



monmouth arts
**STRATEGIC
PLAN**

2021-2023

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EXECUTIVE SUMMARY

Since its inception in 1971, Monmouth Arts has been recognized for innovative, high-impact arts programs and services; arts and community partnerships, a creative and dedicated staff; and our committed Board of Directors. Our longevity and success have depended upon our ability to adapt to the ever-changing world around us while at the same time providing arts programs and services that meet the needs of the community we serve.

Our work on the Strategic Plan began in September of 2021. At this time, New Jersey COVID numbers had surpassed more than 1 million cases. The pandemic was dramatically impacting the world and arts organizations and artists were dealing with mandated health guidelines, loss of jobs, cancellations of in-person performances, exhibits, and programs. The country was grappling with the racial reckoning brought about by George Floyd's death and systemic racism. Recognizing the moment's significance, Monmouth Arts chose to incorporate broad and diverse input into our strategic work. We began an in-depth process consisting of focus groups, meetings, and surveys that help to inform this plan.

This strategic plan presents strategies to guide Monmouth Arts in its arts programs and services over the next two years. It reflects our community's current needs and charts a path forward for continued growth and innovation. At the heart of this plan, you will find our commitment to serving the arts community by driving creative programming, providing valuable resources and services, and cultivating connections. It also aims to provide more access to the arts and prioritize efforts to increase inclusion, diversity, equity, and access within Monmouth Arts and countywide.

Although we anticipate future adjustments, we believe that this Strategic Plan ably communicates the importance of what we are undertaking as we realize our mission and transform the lives of Monmouth County residents through the arts.

A BRIEF HISTORY (1971-2021)

Monmouth Arts was founded in 1971 after the Junior League of Monmouth County surveyed the community and identified the need for a central agency to coordinate and assist all county artists and arts organizations. With seed money from the Junior League and the New Jersey State Council on the Arts, Monmouth Arts was designated as the official county arts agency, made up of arts groups, artists, and supporters of the arts. At that point, the organization began providing assistance and services to strengthen the arts and the quality of life in Monmouth County.

In 1973, an anonymous donor provided Monmouth Arts with funds to purchase Walter Reade's Carlton Theatre in Red Bank. The theater was renamed the Count Basie Theatre in 1984 following the death of Red Bank native William James "Count" Basie. In 1999, Monmouth Arts and the Count Basie Theatre separated into two nonprofit organizations so that each organization could better focus on its mission.

Today, Monmouth Arts continues to provide needed programs and services that support the practice, presence, and influence of the arts and of artists throughout Monmouth County.

1971	<p>With seed money from the Junior League of Monmouth County and the New Jersey State Council on the Arts, the Monmouth County Arts Council was founded to promote public interest in the arts, provide assistance and services to arts organizations, institutions, and individuals and to significantly enhance the impact of the arts and arts education on the quality of life in Monmouth County.</p> <p>Designation by the Monmouth County Board of Chosen Freeholders as the official Arts Agency of Monmouth County allows MCAC to administer and regrant funds from the NJ State Council on the Arts to local arts organizations.</p>
1973	<p>An anonymous donor provided funds for MCAC to purchase the Walter Reade Carlton Theater in Red Bank, renamed the Count Basie Theater in 1984, after the death of Red Bank native, William James "Count" Basie.</p>
1980	<p>The first Annual Monmouth County Arts Council Juried Art Show takes place at the Monmouth Museum.</p>
1984	<p>The Carlton Theatre is renamed the Count Basie Theatre after the legendary jazz musician and big band leader William James "Count" Basie, whose hometown was Red Bank.</p>

A BRIEF HISTORY (1971-2021)...

