

LONG RANGE PLAN

**CUMBERLAND COUNTY
CULTURAL AND HERITAGE COMMISSION**

ADOPTED

MARCH 1995



CUMBERLAND COUNTY
Cultural & Heritage Commission

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MISSION STATEMENT

The Cumberland County Cultural and Heritage Commission is responsible for the development of County programs to promote public interest in local and county history, in the arts, and in the cultural values, goals and traditions of the community. It serves as an Advisory Board on arts/heritage to the Board of Chosen Freeholders, aids them in seeking available State and Federal funds to develop and support historical, arts and cultural programs, and works to foster interest of the community members in volunteering for arts/heritage projects.

INTRODUCTION

For more than a year, it has been clear that the Cumberland County Cultural and Heritage Commission needed a new Long Range Plan. Many of the goals of the old plan had been met, although in less than organized effort; and the Commission was in the position of marching in place, without a next step or the plans to achieve it. As part of its commitment to the New Jersey State Council on the Arts, the Commission agreed to undertake a new Long Range Plan to provide goals and positive direction for the next five years. Part of the plan was to develop a continuing program to refresh and redirect the Commission over time, and to provide a framework against which to judge our growth and our achievements for the people of Cumberland County.

The Cumberland County Cultural and Heritage Commission was established on November 13, 1969, by the Cumberland County Board of Chosen Freeholders Resolution #(1969)-176, Establishing a Cultural Commission and Appointing Members Thereof. This resolution was in response to a state law mandating the formation of an agency in each county to attend to the arts and heritage of the area.

Commission members are appointed by the Board of Freeholders for a term of 5 years. Commissioners may be reappointed for additional 5 year terms. The commission currently meets once a month (excluding July and August, except for special circumstances) on the first Tuesday. Meetings are held at the County Administration Building at 3:30 p.m. As an advisory body to the Freeholders, our activities, procedures and expenditures are overseen by a Freeholder Liaison and the County. The consulting firm that reviews the County finances also reviews the Commission.

Much of the past 12 months has been spent putting our house in order. A series of Coordinators and some changes on the Commission have led to a strong and more stable organization, but

the transition created some difficulties in the areas of internal organization, continuity, and direction. Although we are funded only \$12,000 for a part-time Coordinator for a job that should more properly be full-time, we have made great strides in getting back on track. In the past year, we have begun to redirect our efforts to benefit more of the community and to increase our effectiveness in bringing arts to a more diverse audience.

We participated in a Revitalization Workshop designed to help us focus on the goals of the organization, and understand what we can and cannot accomplish. In conjunction with the data gathered there, our three new members began working on the Long Range Plan in an effort to create a framework for us to use to move into the next century. We conducted a successful Town Meeting to determine what the needs of the community are with regard to arts programming; the results of that meeting and the Revitalization helped form the basis of our planning.

Cumberland County has an opportunity to significantly improve its stature and perhaps even its economy through development of arts programming. It is a fact worth noting that the County already has an active arts community that seems disproportionate to its economy and demographics. We have a diverse group of organizations and individuals that belie the economic realities; among the more economically depressed counties in the state, we nonetheless have a regional dance company, a symphony orchestra, a community theater group, a performing choral group, a new performing arts center at the Cumberland County Community College, and a strong visual arts community. We also have a number of minority groups that include art as an integral part of their cultural heritage, including Native Americans, Hispanics, Asian Americans and African Americans. In addition, there are a number of government and social agencies that sponsor arts programming as part of their community activities.

Over the past several years, the prime responsibility of the Cumberland County Cultural and Heritage Commission to the arts community has been to organize and administer the New Jersey State Council on the Arts Block Grant. Although this is an important job, and an important source of funding for the arts in the County, there are other equally important ways we can promote art outreach and development that have been passed over because we lacked the personnel and funding to undertake new projects, and because we lacked a plan to create conditions that would allow us to achieve our mission.

This plan will help us define our work in the community and lead the way for arts and heritage organizations in founding and developing programs of their own to enrich the community. It will further help us integrate our commitment to arts and cultural heritage in the community, and regain focus on our original mission.

Cumberland County Profile

Location

Cumberland County, located in the southern part of New Jersey midway between Philadelphia and Atlantic City, is a sparsely populated rural county anchored by three urbanized municipalities - Bridgeton, Millville, and Vineland. Land area totals 490 square miles. Population density is 282 persons per square mile (1).

Population

The total population of the County is 138,053, an increase of 3.9% over the 1980 figures. The three principal municipalities are home to 72% of the population. Bridgeton has 18,942 persons; Millville has 25,992 persons; and Vineland has 54,780 persons. The rest reside in the County's smaller municipalities and townships. The County's racial population, percentage-wise, is similar to that of New Jersey as a whole. The majority of the population is white (73.5%), followed by African Americans (16.9%); and Asian Americans, Native Americans, and others (9.6%). 13% of the total population is of Hispanic origin (1). The completion of Route 55 has had a positive impact on the County, and population growth projections for the remainder of the decade show the possibility of continued positive growth.

Age

In terms of age, 7.1% of the Cumberland County population falls in the under 5 years-old category; 18.7% in the 5-17 years-old category; 60.4% in the 18-64 years-old category; and 13.8% in the 65 years and older category (1).

