Cumberland County

Cultural Heritage

Commission

and the

Department of Culture & Heritage

a Division of the

Department of Planning and Economic Development

Long Range Plan

2002-2006

James Sauro, Freeholder Director
Jeffrey Trout, Freeholder Deputy Director
Penny Watson, CCCHC Chairperson

Funded in part by a grant from the New Jersey State Council of the Arts/Department of State.
**TABLE OF CONTENTS**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Planning Assistance</td>
<td>4</td>
</tr>
<tr>
<td>Methodology</td>
<td>4</td>
</tr>
<tr>
<td>Implementation</td>
<td>5</td>
</tr>
<tr>
<td>Profile of Cumberland County</td>
<td>6</td>
</tr>
<tr>
<td>Cultural and Heritage Commission</td>
<td></td>
</tr>
<tr>
<td>Current Status</td>
<td>8</td>
</tr>
<tr>
<td>Structure</td>
<td>9</td>
</tr>
<tr>
<td>Critical Issues</td>
<td>10</td>
</tr>
<tr>
<td>Mission and Goals Statements</td>
<td>15</td>
</tr>
<tr>
<td>Annual Review of the Plan</td>
<td>16</td>
</tr>
<tr>
<td>Goals and Objectives</td>
<td>17</td>
</tr>
<tr>
<td>Arts Organizations</td>
<td></td>
</tr>
<tr>
<td>Heritage Organizations</td>
<td></td>
</tr>
<tr>
<td>Individual Artists</td>
<td></td>
</tr>
<tr>
<td>Arts Education</td>
<td></td>
</tr>
<tr>
<td>Diversity &amp; Access</td>
<td></td>
</tr>
<tr>
<td>Commission Management &amp; Resources</td>
<td></td>
</tr>
<tr>
<td>Appendix</td>
<td>27</td>
</tr>
<tr>
<td>Survey</td>
<td></td>
</tr>
</tbody>
</table>
INTRODUCTION

The Cumberland County Cultural & Heritage Commission has developed a Long-Range Plan in an effort to define a positive approach to the development of cultural services for the county.

This planning project represents the commission's commitment to consider its arts and cultural assets in a comprehensive manner. In planning for the county's cultural development, the commission chooses to actively promote, protect and enhance the county's cultural assets and future potential.

LONG RANGE PLANNING DEFINED

Long Range or Long Range planning has long been utilized in the private sector to develop new directions for business development as well as by municipalities to create community master plans. The efficient and creative use of precious resources is at the center of all planning. The following definition for Long-Range planning comes from developing A Long-Range Plan: A Work Kit, publication of the Arts Extension Service:

Not only does it offer vision and goals for accomplishment but it outlines specific strategies and action steps to meet those goals. Long Range planning is a creative process of prioritizing and problem solving. Drawing upon assessment results, it examines problems and appraises creative solutions, which, in turn, become strategies. It estimates the resources needed -- people, time, and money -- to support the accomplishment of goals. Finally, it tests the reality of stated goals by assigning a time-line and resources to each plan point.
PLANNING ASSISTANCE & METHODOLOGY

Cumberland County Cultural & Heritage Commission was able fund the Long Range Planning process through a grant from the New Jersey State Council on the Arts/Department of State.

Working with staff and advisory commissioners, the consultant conducted an internal assessment of the commission to review current programs and services, operating policies, and opportunities for improvement. Surveys were sent to cultural organizations, artists and historians. Additionally, the consultants reviewed secondary source material for information about the county's demographic, economic, political, and historical characteristics of the county.

This document is an organizational plan and therefore describes directions for the advisory commission and division's activities with regard to the organizations it serves for the next three to five years. The planning process to create this plan was designed to identify the resources, needs, and interests of both the Cultural and Heritage Commission and county's cultural community.

With assistance from the consultant, the following activities were completed over a six-month period:

- A retreat with commissioners and staff at the beginning of the planning process to review the commission's mission statement and to consider long-range goals and objectives;

- A survey of cultural organizations about their operations, audiences, strengths and weaknesses, their evaluation of current commission services and programs and future potential;

- A survey of individual artists about their needs and interests, and their evaluation of current commission services and programs and future potential;

- A follow-up meeting with commission members and staff to discuss critical issues identified through the community needs assessment, to develop appropriate strategies, and to revise the final draft of the Long-Range Plan.
IMPLEMENTATION

A draft plan was presented to commission staff and members and to a small group of cultural and community leaders for review. The final report was completed September 2001.

The plan includes objectives that span a three-year period and make recommendations for specific services and projects. Many of the proposed strategies depend on a commitment to the development of certain resources, new collaborations, and operational allocations of the commission. As a result, some elements of the plan may shift and change in focus.

The Plan is only as good as its implementation. Staff will need the involvement and participation of the commissioners to ensure the successful implementation of the Plan as well as their suggestions and support in allocating scarce staff and financial resources in service of these goals. Commission members must also work with staff to provide leadership for continued assessment and advance planning annually.
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 299 persons per square mile.

POPULATION

The total population of the County is 146,438, an increase of 9.4% over the 1990 figures. The three principal municipalities are home to 72% of the population. Bridgeton has 277,771 persons; Millville has 26,847 persons; and Vineland has 56,271 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 (69.9%), followed by African Americans (20.2%); and Asian Americans, Native Americans, and others (13.9%). 19% 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, 6.2% of the Cumberland County population falls in the under 5 years-old category; 21.7% in the 5-19 years-old category; 59.1% in the 20-64 years-old category; and 13% in the 65 years and older category (1).
EDUCATION

The educational level reached by Cumberland County residents are below the New Jersey average. Of high school graduates 25 years and older, the County has 63.4% compared to 76.6% statewide (2). Cumberland ranks last among the counties in college graduates at 10.8% compared to the state average 24.9% (3).