<p>1999</p>	<p>Monmouth County Arts Council and Count Basie Theatre become separate nonprofit organizations to better fulfill their missions through a divestiture agreement.</p> <p>Monmouth County Arts Council hires Mary Eileen Fouratt as Executive Director with about \$3,000.00 in cash reserves.</p> <p>MCAC receives the highest Local Arts Program award of all county arts agencies from the NJ State Council on the Arts and continues to through 2012.</p> <p>Original member groups include:</p> <ul style="list-style-type: none"> ▪ Brookdale Community College ▪ Cecilian Club ▪ Freehold Arts Society ▪ Guild of Creative Art ▪ Iron Butterfly ▪ Manasquan River Arts Society ▪ Metro Lyric Opera ▪ Middletown Folk Festival ▪ Monmouth Civic Ballet ▪ Monmouth Civic Chorus ▪ Monmouth College ▪ Monmouth Conservatory of Music ▪ Monmouth County Historical Association ▪ Monmouth County Library ▪ Monmouth County Parks & Recreation Commission ▪ Monmouth Museum ▪ Monmouth Players ▪ Monmouth Symphony ▪ Neptune Area Arts Association ▪ Old Mill Association ▪ Pine Tree Players ▪ Seaview Players ▪ Shore Chapter of New Jersey Architects ▪ Shrewsbury Chorale
<p>2000</p>	<p>The Arts Education Awards are created to highlight the importance of arts education in public and private schools in the county.</p>
<p>2001</p>	<p>Monmouth County is one of three NJ locales to participate in the Americans for the Arts, Arts & Economic Prosperity Study. Nonprofit arts in Monmouth County are \$13.3 million industry.</p>
<p>2002</p>	<p>The first grant from the Geraldine R. Dodge Foundation for Community Outreach is received.</p>
<p>2003</p>	<p>The MCAC Endowment Fund for the Arts inaugurated with a matching grant from the Community Foundation of Monmouth County.</p> <p>Red Bank Community Cultural Planning is the first community arts plan in the county.</p>
<p>2004</p>	<p>Monmouth County Teen Arts Festival becomes a MCAC program.</p> <p>MCAC receives one of the first grants from the NJ Cultural Trust.</p>

A BRIEF HISTORY (1971-2021)...

<p>2005</p>	<p>A Blueprint for the Arts, the Monmouth County Arts Plan is developed in partnership with the Monmouth County Planning Board and Monmouth University.</p> <p>With The Brookdale Network, MCAC co-produced a new television show, Arts in Monmouth, featuring artists and arts organizations throughout the county.</p> <p><i>State of the Art</i> launched as a full-color magazine.</p>
<p>2006</p>	<p>MCAC received a 2006-2008 Citation of Excellence from the NJ State Council on the Arts for exhibiting the highest standards of excellence.</p> <p>MCAC in partnership with the Asbury Park UEZ, the Black Box of Asbury Park, and ArtsCap, the Asbury Park Cultural Plan is completed generating community support.</p> <p>MCAC received an Achievement in Planning Award for A Blueprint for the Arts from the NJ Planning Association.</p> <p>MCAC is the first recipient of the Eastern Monmouth Chamber of Commerce Spinnaker Award for Arts & Culture.</p>
<p>2007</p>	<p>MCAC receives the Thomas A. Kean Partnership in Philanthropy Award.</p> <p>MCAC brings the Newark Museum's Black Film Festival to Asbury Park.</p>
<p>2008</p>	<p>MCAC publishes X.it Artzine to cover the arts in Monmouth County</p> <p>Arts Education Awards add a Showcase to highlight the best of the Teen Arts Festival.</p> <p>The Celebration of Excellence celebrates Monmouth artists and arts leaders with performances by emerging artists.</p> <p>Arts incorporated into the Bayshore Region Strategic Plan.</p>
<p>2009</p>	<p>MCAC receives a 2009-2011 Citation of Excellence from the New Jersey State Council on the Arts for exhibiting the highest standards of excellence.</p> <p>Arts incorporated into the Coastal Monmouth Redevelopment Plan.</p>
<p>2010</p>	<p>MCAC co-sponsors the Annual Juried Art Show with the Monmouth Museum. In 2011 the Museum took over the administration of the exhibition.</p> <p>MCAC is one of 100 organizations selected by Americans for the Arts to participate in developing a Local Arts Index.</p>

A BRIEF HISTORY (1971-2021)...