Education

The educational level reached by Cumberland County residents is below the New Jersey average. Of high school graduates 25 years and older, the County has 63.4% compared to 76.6% statewide (1). Cumberland ranks last among the counties in college graduates at 10.8% compared to the state average 24.9% (2).

Income

Cumberland is one of the poorest counties in the state. Per capita income is \$12,562 contrasted to \$18,870 statewide (2). It has the highest unemployment rate in New Jersey at 12.9% (3). The number of County residents at or below the poverty line is 13.5% of the total county population versus 6% at the state level (1).

Economy

Largely rural in nature, Cumberland County relies on agriculture and light industry as an economic base. Many family farms are scattered throughout the area, and the Vineland Produce Auction is the largest cooperative auction on the East Coast. The economy is also tied to other natural resources found in Cumberland. Sand and agricultural commodities have given rise to glass manufactures, textile industries, and food processing plants. The county's location on the Delaware Bay promotes the maritime industries of fishing, crabbing, boating, and tourism. Professional, educational, retail, and service sectors also fuel the Cumberland County economy.

- (1) 1990 Census
- (2) 1993 New Jersey Legislative District Data Book
- (3) 1994 County and City Extra Annual Metro, City and County Data Book

CUMBERLAND COUNTY HISTORY

Cumberland County has a rich and diverse economic, social, and cultural history. In the late 1600's, Scandinavians arrived in the area to find a successful Native American community -- the Lenni Lenape. Other European settlers, including Germans, Dutch, English, Scotch, and Irish followed; and by the early 1800's, subsistence farming and fishing were complemented by the development of small industries such as iron works, glassmaking, shipbuilding, river commerce, and commercial stagecoach transportation.

Beginning in the mid-1800's, Bridgeton, Millville, and Vineland grew expansively. Bridgeton thrived on its iron works and the businesses generated by its designation as County Seat. Millville flourished with its many glass plants and mills. Vineland was founded as a planned community in 1861 and grew quickly with the development of agriculture, food processing, glass and textile industries.

During the late 1800's and early 1900's, more immigrants continued to arrive. Italians flocked to Vineland bringing with them new skills and time-honored traditions. Jewish refugees, fleeing religious persecution in Europe, began arriving and contributed to the growth of the poultry industry and other businesses. During World War II Americans of Japanese ancestry were relocated by the federal government from the West Coast and settled in communities such as Seabrook. After World War II African Americans from the southern states and people from the Appalachian states moved to the area. Within the past 30 years people from Puerto Rico and others of Hispanic origin arrived in Cumberland County primarily as field workers on farms. Ukrainians, Estonians, Poles, Lithuanians, and Russians also migrated here seeking a better life.

Like many areas of the northeastern United States, Cumberland County has been the proverbial melting pot for people of different nationalities and races. The many threads of their different ethnic, educational, economic, historical, and religious backgrounds in the county have contributed to a rich and diverse cultural fabric.

The Cultural Climate in Cumberland County

Cumberland County is an active participant in cultural and arts programming in Southern New Jersey. Highlighting the County's contribution is the Wheaton Cultural Alliance, a center dedicated to glass, other crafts, folklife and art. Designated as a "Distinguished Arts Organization" and given "Major Impact Status" by the New Jersey State Council on the Arts, this organization is part of the foundation of arts programming in Cumberland County. The Museum of American Glass and the Creative Glass Center of America at Wheaton Village provide a comprehensive overview of American craft, illustrated through glass. Additionally, the establishment of the Down Jersey Folklife Center, also at Wheaton Village, will offer a home base to the diverse folklife and art in the County.

The recent opening of the Frank Guaracini Fine and Performing Arts Center at Cumberland County College is expected to enrich the county with high quality musical and theatrical presentations. The Bridgeton Symphony and Cumberland Players, a community theater group are also mainstays in the area of performing arts.

The Cumberland County Cultural and Heritage Commission has awarded block grants to other organizations which make valuable contributions. Among these are: The Vineland Regional Dance Company, Down Jersey Folk Music (presented by the City of Millville) and The Bridgeton Folk Festival (presented by the City of Bridgeton). Arts programs presented by other community groups such as the Martin Luther King Academy, The Sicilian American Club, Casa P.R.A.C. and Head Start and Test City (both part of the Tri-County Community Action Agency) have also been funded by the Commission.

Cumberland County is fortunate to be represented by the South Jersey Cultural Alliance, a consortium of cultural institutions. Originally formed as an advocacy group, this organization has grown to be a respected resource and model for other state arts agencies and organizations. As an Associate Member, the Cumberland County Cultural and Heritage Commission will continue to benefit from this dynamic collaborative group.

Heritage related programs reflect a deeply rooted sense of the past among the citizens of Cumberland County. Bridgeton, New Jersey is one of the largest federally designated historic districts in America. The county has 2000 structures designated as historic. Included is the East Point Lighthouse, one of the few small lighthouses still standing on the East Coast today.

The Cultural Climate in Cumberland County (Con't)

The Cumberland County Historical Society has been promoting knowledge concerning the history of Cumberland County since 1908. In addition to a series of public events, the Society operates the Gibbon House Museum, The Warren Lummis Library, The John Dubois Maritime Museum and a Swedish Granary. Six other historical societies within Cumberland County actively preserve the county's historical resources.