INCOME

Cumberland is one of the poorest counties in the state. Per capita income is $12,562 contrasted to $18,870 statewide (3). It has the highest unemployment’ rate in New Jersey at 8.1% (State is 4.6%). The number of County residents at or below the poverty line is 15.8% of the total county population versus 9.3% 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 manufacture & 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.

Sources of Information:

1. 2000 Census
2. 1990 Census
3. 1993 New Jersey Legislative District Data Book
4. New Jersey Department of Labor, Poverty Estimates, 1997
CURRENT STATUS

The Cumberland County Cultural and Heritage Commission began its planning process in June 2001. After several months of surveys and meetings the plan is complete. The Cultural and Heritage Commission will be adopting the plan at its February 2002 meeting.

Some of the projects outlined in the six goals of the commission have been initiated. The Cumberland County Cultural and Heritage Commission will be launching its website in mid-February. This website will serve as a way to promote the activities of local arts organizations through the internet. In addition a directory of local artists and cultural organizations will be featured on the site. The address is www.ccculturalheritage.org

The Commission will continue with projects that are highly anticipated by the residents of Cumberland County. In 2002 the Commission will host the Teen Arts Festival in March and the Fall Concert in October. In addition the Commission will partner with the Cumberland County College for several events throughout the year. East Point Artists’ Day is already being organized for August 3.

As the year progresses the Cultural and Heritage Commission will continue to assess programs. This plan is a dynamic document that can be amended as the members see needed changes.
STRUCTURE

The Cumberland County Cultural and Heritage Commission was established, via enabling legislation 40:33A, on November 13, 1969, by the Cumberland County Board of Chosen Freeholders Resolution 1(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.

The Board of Freeholders appoints commission members for a term of 5 years. Commissioners may be reappointed for additional 5-year terms. The commission currently meets once a month on the second 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.

The Cumberland County Cultural & Heritage Commissions functions are:

a) to advise the Board of Chosen Freeholders with regard to the grant obtained from the New Jersey State Council on the Arts;

b) to assist the Board of Chosen Freeholders in the planning of its program of local arts development in coordination with the Cumberland County Cultural and Heritage Commission;

c) To act in other advisory capacity as directed by the Board of Chosen Freeholders.

d) All members shall be appointed by the Board of Chosen Freeholders and serve at the pleasure of the Board of Chosen Freeholders.
CRITICAL ISSUES

The Cultural & Heritage Commission embarked on its long range planning as an agency that had demonstrated a long-standing history of community programming and re-granting services to the cultural community of Cumberland County.

In order for the commission to fulfill its mission, (as described on the next page), the following areas are considered critical needs of the community. Cultural organization, artists, historians via survey questionnaires identified these:

- providing greater service to the county's arts and heritage groups
- providing greater service to the county's artists
- encouraging arts education programs in the county's schools
- providing greater access via marketing and promotion to cultural activities for all residents
- raising the visibility of the commission and the cultural community as a whole
- educating the community on the impact and importance of the arts and heritage
- ensuring quality and diversity of arts and heritage programming

After considering the options, the commission adopted a plan intended to move the agency forward in many areas. The state of cultural development in the county and the commission's relative low visibility requires a broad approach for a period of time.

Although the commission will initiate many actions during the next three years, research, experimentation, and evaluation will determine which activities to continue and which to eliminate. Once this broad development base is built the commission will develop a more focused plan for the ensuing three-year period.
SHIFTING FROM PROGRAMMING TO SERVICES

During a retreat at the beginning of the planning process, the commissioners reviewed their mission statement. The rewording of the mission to include promotion which significantly expands the focus and mix of activities.

In order to accommodate a shift from programming to services, the County Board of Chosen Freeholders and the Cumberland County Cultural and Heritage Commission need to consider the expansion of staff or the reduction of programs. To maintain this balance between programs and services, there needs to be a frequent evaluation of the Commission’s programs.

The commission will develop alternative ways to meet the county's programming needs through collaboration with cultural organizations and other community groups. Previously, cultural events and programs have required a lot of staff time and energy and left little time to provide technical assistance, information, and other services for the organizations it serves. As reflected in this Plan, over the course of the next three years, the commission will shift staff resources to a service focus by "spinning off" some of its successful programs to qualified cultural organizations. Certain programs, CALENDAR OF EVENTS, COMMISSION NEWSLETTER, TECHNICAL ASSISTANCE, and GRANTING, will remain the responsibility of the commission, because it is the best qualified to deliver such programs and since these programs address many of the commission's goals.

While staff and commission members are individually flexible and open to change, there is a high degree of pride and loyalty for current programs. It is often difficult for an organization to envision and incorporate change. A stronger base of information can be the best tool. Regular contact with constituent organizations and a broad base of county leadership will help the commission make decisions and set priorities.
This plan provides an opportunity to explore the links and compliments of programming and service activities. For example, some programming goals can be achieved through re-granting which encourage cultural groups to develop or enhance their own programs. Conversely, some technical assistance services may be delivered through further development of partnerships with the cultural community such as the South Jersey Cultural Alliance and New Jersey State Council on the Arts, Arts and Humanities Month.