<p>2011</p>	<p>Local Arts Index inventory, assessment, and research completed.</p> <p>Monmouth County Arts Council rebranded as Monmouth Arts with a new website.</p> <p>Monmouth Arts is a community partner with Monmouth University on Caravanserai: A Place Where Cultures Meet, bringing Islamic artists together with local communities.</p> <p>Monmouth Arts convenes representatives from arts organizations, tourism, and economic development to participate in Rutgers University's Arts Build Community Coaching to build Monmouth County as an arts destination.</p>
<p>2012</p>	<p>Monmouth Arts receives a 2012-2014 Citation of Excellence from the NJ State Council on the Arts for exhibiting the highest standards of excellence.</p> <p>Monmouth Arts receives a \$150,000 grant from the NJ Recovery Fund through the Community Foundation of NJ for ArtHelps in response to Hurricane Sandy. Arts groups in Monmouth and Ocean County and in partnership with Meridian Health, ArtHelps brought the healing power of the arts to hard-hit communities.</p> <p>Monmouth Arts participates in Monmouth County's Comprehensive Economic Development Strategic Plan.</p>
<p>2013</p>	<p>Post-Hurricane Sandy, Creative MoCo is convened by Creative New Jersey to help explore ways to harness the MoCo Arts Corridor to build a more sustainable and resilient community by leveraging the power of the arts as a year-round economic driver at the Jersey Shore.</p> <p>Monmouth Arts launches the update of the County Arts Plan, <i>Imagine, Envision, Create 2013-2017</i>, to build a strong arts and cultural image for Monmouth County, foster community arts development, facilitate increased arts education opportunities, increase funding and resources for the arts and to continue to develop the capacity of Monmouth Arts.</p>

A BRIEF HISTORY (1971-2021)...

<p>2014</p>	<p>Monmouth Arts launches an updated organizational Strategic Plan for 2014-2016.</p> <p>Monmouth Arts participates on the County's Master Plan Working Group for Arts, Historic, and Cultural Resources. The County arts plan, <i>Imagine, Envision, Create</i>, is recommended to be included as part of the new update of the County Master Plan.</p> <p>The MoCo Arts Corridor featured as "a great example of a regional collaboration" and "a beacon for creative placemaking planning, intervention, and sustainable development at the United Nations in February in a panel on the Role of Art and Education in the Reduction of Conflict and the Building of Communities, by Bloomfield College's Center for Creative Placemaking.</p> <p>Bloomfield College evaluates the MoCo Arts Corridor Partnership using the Most Significant Change technique (MSC) to monitor and evaluate complex, participatory programs. This is the first time that this qualitative approach has been used to evaluate an arts program in the United States.</p> <p>Monmouth Arts moves to a storefront office space next to Count Basie Theatre giving more visibility to the arts.</p>
<p>2015</p>	<p>Monmouth Arts receives a 2015 Citation of Excellence from the NJ State Council on the Arts for exhibiting the highest standards of excellence.</p>
<p>2016</p>	<p>MoCo ArtWalks introduced as a new program to showcase the arts happening in local communities throughout Monmouth County.</p> <p>With funding assistance from the National Endowment for the Arts, Monmouth Arts collaborates with the U.S. National Park Service at Sandy Hook to coordinate and present the Zero Waste Arts Fest in partnership with artists and arts, environmental, and community groups.</p> <p>Monmouth County adopts a new Master Plan which includes an Arts, Cultural, and Natural Resources element and incorporates Monmouth Arts' county arts plan, <i>Imagine, Envision, Create</i>, as an official Master Plan document.</p>

A BRIEF HISTORY (1971-2021)...