Cumberland County recognizes that the protection of environmental resources goes hand in hand with historic preservation. Citizens United, an environmental advocacy group, has been very active in the preservation of land and waterways within the county. Recently the Maurice River and its Tributaries were designated as "Wild and Scenic" by the federal government.

The New Jersey Coastal and Heritage Trail is being developed cooperatively by the National Park Service, the State of N.J. and other organizations working to preserve the State's natural and cultural heritage. Highlighting the Trail in Cumberland County is the Delaware Bay Schooner Project. In addition to the restoration of the A.J. Meerwald/Clyde A. Phillips, an oyster schooner built in 1928, the group plans to produce educational programs which emphasize the maritime heritage of the County.

Overall, the County is rich and diverse in artistic and historical heritage. The Cumberland County Cultural and Heritage Commission is dedicated to and welcomes the opportunity to support programs that promote public interest in this heritage.

Goal I **Public Relations**

Improve the image of the CCC&HC by enhancing the reputation of the Commission as a vital cultural resource for artists, arts organizations, historical associations, multi-cultural groups, educators and all other residents of Cumberland County.
Objectives

1. Increase overall communication

- 1.1.2. Seek out partners to establish a county arts events telephone "hot line".
 - *Existing resources within the Cumberland County Information Office
 - *Cumberland Co. College Fine and Performing Art Center
 - *Wheaton Village (1996)
- 1.1.3. Increase Public Relations (1995-1999)
 - *Press Kits (1997)
 - *Issue Press releases (1995-1999)
- 1.1.4. Hold an annual town meeting to receive input from the community. (1995-1999)
- 1.1.5. Provide an assistance workshop to grantees on communicating with the media. (1997)
- 1.1.6. Maintain a comprehensive mailing list (and share this list with organizations supported by the Commission) (1995-1999)

2. Establish supportive communications with artists of the County

- 1.2.1. Develop and maintain a complete mailing list of artists. (1996-99)
- 1.2.2. Network via newsletter, opportunities for artists. (1995-1999)
- 1.2.3. Establish a resource file of all artists in the county. (1997)

3. Express the Commission's awareness and gratitude to those individuals who demonstrate outstanding contributions to the arts and heritage in Cumberland County.

- 1.3.1. Recognize individuals in the newsletter and other media on a regular basis. (1995-1999)
- 1.3.2. Honor one or more individuals or organizations per year with an award presentation at an annual dinner. (1995-1999)

Goal II **Programs**

Improve arts and heritage related programs both quantitatively and qualitatively.

2.1 Encourage high standards of artistic quality

- 2.1.1. Establish a schedule of on-site visits by Commission members and grants review panel. (1995-1999)
- 2.1.2. Establish guidelines to be used by the Commission and grantees to evaluate programs. (1997)
- 2.1.3. Increase assistance in program development and assessment to grantees via workshops. (1995-1999)

2.2 Increase support for heritage related programs in Cumberland County

- 2.2.1. Solicit consultation from the County Planning Department on methods of surveying historical sites in Cumberland County. (1997)
- 2.2.2. Investigate funding resources for survey and restoration projects. (1997)
 - *N.J. Historical Trust
 - *Transportation Enhancement Program
 - *N.J. Historical Commission

2.3 Seek development of programs for underserved groups such as the physically and mentally challenged, senior citizens, rural citizens and multi-cultural constituents.

- 2.3.1. Identify underserved groups. (1997)
- 2.3.2. Communicate their needs to arts/heritage organizations in the county. (1998)
- 2.3.3. Encourage grantees to develop and present programs for these groups. (1998)

2.4 Develop programs to be produced by the Commission itself to serve as models for high quality arts and heritage programming.

- 2.4.1. Sponsor one program annually. (1995-1999)

Goal III Funding

Increase the diversity of funding sources to enable the CCC&HC to financially assist established and emerging arts/heritage organizations.

3.1 Continue to seek NJSCA funding.

- 3.1.1. Submit annual block grant applications. (1995-1999)
- 3.1.2. Have the CCC&HC coordinator continue attending workshops on grant writing and funding. (1995-1999)
- 3.1.3. Improve the quality of CCC&HC grant submissions and support documentation. (1995-1999)

3.2 Seek additional county funding.

- 3.2.1. Increase funding in order to expand the Coordinator's position from part-time to full-time. (1999)
- 3.2.2. Compare the CCC&HC funding allocation with the total county budget. (1996)
- 3.2.3. Communicate to the county freeholders the numbers and cultural diversity of the county population serviced by CCC&HC sponsored programming. (1996)
- 3.2.4. Demonstrate to the county freeholders how funding is good business. (1996)

3.3 Seek corporate funding.

- 3.3.1. Develop an information packet describing the CCC&HC, its activities, and the benefits to businesses, their employees, and the community at large. (1998)
- 3.3.2. Contact local and regional businesses. (1997-1999)
- 3.3.3. Approach the local chambers of commerce for sources of funding and/or in-kind services. (1998)

3.4 Seek funding from private and other non-profit sources.

3.4.1. Identify private foundations and other potential supporters under whose criteria the CCC&HC might fall. (1998)

3.4.2. Notify the local arts/heritage groups about additional sources of support via the CCC&HC newsletter. (1995-1999)

3.5 Hold one fund raising event once per year. (1997-1999)

Goal IV Cultural Diversity

Promote culturally diverse arts and heritage programs and audiences in Cumberland County.

