies to securing needed resources are used. Cost savings mechanisms in place for county arts organizations</td>
</tr>
<tr>
<td>D. Build Arts &amp; Business partnerships</td>
<td>Work with Americans for the Arts and use their toolkit to build partnerships with creative and other businesses</td>
<td>2013-2017</td>
<td>Monmouth Arts</td>
<td>Mutual support between arts groups and small and medium businesses</td>
</tr>
</tbody>
</table>
5. Continue to Develop the Capacity of the Monmouth County Arts Council.

As a leader of the arts community the Monmouth County Arts Council must continue to develop its capacity. The staff, board, and supporters of the Arts Council will be called upon to insure it is able to be a resource for the artists, arts organizations, creative businesses and the public.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tasks</th>
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<th>Responsibility</th>
<th>Benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Align staffing and board to implement cultural arts plan goals.</td>
<td>Structure job descriptions and requirements and positions in response to the refreshed plan and its implementation requirements.</td>
<td>2013-17</td>
<td>Monmouth Arts staff and board.</td>
<td>Monmouth Arts has the staff capacity to implement this plan.</td>
</tr>
<tr>
<td></td>
<td>Continue to build board and committees and their responsibilities in response to this plan.</td>
<td>2013-17</td>
<td>Monmouth Arts Board.</td>
<td>MCAC’s board has the governance and leadership structure to guide this plan.</td>
</tr>
<tr>
<td></td>
<td>Work with other sectors of the community to inform and lead this plan.</td>
<td>2013-17</td>
<td>Monmouth Arts</td>
<td>Community input is systematically incorporated into planning</td>
</tr>
<tr>
<td>B. Continue to strengthen fundraising capacity.</td>
<td>Use this plan and Monmouth Arts’ strategic plan to build private sector funder interest and support of the arts in Monmouth County.</td>
<td>2013-17</td>
<td>Monmouth Arts staff, board</td>
<td>New and increased funds to accomplish the plan are secured.</td>
</tr>
<tr>
<td></td>
<td>Complete 40th Anniversary campaign of $400,000 to build Monmouth Arts capacity</td>
<td>2013-2014</td>
<td>Monmouth Arts</td>
<td>Increase Endowment by $200,000, funds to supplement local arts program grants and give grants to artists</td>
</tr>
<tr>
<td></td>
<td>Work with County agencies to secure new sources of funding from the public sector to implement the plan.</td>
<td>2013-17</td>
<td>Monmouth Arts, County agencies</td>
<td>Win new public sector funding for plan implementation</td>
</tr>
<tr>
<td></td>
<td>Secure increased sponsorships and commitments to strengthen Monmouth Arts’ operating capacity.</td>
<td>On-going</td>
<td>Monmouth Arts staff, board, volunteers and business partners</td>
<td>Utilize sponsorships to support visible Monmouth Arts programs and services</td>
</tr>
<tr>
<td>C. Continue to refine grants and services programs.</td>
<td>Regularly evaluate ways to further stabilize and support arts organizations and artists in Monmouth County through expanded grant and services programs.</td>
<td>On-going</td>
<td>Monmouth Arts staff, board, community arts councils.</td>
<td>Funding for the arts in Monmouth County is increased.</td>
</tr>
<tr>
<td></td>
<td>Develop resources to provide grants to artists</td>
<td>2013-017</td>
<td>Monmouth Arts</td>
<td></td>
</tr>
<tr>
<td>D. Prepare for business interruption and disasters for Monmouth Arts and arts groups</td>
<td>Develop a Disaster Response Plan for Monmouth Arts</td>
<td>2013</td>
<td>Monmouth Arts</td>
<td>Plan is developed for Monmouth Arts. Workshop and assistance for arts groups to prepare plan</td>
</tr>
</tbody>
</table>
Addendum I

IV. Imagine // Envision // Create Participants & Contributors

Community Arts Planning 2011-12

Board of Trustees
Lynn Reich // Chair
Gail Van Winkle // Vice Chair
George M. Feldman // Treasurer
Sarah Fischell // Secretary