<p>2017</p>	<p>Monmouth Arts hires a new Executive Director, welcoming Teresa Staub to the position.</p> <p>For the first time, the Monmouth County Senior Art Show is coordinated by Monmouth Arts on behalf of the Monmouth County Office on Aging and Board of Chosen Freeholders.</p> <p>Work commences on the update to the Monmouth Arts Strategic Plan (MASP).</p> <p>MoCo ArtWalk in Asbury is the first in the series to sell out completely.</p>
<p>2018</p>	<p>Signs of Hope Program launches in the spring at the Boys & Girls Club's Asbury Park location, with generous support from the Mary Owen Borden Foundation.</p> <p>Monmouth Arts launches new special event series Roaming Art House.</p> <p>Monmouth Arts presents a new curated annual member exhibit, at Spring Lake Community House and Theater, entitled "Structure."</p>
<p>2019</p>	<p>Signs of Hope Program was expanded to Boys & Girls Club's Red Bank location, with generous support from a Monmouth County Community Development Block Grant.</p> <p>Monmouth Arts hosts Arts Education Awards at Two River Theater.</p> <p>Annual member exhibit is held at Bungalow Hotel in Long Branch, entitled "Out of the Blue."</p>
<p>2020</p>	<p>As the Monmouth County Arts Responder, Monmouth Arts disseminates emergency resources for artists, businesses, and families in response to the COVID-19 pandemic.</p> <p>Due to the COVID-19 pandemic, Monmouth Arts pivots to a virtual platform for all programming, including the Teen Arts Festival, Senior Art Show, and Signs of Hope. Monmouth Arts launches new programming to engage audiences amid the pandemic. New programs include Chalk the Walk, Exquisitely Connected, Teen Arts Virtual Stage & Showcase, and The Summer ArtSpace.</p> <p>Signs of Hope Program was expanded to the YMCA of Freehold Borough, with generous support from a Monmouth County Community Block Grant.</p> <p>Annual member exhibit is held at 10PRL, a new art space in Long Branch, entitled "Sanctuary."</p>

A BRIEF HISTORY (1971-2021)...

2021	<p>Monmouth Arts celebrates 50 years as the leading arts organization of Monmouth County.</p> <p>Monmouth Arts distributes \$30,000 in COVID-19 Artist Relief Grants and Art Project Grants, through a partnership with the New Jersey Arts and Culture Recovery Fund of the Princeton Area Community Foundation. Grants of \$1,000 were awarded to 22 artists, to assist with living or career needs due to loss of work caused by the pandemic. Art Project grants supported projects that benefit disenfranchised communities in Monmouth County and/or amplify the presence and voice of Black, Indigenous, and people of color (BIPOC) who work as artists and creatives.</p> <p>Monmouth Arts was chosen as one of four community-based organizations in New Jersey to receive funding from the National Oceanic and Atmospheric Administration and the New Jersey Coastal Management Program, Department of Environmental Protection, in partnership with the New Jersey State Council on the Arts, to support artists in the creation of original, site-specific artwork that addresses the theme of climate resilience and coastal flooding.</p> <p>Monmouth Arts was awarded a \$107,500 Impact 100 Jersey Coast grant to support the new arts and wellness program Creative Expressions, a countywide initiative that uses the arts to address the rise in mental health issues in area youth due to the COVID-19 pandemic.</p> <p>Annual member exhibit, "Journey," is held at Monmouth University's Pollak Gallery.</p>
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MONMOUTH ARTS TAG LINE

Connecting Community and the Arts Since 1971

MONMOUTH ARTS MISSION STATEMENT

Monmouth Arts provides programs and services that support the practice, presence, and influence of the arts and of artists throughout Monmouth County.