IDENTIFYING CULTURAL RESOURCES

A number of strategies in the plan require research and collection of information about cultural resources as well as developing a way in which information will be disseminated. Such information is necessary for the commission to consider certain next steps in facilitating cultural development. These include: an economic impact study; a survey of facilities and spaces available for cultural activities; a space needs assessment of organizations and artists; and expansion of the commission's Arts Resource Directory. The current Arts Resource Directory would become a Cultural Resource Directory and include; history organizations, historians, and lecturers, site information etc.

A commitment to cultural development may also necessitate a shift in constituent priorities. Since the availability of qualified artists will be a key element of all program development, services and support to individual artists will be necessary to help develop that vital resource. Further, the areas of heritage and arts education offer exciting potential for new initiatives that may serve multiple goals. There is strong community interest to develop both these areas and several strategies have been proposed for action.

DEVELOPING THE HERITAGE COMMUNITY

The survey indicated a considerable interest in local history, both from schools and from the general public. To facilitate access to a wide range of people would require strengthening the preservation skills of the region's heritage groups through workshops and networking, as well as expanding the base of information on local history for use by heritage organizations, schools, and
community groups. There is a demand to develop local history programs to educate, enlighten, and entertain residents and visitors alike. The commission recognizes that the heritage community to date has been underdeveloped while arts groups and the commissions' own programming has been the priority for the agency's limited staff resources.

**FUNDING FUTURE**

The challenge of sustaining vital programs and services will demand reconsideration of the funding support base on which the commission currently depends. Even if the commission itself continues to operate solely on public funds, a way to generate private and corporate support as well as earned revenue for county initiatives must be explored.

The funding from the NJSCA via the state, and the county demonstrates the commitment to the county however it also leaves the commission vulnerable as the bulk of its support comes from both these agencies. The commission needs to consider alternative ways to support its cultural activities. Although the commission is currently prevented from receiving revenues directly, it may wish to encourage private financial support that directly funds constituent cultural groups and partners. The commission could sponsor fundraising workshops that teach non-profit organizations how to develop revenue opportunities.

**STAFF RESOURCES**

This plan assumes greater staff resources than are presently available. By the end of 2001, if staff remains the same, choices will have to be made regarding which activities to eliminate in the year 2002 and 2003.

The commission must carefully consider how best to recommend to the Board of Chosen Freeholders how to allocate scarce staff resources among competing priorities. With the award from the state's grants budget, it is unlikely that staff will increase. However the successful implementation of this plan requires paid staff or skilled volunteer support to accomplish: collecting and systematizing resource information, mailing lists, planning and events calendars;
designing and implementing a volunteer development program; and providing clerical support in the office so that current staff can step up efforts to provide technical assistance to heritage groups and arts organizations.

ROLE OF COMMISSIONERS

The role commission members play can also affect how much the agency can reach out into the community. Commission members are volunteer and act in an advisory capacity, however, they can be extremely valuable as advocates and volunteers for specific projects, programs, and research. To insure that participation is as effective as possible, the advisory nature of appointments and their participation in specific activities needs to be clarified and future opportunities for members and committees must be discussed.
MISSION AND GOALS OF THE COMMISSION

Formalizing its mission and goals provides the commission and the department with a clear sense of direction, and more specifically, guides decisions about which courses of action to pursue and which to avoid.

The mission statement specifically states what the commission intends to accomplish in the future and what it will do to make a meaningful difference in the county.

STATEMENT OF MISSION

The mission of the Cumberland County Cultural & Heritage Commission is dedicated to the development and promotion of public interest in the arts, history of local and county cultural traditions.

The following goals were refined to help build a framework for the Long-Range Plan. These six goal statements define where staff and financial resources will be focused over the next three years and specify the way in which the mission will be realized. The plan lists objectives and actions that will accomplish each of the commission's goals.

Primary Goals

**Goal 1.** To present high quality, diverse arts and heritage programming by assisting the artistic and administrative development of existing and emerging cultural organizations

**Goal 2.** To encourage the preservation and presentation of local history and cultural traditions by assisting the development of heritage organizations

**Goal 3.** To provide support and services which encourage the professional development of individual artists

**Goal 4.** To develop, coordinate, and provide arts education opportunities for young people and educators

**Goal 5.** To encourage participation in and increase access to, high quality, culturally diverse arts and heritage activities for all citizens regardless of geographic location, race, income, age, handicap, or social barriers

**Goal 6.** To provide adequate and stable resources and management to facilitate the mission and goals of the commission
ANNUAL REVIEW OF THE LONG RANGE PLAN

Planning is a dynamic and continual process that includes community participation, input, and feedback. It includes evaluation of existing programs and services, as they relate to overall goals and needs of the cultural community. While resources of staff, time, and funds will affect the commission's ability to respond to all the needs and all audiences, progress toward the goals identified in this plan should be reviewed annually. The following questions should be addressed in an annual review:

- Has the audience changed?
- Are there significant socio-economic or demographic trends that affect the nature of our community?
- Have the needs and interests of our constituents changed?
- Is it appropriate to continue addressing the needs and interest identified by the previous planning process?
- Have new needs or interests emerged?
- How well do our existing programs, services, and resources address these needs?
- Do we need to modify or delete some activities?
- Are there new programs that should be added?
- What activities should be addressed next?
- What resources are required to address them?
- How and where should these resources be obtained?
- How should the Long-Range Plan be modified to reflect these changes in direction?