4.1 Increase communication with multi-cultural constituencies, including those in outlying areas.

- 4.1.1. Identify special constituencies and multi-cultural organizations who could benefit from the Commission's services. (1996)
- 4.1.2. Establish outreach programs to connect with under served audiences. (1997)
- 4.1.3. Survey the needs of culturally diverse presenters and audiences. (1997)
- 4.1.4. Share information with multi-cultural arts presenters with the intent of encouraging them to connect with each other. (1998)

4.2 Support the development of new programs which are reflective of the rich cultural diversity in the community.

- 4.2.1. Solicit and encourage previously non-funded groups to apply for grants. (1995-1999)
- 4.2.2. Offer workshops in program development and grant writing to multi-cultural groups. (1997-1999)
- 4.2.3. Seek resources through the other organizations (i.e. The Down Jersey Folklife Center). (1995-1999)

Goal V Education

Advocate and support programs which address arts/heritage education.

5.1 Establish a board policy on education.

5.2 Advocate the value of arts and heritage in education to grantees and encourage the development of their programs to include educational elements.

5.2.1. Promote state and national education goals, which advocate arts education. Goals: 2000 Educate America Act and the Literacy in the Arts Task Force. (1995-1999)

5.3 Encourage more children's and youth programs.

5.3.1. Revitalize the Cumberland County Teen Arts Festival. (1995-1999)

5.3.2. Encourage existing funded organizations to develop children's and youth programs. (1995-1999)

5.3.3. Publish an educator's supplement once a year in the newsletter to network information on cultural resources, programs and events of special interest to children and youth. (1996-1999)

5.4 Serve as a resource to arts educators for funding sources for arts education programs.

5.4.1. Network information about services and funding available through the N.J. State Council on the Arts. (1996-1999)

Goal VI Accessibility

Promote accessibility of arts and heritage programming to all residents of Cumberland County.

6.1 Adopt a Commission approved plan for compliance with the Americans with Disabilities Act. (1997)

6.2 Seek adherence by funded groups to the Americans with Disabilities Act.

6.2.1. Provide information to grantees on ADA requirements and compliance assistance workshops and require reports of compliance plans from them by 1997. (1995)

6.2.2. Obtain information and input from physically and mentally challenged citizens in the county; are information with grantees. (1998)

6.3 Encourage special program services for challenged individuals and groups.

6.3.1. Establish a resource file of signers, braille transcribers, interpreters etc. (1998)

6.4 Encourage presenters funded by the Commission to offer programs to the economically depressed. (1996)

Goal VII **Administrative**

Assure the continued growth of the Commission through sound administrative policy.

7.1 Maintain a Commission board whose members are committed to the mission of the Commission and actively participate in its function.

- 7.1.1. Review the composition of the Board as terms expire, giving attention to the issues of cultural diversity, artistic and professional expertise, personal commitment, and potential for advancing the mission of the Commission. (1995-1999)
- 7.1.2. Update the handbook for new board members which outlines the role and responsibility of the Commission and its committees. (1996)
- 7.1.3. Update the by-laws and constitution. (1996)

7.2 Maintain a Grants Review Panel made up of a diverse cross section of individuals as a peer panel reflective of the arts and heritage constituency in Cumberland County. (1995-1999)

- 7.2.1. Establish terms of service and nominating procedure. (1995-1999)

7.3 Develop Staff

- 7.3.1. Hire a coordinator's assistant. (1997)
- 7.3.2. Develop coordinator position as full-time. (1999)
- 7.3.3. Conduct annual staff performance reviews. (1996-1999)

7.4 Assure that the Commission operates in a fiscally responsible manner in daily operation.

- 7.4.1. Provide monthly reports to Freeholder Liaison and the Board. (1995-1999)

Planning Process

May 18, 1994 CCCHC members Revitalization Workshop lead by facilitator Eduardo Garcia at the Brian Parent Center in Millville.
9:00 - 4:00

June 2, 1994 Long Range Planning Committee Meeting
4:00 - 5:30

July 12, 1994 Long Range Planning Committee Meeting
3:30 - 5:30

August 10, 1994 Long Range Planning Committee Meeting
9:30 - 11:30

September 14, 1994 Long Range Planning Committee Meeting
3:45 - 5:30

October 3, 1994 Long Range Planning Committee Meeting
Mailing list ready
3:45 - 5:30

October 4, 1994 CCCHC members telephone representatives of various communities and constituencies to encourage them to attend public "Towns Meeting". Cover letters and questionnaires are mailed to area arts/heritage groups and others. Notices of upcoming "Towns Meeting" are mailed to area newspapers and radio stations.