Jody Calendar // Tony Migliaccio
Joseph Claffey // Vaune Peck
Cheryl Cummings // Harriet Primack
Kathy Donnelly // Barbara Reid
Kim Honecker // Louis Rodriguez
Toby Shylit Mack // Angela Scannella
Pam Marvin // Don Swanson

Staff
Mary Eileen Fouratt // Executive Director
Pat Hassenkamp // Financial Director
Tammy Laverty // New Media Manager
Sandy Taylor // Arts Education Director
Danny Tamez // Community Arts Director

Monmouth County Artists
MoCo Arts Partnership
Creative Monmouth
Monmouth County Planning Board
Monmouth County Department of Economic Development
Monmouth County Department of Tourism

Monmouth County Arts Groups
Algonquin Arts Theatre
American Association of University Women - Freehold
ARC of Monmouth County
Arcadian Chorale
Art Alliance of Monmouth County
Art Society of Monmouth County
Arts & Education Center
Arts Coalition of Asbury Park
Arts Society of Keyport
Asbury Park Musical Heritage Foundation
Atlantic Highlands Arts Council
Axelrod Performing Arts Center
Ballet Co. Of The Performing Arts Ensemble
Belmar Arts Council
Black Box Of Asbury Park
Bradley Beach Arts Council
Brookdale Network:
Cabaret For Life
Center for Holocaust, Human Rights & Genocide Education
Center Players, Inc.

Company Of Dance Arts
Count Basie Theatre, Inc.
CVA Gallery of Brookdale
Downtown Concert Series
The English Speaking Union Of The U.S. - Monmouth County Branch
Garden State Film Festival
Garden State Players
Guild of Creative Art
Heart of New Jersey (Sweet Adelines International)
Holmdel Theatre Company
Holmdel Township Department of Parks & Recreation - Bayonet Farm
Jazz Arts Project, Inc.
Jersey Shore Jazz & Blues Foundation
The Jewish Heritage Museum of Monmouth County
Live Asbury Park
Liberty Oak Chorus - Sweet Adelines International
Manasquan River Group of Artists
Middletown Township Cultural & Arts Council
Monmouth Center For World Religions & Ethical Thought
Monmouth Civic Chorus
Monmouth Conservatory Of Music
Monmouth County Historical Association
Monmouth County Library System
Monmouth County Park System
Monmouth Festival Of The Arts
Monmouth Museum
Monmouth Players, Inc.
Monmouth Symphony Orchestra
Monmouth University Center of Distinction for the Arts
Mrittika, Inc.-South Asian Center For Language & Heritage
New Jersey Chamber Singers
New Jersey Museum of Contemporary Art
New Jersey Repertory Company
Nine Theatricals
Opera New Jersey
Phoenix Productions, Inc.
Premier Theatre Company
Red Bank Area Chapter Barbershop Harmony
Red Bank Community Church
Red Bank Rivercenter
Roosevelt Arts Project
SCAN Learning Center
Shore Concerts
Shore Institute Of The Contemporary Arts
Shrewsbury Chorale
Spotlight Players
Springpoint Foundation
Tower Hill Concert Series
Two River Theater Company
Zeybrah
Monmouth County Arts Groups that receive direct funding from the New Jersey State Council on the Arts

Algonquin Arts
Arts & Education Center
Count Basie Theatre
Hellenic Dancers of NJ
Jersey Shore Jazz & Blues Foundation
Monmouth County Arts Council
Monmouth Museum
Monmouth University
NJ Repertory Company, Shore Institute of Contemporary Arts
Two River Theater

Monmouth County arts organizations qualified by the NJ Cultural Trust for 2012

Algonquin Arts
Allaire Village
Axelrod Performing Arts Center
Addendum II
New Jersey Arts Education Partnership
Keeping the Promise Report

Participants & Contributors
Monmouth County Schools
School Arts Education Index Score Comparison

For the report an arts education index was calculated for each school. The index score is comprised of up to 24 (dependent on elementary, middle, or high school index) different components. They include quantitative measures of:

• Courses, Student Participation, Teachers, Instruction, and Breadth of Arts Offerings
• Facilities and Resources
• Policies, Professional Development, Supervision, and Assessment
• Involvement with Community Resources