Prior to preparing the annual budget, the commission should participate with staff in an annual retreat to review the mission, this plan and progress compared to it, and contribute ideas and suggestions to an annual revision of the plan. This review should include public meeting(s) or community round table discussions before finalizing the plan. At least once every three to five years, a comprehensive long-range planning process should be initiated to develop a new Long-Range plan.
GOAL 1. To present high-quality, diverse arts and heritage programming by assisting the artistic and administrative development of existing and emerging cultural organizations

OBJECTIVE

1.1 Provide opportunities for professional development, collaboration, and networking

PLAN OF ACTION

1.1.1 Annually provide one to one technical assistance to emerging organizations

1.1.2 Four-annually sponsor county wide management workshops on such subjects as planning, marketing, board and volunteer development, funding, and financial management

1.1.3 Sponsor countywide forum with marketing professionals on the subject of marketing and image building inviting cultural groups as well as government offices, tourism bureaus, and local businesses.

1.1.4 Sponsor countywide forum with cultural groups and media contacts to improve communication and encourage cooperative marketing

1.1.5 Semi-annually encourage networking and information exchange through round table meetings;

   • seek co-sponsors among arts groups and supportive business associations or local governments to help host and coordinate meetings

   • dedicate a forum to present the findings of proposed economic impact study

1.1.6 Provide grant information at a forum or round table meeting

1.1.7 Provide on-going technical assistance upon request by phone or in person

1.1.8 Offer public relations assistance to cultural groups to develop marketing materials and strategies through a countywide workshop and individual follow up
OBJECTIVE

1.2 Improve and increase the information about cultural resources available to the cultural community as well as school, business, government, tourism, civic, and religious groups

PLAN OF ACTION

1.2.1 Expand the Commission's marketing efforts to include arts/heritage groups, galleries, exhibit space, etc., also a listing of professionals that could provide presentations, computerize for easy updating.

1.2.2 Research potential for Cumberland County College and/or Cumberland County College students to assist with facilities inventory.

1.2.3 Conduct a space needs survey of artists, cultural organizations, and community groups engaged in cultural activities in order to consider the Commission's future role in encouraging the development of appropriate and needed facilities.

1.2.4 Conduct a facilities inventory of traditional and non-traditional spaces for performance, exhibition, teaching, rehearsal, working, and meeting purposes.

1.2.5 Establish a space information clearinghouse and make available to the Community.

1.2.6 Gather information to be included in the Cumberland County Newsletter.

OBJECTIVE

1.3 Effectively advocate the benefit of a strong cultural community and support for community cultural development

PLAN OF ACTION

1.3.1 Establish an ad hoc group to design and conduct a county wide needs assessment and economic impact study; include administrators from major cultural groups, a commissioner, tourism representatives, and the County Planning and Economic Development Departments
GOAL 2. TO ENCOURAGE THE PRESERVATION AND PRESENTATION OF LOCAL HISTORY AND CULTURAL TRADITIONS BY ASSISTING THE DEVELOPMENT OF HERITAGE ORGANIZATIONS

OBJECTIVE

2.1 Provide opportunities for professional development, collaboration, and networking

PLAN OF ACTION

2.1.1 Provide one-on-one technical assistance to heritage organizations each year

2.1.2 Encourage heritage groups to attend Technical Assistance workshops offered to Cultural groups twice a year

OBJECTIVE

2.2 Facilitate cooperative program development between heritage and arts groups for schools and the general community.

PLAN OF ACTION

2.2.1 Expand resources to include heritage preservationists, humanists, and organizations that provide educational workshops and programs for the community
GOAL 3.  TO PROVIDE SUPPORT AND SERVICES WHICH ENCOURAGE THE PROFESSIONAL DEVELOPMENT OF INDIVIDUAL ARTISTS

OBJECTIVE

3.1  Provide opportunities for professional development, collaboration, and networking

PLAN OF ACTION

3.1.1 Update and expand the ARTS DIRECTORY

3.1.2 Identify an artist member organization and co-sponsor a one-day Artist in Business seminar to increase business and marketing skills

3.1.3 Provide leadership for the development of a county wide arts coalition which brings artists together to identify strategies for networking and collaborations, and to define future technical assistance needs

3.1.4 Survey artist interest for a series a master classes/workshops by professional artists & artisans, highlighting two different art forms each year; identify potential co-sponsors

OBJECTIVE

3.2  Increase public awareness of and appreciation for the valuable contributions of individual artists in the community

PLAN OF ACTION

3.2.1 Survey artists and artist-run businesses for economic impact study

3.2.2 Increase coverage of individual artists in THE CUMBERLAND COUNTY NEWSLETTER.

3.2.3 Encourage greater media coverage of activities involving local artists by providing artist profiles and other information about artist activities
GOAL 4. TO DEVELOP, COORDINATE, AND PROVIDE ARTS EDUCATION OPPORTUNITIES FOR YOUNG PEOPLE AND EDUCATORS

OBJECTIVE

4.1 Encourage and support opportunities for county school children to participate and experience local and regional cultural resources inside and outside of school

PLAN OF ACTION

4.1.1 Seek a co-sponsor to help coordinate a countywide showcase in to raise awareness about area resources through performances, demonstrations, art displays, speakers, consultants, and other information

4.1.2 Consider developing a mini-grant program to fund in-school performances/workshops/residencies to interested schools

4.1.3 Identify and promote through the expanded ARTS DIRECTORY to include current field trip opportunities in the county and encourage cultural groups to develop future programs during the school year for students

4.1.4 Identify local artists and humanists who are qualified to provided arts education programs to students and in-service training to educators; publish in ARTS RESOURCE DIRECTORY

4.1.5 Build a relationship with the county TEEN ARTS program and seek ways to provide personnel support to the committee currently coordinating the program

OBJECTIVE

4.2 Support initiatives that offer professional development and training to educators in arts education

PLAN OF ACTION

4.2.1 Identify co-sponsor(s) and seek funds to develop a countywide in-service workshop for teachers to gain arts education teaching skills.