October 26, 1994 CCCHC Towns Meeting is held at the Brian Parent Center in Millville lead by facilitator Eduardo Garcia. Over 50 members of the public and area arts and heritage groups attend. Very positive and enthusiastic press coverage.
7:30 - 9:00

November 16, 1994 Long Range Planning Committee Meeting
3:45 - 5:30

November 30, 1994 Long Range Planning Committee Meeting
Long Range Plan outline prepared
3:45 - 5:30

January 13, 1995 Long Range Planning Committee Meeting
12:00 - 2:00

January 23, 1995 Long Range Planning Committee Meeting
3:45 - 5:30

February 7, 1995 CCCHC approves preliminary draft of Long Range
Plan with minor revisions

February 15, 1995 Long Range Planning Committee Meeting
4:00 - 6:00

February 25, 1995 Long Range Planning Committee Meeting
10:30 - 12:30

March 7, 1995 CCCHC approves final draft of Long Range Plan



CUMBERLAND COUNTY
Cultural & Heritage Commission

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May 15, 1994
Revitalization Workshop for the Commission
with Eduardo Garcia

AGENDA

- 9:00 - 9:15 Welcome / Intro / Review Agenda
- 9:15 - 10:15 Excitements and Concerns (Strengths & Weaknesses)
- 10:15 - 10:30 Break
- 10:30 - 11:00 Patterns / Key Issues
- 11:00 - 11:45 Brainstorm Alternatives
- 11:45 - 12:00 Opportunities and Threats to Success
- 12:00 - 1:00 Lunch / Mission Statement Review
- 1:00 - 1:30 Filters / Criteria to Review Alternatives
- 1:30 - 2:45 Framework for a "Plan of Action"
- 2:45 - 3:00 Break
- 3:00 - 3:30 Accept Tasks to Execute "Plan"
- 3:30 - 3:45 Next Steps
- 3:45 - 4:15 Review and Process Day
- 4:15 Adjourn

Strengths

Good outreach through teen arts program

Better quality programming (classical music, etc.)

Ethnic diversity present in Cumberland County

Funding variety of programs (especially to schools)

More active participation by commissioners

Increasing funding and activities

Chair is experienced in arts

Previous strength as presenters of arts to community

Improvement of the arts

Getting more info

Good audience response to arts presentations

Good diversity in programming

Good support of arts in Cumberland County

Newsletter improved communication

Teen Arts is a strength

Suggestions are acted upon -- follow through

County College will have great facility

Potential for funds for administration

Enthusiasm

Weaknesses

Needs to go toward heritage area

Needs to pay attention to our maritime heritage

Hide light under a bushel

Need to do more outreach (large county) in outlying areas and to seniors

Need to improve connection between artists and community (audience)

concern about how crafts are represented and programmed

Need to better educate the community about the arts

Need to share information -- poor communication within commission

Block grant process needs to be clearer

Poor communication between commission and public (better PR = better support)

Need to have more newsletters

Commission needs to do own programming

State Council only source of arts funding (need others)

Need to search out other sources of funding

Not supporting own programming

Suggestions not followed

More childrens' theater

Strengths

"East Point Paint - In" with concert -- connecting culture and heritage

Coordinator has many ideas

Cultural diversity

Excited coordinator

Wonderful arts events here in county

Good people / attitudes on commission

New, enthusiastic members

Desire for active role in programming

Weaknesses

Work didn't get done

Families sometimes needed to leave Cumberland County for arts

Need better connectives to other county agencies

Need full-time director

Missing meeting -- missing networking

Need more attendance at info meeting = more \$\$\$

Need to include folk artist to commission

Not using/tapping resources wisely

Coordinator can't do all the work

Need to connect with arts organizations who could benefit from grants

Hispanic community not connected to arts

Poor communication between public and commission

Not enough to do for young people

How can commission serve youth directly?

Role as commissioner not clear

Arts community needs to be nurtured

Lack of coordinated schedules (need calendar)

Strengths

Weaknesses

Need extensive summaries of
block grant program

Need to improve PR -- higher
profile

Improve networking of
commissioners

No monitoring of grantees

Has had passed through or
passive role as opposed to
pro-active

Lack of strong freeholder role
in commission

Strengths and Weaknesses

1. Poor communication -- internal
2. (6) Commission sponsored programs
3. (10) More people to assume responsibilities
4. (6) Clarification of roles and responsibilities of commissioners
5. (10) Public relations (hide your light)
6. (1) Monitoring of Grantees
8. (6) Focus on children / family programs
9. Improve local programming (Block grant recipients)
10. (5) Outreach to ethnic groups / communities
11. (8) Increase funding options
12. Outreach under and non-represented art / heritage groups
13. Outreach to under-served audiences (ex. Seniors)
14. Move toward full-time coordinator and staff
15. Revisit mission

1. More people to assume responsibilities

- Create a support group
- Create sub-committee structure
- Add members to commission
- More informal gatherings
- Include directors of organizations to parties
- Pick straws to attend events
- Get Commission members to write grants
- Get Commission members to indicate skills, interests
- Need a mailing list
- Need to clarify responsibilities
- Communicate and delegate
- Rewards for service
- Draw in people "looking for things to do" -(youth, singles, etc.)
- Recognition for service (picture in paper)