Ranked High
Freehold Township
Marshall Errickson Elementary School
Little Silver
Little Silver Point Road Elementary School
Long Branch
A.A. Anastasia Elementary School
Gregory Elementary School
West End Elementary School
Manasquan
Manasquan Elementary School
Marlboro
Marlboro Memorial Middle School
Asher Holmes
Frank Defino Central School
Frank J. Dugan Elementary School
Marlboro Elementary School
Robertsville Elementary School
Middletown
Middletown Village
River Plaza
Red Bank
Red Bank Middle School
Red Bank Regional
Red Bank Regional High School
Sea Girt
Sea Girt Elementary School
Spring Lake
Spring Lake Boro
H. W. Mountz Elementary School
Allentown
Allentown High School
Rumson-Fair Haven Regional
Rumson-Fair Haven High School

Ranked Above Average
Brielle
Brielle Elementary School
Colts Neck
Conover Road Primary School
Conover Road School
Fair Haven
Knollwood Elementary School
Farmingdale Elementary School
Freehold Township
Joseph J. Catena Elementary School
Laura Donovan Elementary School
Hazlet
Beers Street Elementary School
Cove Road Elementary School
Raritan High School
Holmdel
Indian Hill School
Keyport
Central Elementary School
Little Silver
Markham Place Elementary School
Middletown
Leonardo
Navesink
Ocean Township
Ocean Township Intermediate School
Red Bank
Red Bank Primary School
Roosevelt
Roosevelt Elementary School
Upper Freehold
Newell Elementary School
Stone Bridge Middle School
Shore Regional
Shore Regional High School

Ranked Average
Avon
Avon Elementary School
Belmar
Belmar Elementary School
Deal
Deal Elementary School
Eatontown
Margaret Vetter School Elementary School
Meadowbrook Elementary School
Woodmere Elementary School
Fair Haven
Viola Sickles
Freehold Boro
Freehold Learning Center
Freehold Township
C. Richard Applegate Elementary School
Hazlet
Lillian Drive Elementary School
Middle Road Elementary School
Holmdel
Village Elementary School
Howell
Adelphi Elementary School
Aldrich Elementary School
Ardena Elementary School
Manalapan-Englishtown
Lafayette Mills
Taylor Mills
Manalapan-Englishtown Middle School
Pine Brook
Marlboro
Marlboro Middle School
 Matawan-Aberdeen
Lloyd Road
Ravine Drive
Strathmore
Middletown
New Monmouth
Port Monmouth
Middletown High School North
Monmouth Beach
Monmouth Beach Elementary School
Monmouth County Vocational
Communications High School
Neptune
Neptune High School
Ocean Township
Ocean Township High School
Rumson
Deane Porter
Forestdale Elementary School
Spring Lake
Spring Lake Heights Elementary
Wall Township
Central
Old Mill
West Belmar

Bradley Beach
Bradley Beach Elementary School
Freehold Borough
Park Avenue Elementary School
West Freehold Elementary School
Highlands
Highlands Elementary School
Howell
Edith M. Griebling Elementary School
Keansburg
Joseph C. Caruso Elementary School
Long Branch
Morris Avenue Elementary School
Manalapan-Englishtown
Clark Mills
Milford Brook
Matawan-Aberdeen
Cliffwood Elementary School
Middletown
Fairview
Harmony
Lincroft
Nuts swamp
Ocean Avenue
Middletown High School South
Millstone
Millstone Elementary School
Millstone Primary School
Ocean
Ocean Township Elementary
Tinton Falls
Swimming River
Union Beach
Memorial Elementary School
Wall Township
Allenwood
West Long Branch
Betty McElmon

Ranked Low
Asbury Park
Thurgood Marshall Elementary School
Hazlet
Raritan Valley School
Henry Hudson Regional
Henry Hudson High School
Keansburg
Port Monmouth Road Elementary School
Long Branch
Audrey W. Clark Elementary School
Manalapan-Englishtown
Manalapan-Englishtown Middle School

Ranked Below Average
Asbury Park
Asbury Park High School
Atlantic Highlands
Atlantic Highlands Elementary School
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