4.2.2 Disseminate arts education information and resource materials to educators as available
OBJECTIVE

4.3 Provide information to the schools about area arts and heritage activities, events, and other appropriate resources

PLAN OF ACTION

4.3.1 Develop and coordinate an information clearinghouse by:

- establishing a network of individuals in each school to collect cultural information to be given to the Commission
- disseminating information to the schools through the network as well as to the cultural community

4.3.2 Solicit at least two articles annually about arts education for THE CUMBERLAND COUNTY NEWSLETTER.

4.3.3 Expand the Commission mailing list for the newsletter and other cultural information

OBJECTIVE

4.4 Foster greater awareness of the need for improved arts education for all students

PLAN OF ACTION

4.4.1 Encourage concerned parents, educators, and community leaders to organize a strong advocacy program that could:

- share with the community the findings of the state wide study "Literacy in the Arts: An Imperative for New Jersey Schools"
- campaign to sustain and expand existing arts programs in the schools
- undertake long-term effort to inform the public of the value of arts education
- develop a program to obtain support for arts education from local, county, and state legislative bodies
- develop a network to share information and idea
GOAL 5.

TO ENCOURAGE PARTICIPATION IN, AND INCREASE ACCESS TO, HIGH QUALITY, CULTURALLY DIVERSE ARTS AND HERITAGE ACTIVITIES FOR ALL CITIZENS REGARDLESS OF GEOGRAPHIC LOCATION, RACE, INCOME, AGE, HANDICAP, OR SOCIAL BARRIERS

OBJECTIVE

5.1 Work with cultural and community groups to encourage presentation of multi-cultural programs

PLAN OF ACTION

5.1.1 Work with a local organization to spin off and eventually assume program responsibility for designated Commission programs.

5.1.2 Assist recreation centers, libraries, and other potential presenters with information about multi-cultural programs and available resources

OBJECTIVE

5.5 Increase the Commission's knowledge of all communities of the county and their available resources that can assist the Commission with greater program and service outreach

PLAN OF ACTION

5.5.1 Begin researching the multi-cultural resources and opportunities that could be utilized in the activities of the county cultural community as well as their interest for future activities and service

5.5.2 Begin creating a cultural and demographic profile of each community in the county; develop an information gathering process that utilizes surveys, phone and personal contact to municipal, business, civic, religious, and social groups
GOAL 6. TO PROVIDE ADEQUATE AND STABLE RESOURCES AND MANAGEMENT TO FACILITATE THE MISSION AND GOALS OF THE COMMISSION

OBJECTIVE

6.1 Strengthen the Commission's ability to be a resource to cultural groups and the community by shifting its emphasis from programming to technical assistance and information services

PLAN OF ACTION

6.1.1 Develop new grant or contract program which funds local partners to coordinate and co-sponsor certain Commission programs
   • Contract with a county cultural organization to partner and/or coordinate identified programs
   • Contract with a county cultural organization to partner and/or coordinate the identified programs
   • Identify other potential program partners for current Commission programs

6.1.2 Work with cultural groups and county departments to create a slide presentation and narrative materials about the county's cultural community

6.1.3 Work with cultural groups and county departments to create a speakers bureau of experienced professionals involved with or knowledgeable of subjects related to the arts, local history, and diverse cultural traditions

6.1.4 Promote and encourage constituents to participate in Arts for Humanities Month celebration, maintain minimal direct programming by the Commission

OBJECTIVE

6.2 Strengthen the STATE/COUNTY ART AND HISTORY BLOCK GRANT programs as a resource for addressing community needs

PLAN OF ACTION

6.2.1 Revise grant application packages to be more user-friendly and thereby encourage a greater number and a diversity of applicants and projects

6.2.2 Involve representatives of underserved communities and culturally diverse groups on the STATE/COUNTY BLOCK GRANT review panels

6.2.3 Consider developing funding priorities for the Commission's re-granting program which addresses needs identified by the Commission
OBJECTIVE

6.3 Develop capacity to serve as a full cultural information clearinghouse

PLAN OF ACTION

6.3.1 Determine staff and computer resources needed to develop an information delivery system for a comprehensive mailing list, cultural resources directory, and calendar service for planning and promoting events and activities

6.3.2 Begin expanding the Commission mailing list to include groups and individuals involved with and interested in cultural development and programming

6.3.3 Consider paid staff or skilled volunteer to collect information and develop computerized information system

6.3.4 Develop a plan/strategy for promoting availability of computerized information

6.3.5 Invite contributions to THE CUMBERLAND COUNTY NEWSLETTER that reflect community cultural development issues such as: the culture and leisure activities and tourism related issues.

6.3.6 Revise THE CUMBERLAND COUNTY NEWSLETTER to encourage contributions from cultural groups and community development interests as well as focusing on issues directly related to management and development of non-profit organizations.