2. Public Relations

- Press releases
- Invite press to receptions
- Public service announcements
- Annual calendar of events
- Newsletters, posters
- Jim Albertson show
- Inserts in programs
- Pass along free tickets and get feedback
- Annual art recognition awards
- Identifiable button
- Historian, keep scrapbook
- Hire marketing professional
- Getting PR professional on commission
- Documentation of events
- More photos
- Target art-interested groups (teachers)
- Develop and nurture press relationships
- Develop profile of each organization
- Find formal tie-ins to non-artists
- Arts-trail, similar to coastal heritage trail
- Develop activities to support trails
- Tie in with tourist promotion
- Produce arts guide for county

Opportunities

1. State support of the arts
2. Commission is committed
3. Good rapport with freeholders
4. Community is already supportive

Threats

1. Economy
2. National political climate is not arts-sensitive or supportive
3. Time is limited to volunteers
4. Past perception of commission is lingering

Mission

Development of County programs to promote public interest in local and county history in the Arts, and in the Cultural Values, Goals and Traditions of the Community.

Filters

Available personnel

Time to complete the task

Consensus of the group that it is a priority and that it will get done

Monitoring process

Any project that gets done must have a project coordinator

Clear definition of roles and responsibilities

Set a clear deadline

Not all staff responsibility

Why do the project?

What need or problem is it solving?

Review alternatives and back up

Just because I come up with idea doesn't mean I have to do it.

1. Revisit Mission (Sept. and Long Range Plan)
2. Organizational Structure -- Director's Role and Responsibility
3. Handle on Funding (Immediate)
4. Improve CCCHC image in the community (Dec)
5. Experience of East Point to build on sponsoring future programs (Oct)
6. Commission orientations (Feb)

Task Forces/Ad Hoc Committee

Inventory of Talent

Clarify the inclusion of non-commission members on Task Force

Include non-commissioners as members of Task Force

Only commission members chair Task Forces

Ten hours week support from staff (Trish)

Direction from the commission as a whole on their responsibility of Task Force

Task Forces

Long Range Plan: Suzanne, Annette, Susan

Organizational Structure: Barbara J.

Funding: Annette, Pat G.

Image (PR): Pat G., Jo, Susan

Program: Pat G., Joe P.

Roles & Responsibilities (Orientations): Jo. W, Joe P.

Image Task Force

Review PR sheet (work w/ Program Task Force w/ Publicity Plans
Clarify kind of image we want
What is Image now? Questionnaire
Work with Media
Create Press Kit

Program Task Force

Creative Ideas
Fill Existing Programmatic Gap
Help (advise) other groups fill gap
Get from community sense of what they want
Survey attendees
Work with Image Task Force w/ publicity plan
Assess existing plans / programs -- and include in calendars

Roles and Responsibilities

Written List
Welcome Letter
Orientation Letter
Member Guidelines
Review Comments from Retreat
Get sense of commission history

Funding

Explore other sources of funding
Attend meeting to learn about funding
Dream List
List of the corporate community
Not only \$ -- other resources



CUMBERLAND COUNTY
Cultural & Heritage Commission

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OCTOBER 26, 1994
TOWNS MEETING
ON THE ARTS AND HERITAGE

STRENGTHS IN OUR COUNTY

WHEATON VILLAGE
DIVERSITY OF COMMUNITY
COUNTY HISTORICAL SOCIETY
FOLK ARTISTS & TRADITIONS
DEDICATION OF MAURICE RIVER
NATURAL ENVIRONMENT
PRIDE IN HISTORY
MARITIME HISTORY
POTENTIAL FOR CULTURAL
DEVELOPMENT
ART EVENTS LOW COST/ACCESSIBLE
SAFE
LIBRARIES WITH GOOD PROGRAMS
VARIETY OF PROGRAMS
SMALLER COMMUNITY ALLOWS FOR
CO-OPERATION
BIRD WATCHING/ATLANTIC
EXPRESSWAY
RICH HISTORY

STRENGTHS IN OUR COUNTY CON'T

TALENTED RESIDENTS
FESTIVALS: VARIETY
WHEATON VILLAGE CRAFTS
PROGRAMS/KIDS PROGRAMS
CHILDREN'S PROGRAMS IN
LIBRARIES
LITTLE THEATER/NEW CHILDREN'S
PROGRAMS
MUSEUM OF AMERICAN
GLASS/WHEATON VILLAGE (MILLIE
THE MOUSE)
DANCE COMPANY/NUTCRACKER
SATURDAY SCHOOL ENRICHMENT
PROGRAM
CUMBERLAND COUNTY COLLEGE
LIBRARY COMPUTERIZATION
HISTORIC HOMES/ARCHITECTURE
PRIVATELY SPONSORED ART
CONTEST (BRIDGETON)
FAMILY ROOTS/TRADITIONS

STRENGTHS IN COUNTY CON'T

MULTICULTURAL COMMUNITIES
SYMPHONIES: BRIDGETON
PAT WITT - BARN STUDIOS OF ART
COMMUNITY CHORUS
ART GOES TO SCHOOL
QUALITY HAS GROWN

WEAKNESSES IN OUR COUNTY

LOSS OF TEEN ARTS
ENCOURAGE PARTICIPATION IN
TEEN ARTS FESTIVAL (FROM
THEATER DEPARTMENTS)
WE ARE NOT ADDRESSING
RELIGIOUS CULTURAL ACTIVITY
NEED MORE PROMOTION ABOUT
EVENTS
GENERAL LACK OF COMMUNICATION
LACK OF NETWORKING AMONG
GROUPS
NEED TO IMPROVE IMAGE OF
CUMBERLAND COUNTY (S. JERSEY)
THREE COMMUNITIES NOT
INTERACTING AND COOPERATING
(IN SCHEDULES ETC.)
LACK OF "BLOCK BUSTER
ATTRACTIONS"
WEAK/LACK OF SERVICE
ORGANIZATIONS FOR
ARTISTS/PROFESSIONALS
LESS FUNDING FOR SOUTH JERSEY
SHORTAGE OF LEADERSHIP IN
FIELD > SMALL AUDIENCES

WEAKNESSES OUR COUNTY CON'T

ADVOCATES/FIGHTERS NEEDED
LACK OF PUBLIC TRANSPORTATION
PROMISE FROM STATE AGENCY
WHICH DOES NOT HAPPEN
LACK OF TRADITION OF SUPPORT
OF INDIVIDUAL AND PUBLIC
DONORS
WE DON'T "TOOT OUR OWN HORN"
ARTISTS NOT CONNECTED AMONG
THEMSELVES TO ADVOCATE THE
ARTS
SMALLER COMMUNITIES HAVE TO
MAKE MORE OF AN EFFORT TO BE
CONNECTED
PROVINCIALISM

OPPORTUNITIES IN THE COUNTY

COASTAL HERITAGE TRAIL
(TOURISM LINKS)
FOLK LIFE/ETHNIC PROGRAMS INC.
FESTIVALS, FOLK LIFE/ART
CENTER
PUBLICATIONS: HISTORY & ARTS
IN COUNTY
SAVE MOVIE THEATERS
STAFF BRIDGETON TOUR
CENTER (WEEKENDS)
POST CARDS
PROMOTION OF EXISTING ARTISTS,
ORGANIZATION AND OTHER ASSETS
CALENDAR/HOTLINE OF EVENTS

OPPORTUNITIES IN THE COUNTY
CON'T

WORK WITH MEDIA TO DEVELOP
CRITICAL REVIEWS OF EVENTS

CUMBERLAND COUNTY COLLEGE FINE
ARTS CENTERS: TEEN ARTS VENUE,
GALLERY FOR VISUAL ARTS, WELL
KNOW ARTISTS, MASTER CLASSES

PRESERVATION OF HISTORIC
BUILDING (PLANNING, CAPITAL
DEVELOPMENT)

ADDITIONAL PERFORMING ARTS
FACILITIES

BALANCE INTEREST IN ARTS VS
HISTORY

NEWSLETTERS: INFO FOR ARTISTS
& COMMUNITY CORPORATE
NEWSLETTER

CLEARING HOUSE FOR RESOURCE
DIRECTORY

COMMUNITY ART SHOWS FOR
ELEMENTARY LEVEL

WORKSHOPS FOR ADULTS (WHEATON
VILLAGE)

CONCERTS

CHURCH PROGRAMS - OUTREACH

PROMOTION OF COUNTY

OBSTACLES IN COUNTY

TRANSPORTATION

MUNICIPAL RIVALRY

COMPETITION/PROXIMITY TO
PHILADELPHIA

LACK OF FULL TIME STAFF FOR
COMMISSION

OBSTACLES IN COUNTY CON'T

LACK OF FUNDING

CULTURE = ELITISM

SCHOOLS DON'T PROMOTE THE ARTS

SPORTS/HUNTING ORIENTATION
ORGANIZATIONS NOT IN TOUCH
WITH THE AUDIENCE AND THEIR
CULTURAL NEEDS

HOW THEY FIND OUT ABOUT EVENTS
IN THE COUNTY

LIBRARY

CUMBERLAND SALEM GUIDE

DAILY JOURNAL

MILLVILLE NEWS

TOURIST INFORMATION CENTER

DIRECT MAIL

POSTERS/FLYERS

RADIO STATIONS

IF I WERE ON THE COMMISSION

CREATE VISION
INVOLVEMENT WITH ETHNIC
COMMUNITIES

ADDRESS ARCHITECTURE (NO STRIP
MALLS)

COMMUNICATION INCREASE

SINGLE SOURCE OF INFORMATION

HIRE FUND RAISERS

SPECIAL TRANSPORTATION

COMMUNICATION

IF I WERE ON THE COMMISSION
CON'T

CENTRAL COMMUNICATION

ELEMENTARY EDUCATION
INVOLVEMENT

CREATE ARTS ALLIANCE OF
ORGANIZATION

DEVELOPMENT OF OPERA HOUSE

REINSTATE COMMISSION
NEWSLETTER

ASSIST GROUPS IN FINDING FUNDS

CREATE SUMMER ARTS PROGRAM FOR
CHILDREN

MONTHLY CALENDAR

UTILIZE FPA

CROSS CULTURAL ACTIVITIES

FUNDING FOR PROGRAMS FOR
RETIREMENT COMMUNITIES

PUBLICITY

PUBLICITY EQUAL TO SPORTS

CENTRAL PLACE FOR ARTIST TO
WORK TOGETHER (SALONS)