OBJECTIVE

6.5 Support the continued professional development of Commission staff to be effective with their program and service responsibilities

PLAN OF ACTION

6.5.1 Attend local, state, and national conferences that offer professional development

6.5.2 Stay informed of the needs of local cultural groups through meetings and discussion with local arts administrators
OBJECTIVE

6.6 Identify current and future staff needs to accomplish changes in program and service priorities

PLAN OF ACTION

6.6.1 Consider increasing clerical support to enable present staff to facilitate development of the county's heritage community and its activities

6.6.2 Consider temporary or permanent paid or skilled volunteer staff to develop an effective volunteer program

6.6.3 Consider temporary or permanent paid or skilled volunteer staff to serve as public information coordinator to collect and systematize information that respond to the needs of schools, cultural groups, artists, municipalities, human service providers, community development and tourism interests

OBJECTIVE

6.7 Strengthen the ability of the Commissioners to effectively carry out the mission and goals of the organization

PLAN OF ACTION

6.7.1 Discuss and clarify the roles and responsibilities of Commissioners as advisors; research and review the roles of other county commissions in the state; invite the President of the Association of County Cultural & Heritage Commissions to meet with Cumberland County

6.7.2 Establish a subcommittee to advise and assist staff with implementation of the Long-Range Plan

6.7.3 Improve budget development and reporting procedures to allow for better program planning and design
BOARD OF CHOSEN FREEHOLDERS

James Sauro, Freeholder Director
Jeffery Trout, Deputy Director
Dr. Mary Gruccio
Louis N. Magazzu
Donna Pearson
Douglas Rinear
Douglas Sorantino

CULTURAL & HERITAGE COMMISSIONERS

Penny Watson, Chairperson
Suzanne Merighi, Vice Chairperson
Mel Brody
Jane Christy
Patricia Gale
Austin Gould
Jean Jones
Marianne Lods
Joseph Polhamus

STAFF

Pam Griner, Coordinator
Appendices

Commission Survey

Organizational survey

List of County Cultural Organizations
Cumberland County Division of Culture & Heritage is embarking on an organization long-range plan. The purpose of this process is to assess the present strengths and weaknesses of the cultural & Historic communities so that we can better plan for the future. The data gleaned from this survey, the survey of the cultural and historic organizations as well as through meetings and individual interviews will help provide the information needed to create a plan that will enhance a favorable climate for art and history to flourish in Cumberland County.

Please Note: Your responses are confidential.

If you need more room to answer a question, please use the back of the page.

Return your completed survey to:

Jennie C Ayres, JCA Consulting and Management, LLC
Suite 2121-Berwyn Court, Voorhees, NJ 08043

In order to prepare for our meeting on June 27th, please fax your responses to 856-424-4673 by 4:30pm Monday June 26th. Thank You!

Please take a moment to share your thoughts on the following.

A. List 3-5 main goals that you would like to see the Cumberland County Culture & Heritage Commission accomplish within the next 3 years:

1. ____________________________________________

2. ____________________________________________

3. ____________________________________________

4. ____________________________________________

5. ____________________________________________

B. List 3-5 main goals that you would like to see accomplished within the next 5 years:

1. ____________________________________________

2. ____________________________________________

3. ____________________________________________

4. ____________________________________________

5. ____________________________________________
e. Financial and Physical resources

f. Technology

g. Management

h. Long-term strategic position

i. Other

Please review the lists in a-i above and circle the following:

1. The three strengths that are the most important for the organization to build on in the future.
2. The three weaknesses that are the most important for the organization to overcome if it is to succeed.

THANK YOU! Jennie C. Ayres at JCA Consulting & Management, LLC
Cumberland County Culture & Heritage Commission
ORGANIZATIONAL STRENGTHS AND WEAKNESSES

Every organization has certain strengths and weaknesses that affect its performance and prospects for the future. For example, a hospital may have excellent equipment and outstanding doctors but may suffer from a patient population that is under-insured or from poor administrative procedures. A new vision should build on strengths or overcome weaknesses -- this worksheet solicits your views on which areas are the most critical.

What are the three greatest strengths and weaknesses of the organization in each of the following areas?

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Products or services</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Marketing / Customer relations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Human resources (staff)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
C. Where would you like the County Teen Arts Program to be in 3-5 yrs.?

D. Comments about what the Cumberland County Culture & Heritage Commission is doing well.

E. Comments or concerns on what needs improvement.

Please use the back of this form for more space.

THANK YOU! Jennie C. Ayres at JCA Consulting & Management, LLC
July 13, 2001

Dear Artist, Historian and Cultural Organization,

The Cumberland County Cultural & Heritage Commission (CCCHC) is working to develop an Organizational Plan. The first step, of the Planning Committee, is the surveying of the constituent of the Commission to assess the present strengths and weaknesses of our arts and cultural communities so that we can better plan for the future.

Your cooperation in this effort is extremely important. The data gleaned from this survey and through upcoming focus group meetings and individual interviews will help provide the information needed to develop a plan that will enhance a favorable climate for Cumberland County.

Please return your survey forms as soon as possible or at the very latest by August 24th. If you have questions about the survey, or have information that you feel is critical to the process and would like to discuss it with me, please do not hesitate to call me at the Commission office 856-453-2177 or Jennie Ayres, after August 2nd at 856-985-8663. Thank you for your support and participation, I look forward to working with you in the future.

Sincerely,

Pamela Griner
Coordinator

P. S. This survey is confidential. The information reported in this survey will only be used for the purposes of understanding the needs and priorities of cultural community.
The Cumberland County Division of Culture & Heritage’s Planning Committee is surveying the *artists, historians and organizations* of the Cumberland County. We are assessing the present strengths and weaknesses of the cultural community and the programs of the Commission so that we can better plan for the future. The data gleaned from surveys, meetings and individual interviews will help provide the information needed to enhance the work of the Commission.

Your responses are confidential and will become part of a report to the Culture & Heritage Commission and the Cumberland County Board of Chosen Freeholders.

If you need more room to answer a question, please use the back of the page.

Return your completed survey to:

**Jennie C Ayres, JCA Consulting and Management, LLC**  
**Suite 2121 Berwyn Court, Voorhees, NJ 08043**

*Your opinions matter, so please let us hear from you, no later than August 24th.*  
Thank You!