FUNDING FOR PROGRAMS OF
ELEMENTARY SCHOOL PROGRAMS IN
OUTLYING AREAS

FOCUS ON CHILDREN, ETHNIC
COMMUNITIES/DISADVANTAGE

HIRE TRISHA DUFFORD

BRIDGE PERFORMING ARTS AND
HERITAGE

SUMMER PROGRAMS FOR CHILDREN

COMMUNICATION AMONG TOWNS,
ARTISTS

IF I WERE ON THE COMMISSION
CON'T

ELEMENTARY SCHOOL PROGRAMS

TEEN ARTS

SAVE HISTORIC BUILDINGS

RESTORE TRANSPORTATION

EMPHASIZE CIVIL WAR

CELEBRATE WHAT WE HAVE

ESTABLISH CLEARING HOUSE FOR
GRANT INFORMATION

PRESERVE ARCHITECTURE USED TO
INTERPRET CULTURAL HISTORY

FOCUS ON BEAUTY OF OLD
CHURCHES

COMMUNITY WORK WITH PRESS TO
PROMOTE LOCAL ARTS

COMMUNITY WORK TO SET UP
PROGRAMS FOR DISADVANTAGED
CHILDREN (UTILIZE OLD MOVIE
THEATERS)

FOCUS ON FULL TIME EMPLOYEE
FOR COMMISSION

WHO'S WHO IN CUMBERLAND COUNTY

THANK AUDIENCE

ECONOMIC IMPACT (ARTS) STUDY
IN CUMBERLAND COUNTY

The following document has been prepared as an amendment to the Long Range Plan.

It is the policy of the Cumberland County Cultural and Heritage Commission to seek every opportunity to be inclusive and to serve the entire population of the County. It is the intent of this policy to comply with the spirit and the letter of the law as set forth in the Americans with Disabilities Act.

Our plan for compliance falls into two categories: short-term/immediate action and long-term goals. Following is an outline of our goals and strategies for achieving them:

FACILITIES:

The Cumberland County Cultural and Heritage Commission is primarily an administrative body. The daily operations of the Commission are handled from the home of the Coordinator which will vary with periodic changes in staff. However, meeting sites for the Commission, grant review panelists, grantees and the public are held in public or private facilities with full access. Programs sponsored by the Commission will be held in locations that are accessible to persons with disabilities whenever possible without posing undue hardship. In addition, grantees are encouraged to comply fully with facilities requirements in all buildings they rent, own or borrow for programs supported by the Commission.

EMPLOYMENT:

The Cumberland County Cultural and Heritage Commission will, in all hiring situations for full-time, part-time, temporary or volunteer workers, indicate non-discriminatory hiring practices in advertising for such positions. Further, whenever possible and appropriate, persons with disabilities will be solicited for key positions in the organization.

TRAINING:

It is the intent of the Cumberland County Cultural and Heritage Commission to encourage regrantees and other local organizations to implement policies leading to full compliance with ADA. To that end, the Commission will sponsor workshops that provide:

- 1) information about the law and the consequences of non-compliance;
- 2) information about methods and materials for implementation;
- 3) information about facilities challenges and solutions;
- 4) sensitivity training; and
- 5) information on the creation and implementation of a long-range plan for compliance.

The Cumberland County Cultural and Heritage Commission will repeat the workshops on a periodic basis to involve new organizations and new members of old organizations, and to up-date the status of the law and interpretation as defined in the courts. It will also add a column to its newsletter to keep recipients up-to-date on new technology, methods for compliance and program possibilities.

The Coordinator will be responsible for the coordination and dissemination of information to the Commission members, regrantees, the Freeholders, and to whatever degree is practical, to members of the public interested in attending and participating in arts in Cumberland County.

The Cumberland County Cultural and Heritage Commission will also require, beginning with the 1996 - 1997 grant year, that all regrantees file a statement of compliance, or of intent to comply, with their application for funding.

(Note: The commission does not have the authority to enforce compliance, nor can it withhold funding based solely on ADA compliance, but requiring a statement will force the agencies to look at their current status and establish a plan for compliance.)

PROGRAMMATIC ACCESS:

It is the policy of the Cumberland County Cultural and Heritage Commission to insure access to all programs it sponsors, and to encourage all regrantees to do the same. Some specific areas that will be addressed over time are:

- 1) All sites selected for programs will have access for persons with disabilities to the extent that it is physically possible. This will include whatever accommodations can reasonably be made regarding transportation and parking.
- 2) All ads, press releases, flyers, brochures, and other communications will specify access, or the limits thereof if necessary. Every attempt will be made to be clear to persons planning to attend an event what access is available to avoid possible embarrassment and frustration for all.
- 3) All printed material including newsletters will be set in 14 point type or larger unless doing so will unreasonably increase the cost of circulation of the materials, or cause the material to be more difficult to read or understand.
- 4) The auditor/attendees for the Commission at grantee programs will be asked to monitor and comment on accessibility.

SUMMARY

The Cumberland County Cultural and Heritage Commission will to the extent of its ability and charter work to provide access to arts programming and related events to all interested persons in the County.