---

1. In your own words (25 or less) tell us what you understand or believe to be the mission and/or primary role of the Culture & Heritage Commission. (Use the back if you need more space)

---

2. In what role do you usually relate to the Culture & Heritage Commission?

- □ as an individual artist  
- □ as a non-profit organization  
- □ as an historian  
- □ as a unit of local government  
- □ Other (Please list)

2.A If you represent an organization, what kind?

- □ Arts producer  
- □ Local Arts Agency  
- □ Arts Center  
- □ Service Organization  
- □ Historical Society  
- □ Museum  
- □ Presenter (lectures, public historical events)  
- □ Other

2.B What was your approximate budget for the most recently completed fiscal year? $________
3. What is your zip code? ______________

4. What discipline best describes you or your organization’s activities: 
   Please check the best choice.
   □ Architecture □ Arts in Education □ Dance □ Electronic media/film □ Folk Arts
   □ Historical interpretation □ Lecture □ Literature □ Museum □ Music
   □ Multidisciplinary □ Preservation □ Theater □ Visual Arts □ Other

5. Has your organization received grant support? □ Yes □ No □ Not applicable
   3.A If yes, from which agency:
   □ NJSCA (Arts Council) □ NJHT (NJ Historic Trust)
   □ NJHC (Historic Commission) □ other __________________________
   3.B Where do you receive it from? □ County block grant program. □ Directly from the state
   3.C What was your grant award for Fiscal year 2001? $______________

6. Has your agency applied to the Culture & Heritage Commission Block Grant Program in the last two years? □ Yes □ No (if no skip to 7)
   5.A From where: □ NJSCA block grant □ NJHC block grant
   5.B Has it usually been clear to which grant category you should apply?
      □ Quite clear □ Clear enough □ Not very Clear □ Not at all clear
   5.C Have you found the grant application guidelines clear and understandable?
      □ Quite clear □ Clear enough □ Not very Clear □ Not at all clear
      Did you attend the grant workshop? If no, why not? _______________________
   5.D Did you talk with a Commission staff member before or as you prepared you
      ☐ application?
      □ Yes □ No If yes, about how much time did staff spend helping you on your
      grant application last year?_______________
   5.E Did you revise your application after you first submitted it to the Commission?
      □ Yes □ No If yes, how many times did you revise your grant? ____________

7. Consider your experience with the CCCHC grants process (categories, deadlines and cycles,
   application forms, notification, procedures, staff support, panel system and reporting
   requirements). What specific suggestions can you offer to improve CCCHC grants making? 
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

Cumberland County Culture & Heritage Commission Survey
July 9, 2001
8. Which newspapers do you (as the individual completing the survey) primarily read? Please list

Which radio stations do you (as the individual completing the survey) primarily listen to? Please list

9. In order to gain a better understanding of how the general public get its cultural information please tell us how your organization markets its cultural events? (Check each answer that apply and underneath indicated the specific media outlet(s)).

☐ Newspaper Calendar

☐ Newspaper Entertainment Section

☐ CCCHC Newsletter

☐ A combination of the above

☐ Television

☐ Radio

☐ Organization’s Web Site

☐ Other

8. The Culture & Heritage Commission provides the following programs and services to the community and to its members, please indicate how valuable each is to your organization.

**General Programs & Services**

Block Grant Program
Circle one: Art or History

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Artist Registry

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

East Point Artist Day

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Buried in New Jersey

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

**Public Programs:**

Arts Patron Awards Dinner

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Annual Fall Concert

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Italian Heritage Festival

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Night of the Stars

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Opera Dinner

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Older Americans Month Art Contest

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Older Americans Month Concert

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable

Teen Arts Festival

☐ Very Valuable ☐ Valuable ☐ Not very valuable ☐ Not at all valuable
Organization Services:

Technical Assistance Workshops  □ Very Valuable  □ Valuable  □ Not very valuable  □ Not at all valuable
Monthly Calendar of Events  □ Very Valuable  □ Valuable  □ Not very valuable  □ Not at all valuable
Quarterly Newsletter  □ Very Valuable  □ Valuable  □ Not very valuable  □ Not at all valuable
Other (please explain)__________________________________________________________

9. Of the programs and services previously listed, which does your organization view as the most beneficial to the greater community? (list 3)
   1. ____________________________________________
   2. ____________________________________________
   3. ____________________________________________

10. What other programs and activities would you like to see Culture & Heritage Commission offer? ________________________________________________________________

11. What programs and/or activities if any do you think the Commission should eliminate?
    ________________________________________________________________
    ________________________________________________________________
    ________________________________________________________________

12. Are there any other issues or concerns you would like to make the committee aware of?
    ________________________________________________________________
    ________________________________________________________________
    ________________________________________________________________

13. Would you like to be contacted by the consultant to give further input? □ Yes  □ No
    If yes, please makes sure you complete the optional information below? (Please note, your responses to the above will be kept anonymous.)

Optional:  
Your name __________________________________________
Organization name: __________________________________________
Your phone number __________________________________________

Again, Thank you, for your participation. We greatly appreciate your time!
Cumberland County Cultural and Heritage Commission
County Cultural Organizations

Bay Atlantic Symphony
P.O. Box 872
Bridgeton, NJ 08302
856-451-1169
Ann, Director

Bridgeton-Cumberland Tourist Assoc.
P.O. Box 472
Bridgeton, NJ 08302
856-451-9208
Bob Rose, Director

Bridgeton Public Library
150 East Commerce Street
Bridgeton, NJ 08302
856-451-2620
Gail Robinson, Head Librarian

Bridgeton Public Schools
Bridgeton High School Arts Department
111 North West Avenue
Bridgeton, NJ 08302
856-455-8030

Bridgeton Main Street Association
59 East Commerce Street
Bridgeton, NJ 08302
856-453-8130
Bob Spence, President

Casa PRAC, Inc.
511 Grape Street
Vineland, NJ 08360
856-692-2331
Naomi Santiago, Director

Citizens United to Protect the Maurice River
856-327-1161
Jane Galetto, President

Cumberland County College
3322 College Drive, PO Box 1500
Vineland, NJ 08362-1500
856-691-8600
Maud Fried Goodnight, Director
Cumberland County College - Performing Arts Center
3322 College Drive, PO Box 1500
Vineland, NJ 08362-1500
856-691-8600 ext. 371
Greg Hambleton, Director

Cumberland County Historical Society
P.O. Box 16
Greenwich, NJ 08323
856-455-4055
Robert Francois

Cumberland County Library
800 East Commerce Street
Bridgeton, NJ 08302
856-453-2210
Jean Edwards, Assistant Director

Cumberland Players
P.O. Box 494
Sherman Avenue
Vineland, NJ 08360
856-692-5626
Richard Curcio, President

Cumberland Regional High School
90 Silver Lake Road
Bridgeton, NJ 08302
856-451-9400
James Hutchinson, Theater Teacher

Deerfield Township Recreation Committee
P.O. Box 350
Rosenhayn, NJ 08352
856-451-1763 or 456-3200
Roy Spoltores, Chairman

Delaware Bay Schooner Project
2800 High Street (Blivaive)
Port Norris, NJ 08349
856-785-2060
Jan Capaldi, Director of Communications

Down Jersey Folklife Center
1501 Glasstown Road
Millville, NJ 08332-1566
856-825-6800 ext. 2730

Dutch Neck Village
97 Trench Road
Bridgeton, NJ 08302
856-451-2188
Karen Hepner, Owner
Festival Puertorriqueño
P.O. Box 1051
Vineland, NJ 08360
856-696-0885
Leonides Negron, President

Gallery 50, Inc.
50 East Commerce Street
Bridgeton, NJ 08302
856-575-0090
Sharon Kiefer, Board President

Hispanos Pro Educacion
728 Broadway
Vineland, NJ 08360
856-696-3117
Maria LaBoy, President

Jewish Federation of Cumberland County
1063 East Landis Avenue, Suite B
Vineland, NJ 08360
856-696-4445
Kirk Wisemayer, Executive Director

Jewish Historical Society of South Jersey
1063 East Landis Avenue
Vineland, NJ 08360
856-696-4445

Levoy Theatre Preservation Society
618 E. Main Street
Millville, NJ 08332
856-327-9870
Joe Pierce, Sr. - Busines Director

Mexican American Association of SNJ
P.O. Box 535
Bridgeton, NJ 08302
856-451-0003
Ramon Hernandez, President

Millville Army Airfield Museum
Millville, NJ 08332
867-327-2347

Millville Public Library
210 Buck Street
Millville, NJ 08332
856-825-7087
Millville Senior High School  
Performing and Visual Arts Department  
200 North Wade Boulevard  
Millville, NJ 08332  
856-327-6040

Millville Historical Society  
200 East Main Street  
Millville, NJ 08332  
856-825-7000 ext 275  
Robert Francois, President

Maurice River Historical Society  
210 North High Street  
Millville, NJ 08332  
856-327-5700  
Dave Ewan

Maurice River Village Preservation Association  
556 Main Street, P.O. Box 433  
Leesburg, NJ 08327  
856-785-9700  
Lynne Jessick, President

Mauricetown Historical Society  
1229 Front Street  
Mauricetown, NJ  
865-785-0457  
Judy Moore, President

Nanticoke Lenni-Lenape Indians  
P.O. Box 544, 18 East Commerce Street  
Bridgeport, NJ 08302  
856-455-6910  
Earl Evans, Tribal Administrator

Off Broad Street Players  
856-451-5437  
Walter Webster, Director

The Riverfront Renaissance Center for the Arts  
22 North High Street, P.O. Box 417  
Millville, NJ 08332  
856-327-4500  
Mike Cagno, Executive Director

The Singing Ambassadors  
1164 Regina Elena Avenue  
Vineland, NJ 08360  
856-696-0391  
Diane Sawyers
Society of New Jersey Artists
856-696-2683
Liz Nicklus

Tri-County Community Action Agency
African American Unity Committee
110 Cohansay Street
Bridgeton, NJ 08302
856-451-6330 ext.219
Allison Dunn, Coordinator

Tri-County Community Action Agency
Head Start
110 Cohansay Street
Bridgeton, NJ 08302
856-453-0803 ext 260
Cynthia Wilks-Mosley, Director

City of Vineland
640 East Wood Street
P.O. Box 1508
Vineland, NJ 08362-1508
856-794-4000 ext. 4742

Vineland Historical Society and Antiquarian League
108 South 7th Street
Vineland, NJ 08360
856-691-1111

Vineland Senior High School
Visual and Performing Arts Department
2880 East Chestnut Avenue
Vineland, NJ 08360
856-794-6973

Vineland Public Library
1058 East Landis Avenue
Vineland, NJ 08360
856-794-4244
Anita Lupcho, Comm. Rel. Coor.

Vineland Regional Dance Company
2388 North East Avenue
Vineland, NJ 08360
856-691-6059
Denise Consalo, Grants Chair

Wheaton Village
1501 Glasstown Road
Millville, NJ 08332-1566
856-825-6800