MONMOUTH ARTS VISION

Monmouth Arts is a leading, independent, 501c(3) arts advocacy organization that delivers needed programs and services to artists, member organizations, and art affiliates to ensure the arts thrive in every corner of Monmouth County. Assistance and support from Monmouth Arts is accessible in the form of advocacy, programming, policy development, leadership, funding, outreach, promotion, information, and knowledge-based expertise. Guided by our mission and goals, and with help from our arts partners, we collectively undertake actions that reflect our core values as we seek to elevate the visibility of the arts in the community, increase and diversify membership, and expand our influence on behalf of the arts. We are committed to having a staff and Board of Trustees that are dedicated, responsive, and representative of the people and interests of the community we serve. Our work supports local art programs, the pursuit of personal expression, and community development through creative placemaking, resulting in positive economic, social, and cultural outcomes. What we do is dynamic and transformative for individuals as well as the community; requiring us to respond and adapt to the changing needs of those we serve. Because of our efforts, we are viewed by those we assist, and by the public, as one of the foremost arts and cultural agencies in the State of New Jersey. Monmouth Arts is Monmouth County's official arts agency dedicated to improving the quality-of-life for all those who live, work, and visit here by connecting the arts, artists, and the community.

MONMOUTH ARTS EQUITY STATEMENT

Monmouth Arts recognizes the discord, suffering, and injustice faced by BIPOC and other marginalized people fostered by generations of racism, prejudice, and privilege. Led by our mission, we must do better to challenge institutional and cultural systems that permit this paradigm to continue, starting with our own organization. As a community based arts organization, we are obligated to serve and represent all who comprise our community. In order to be successful, we must actively resist and confront racism in all its abhorrent forms that undermine social justice. We shall accomplish this through purposeful programming, expanding access to arts, allocating resources where they are most needed, and diversifying representation on the Board of Trustees and staff. As an agent of change, we hold ourselves accountable to these efforts as we join others in dismantling barriers that threaten progress toward a more just, equitable, and inclusive society.

CORE VALUES OF MONMOUTH ARTS

Monmouth Arts believes in and supports...

Equity | Providing outreach and access to the arts where it is needed the most.

Diversity | Having a broad array of people in positions of leadership, governance, influence, and programming from various racial, ethnic, cultural, and socio-economic backgrounds, as well as ages, genders, abilities, lifestyles and experiences is essential to the long-term relevancy and success of our organization.

Inclusion | The removal of barriers that restrict a person's access to and participation in the arts.

Community | A shared sense of belonging, cultural understanding, and social cohesion can be achieved wherever the creation, expression, and celebration of the arts occur.

Connection | Taking an active role in bringing together those who enjoy the arts with those who create and provide them.

Service | Offering valuable programming and resources for artists and the arts community.

Inspiration | Using the transformative power of the arts to change thought and motivate action within each of us.

Advocacy | Being an agent of positive change for the arts, artists, and arts education.

TENET I: CHAMPION MONMOUTH ARTS

Information, Resources & Advocacy

Monmouth Arts provides support for the arts, artists, and arts education in the form of advocacy, programming, policy development, leadership, funding, outreach, promotion, information, and knowledge-based expertise. We champion public support for the arts in all its forms.

GOAL/ACTION		PRIMARY PARTNERS	PRIORITY
Goal 1.1: Be the “go-to” source for all things arts in Monmouth County.			
a.	Keep our website up to date with relevant information, such as upcoming events, the online calendar, resources, and membership. <ul style="list-style-type: none"> ▪ Follow ADA recommendations for making the website more accessible. 	MAS	Ongoing
b.	Disseminate information on activities and events offered by our art member organizations to our members, sponsors, arts partners, and government officials.	MAS	Ongoing
c.	Serve as the Arts Responder for Monmouth County. <ul style="list-style-type: none"> ▪ Participate in FEMA and NJCAR training sessions and webinars to increase our understanding of cultural resiliency. ▪ Maintain a resource list of funding opportunities, emergency preparedness information, and COVID relief resources. ▪ Develop an Emergency Plan and encourage regrantees to begin work on theirs as well. 	MAS ED MC	Ongoing
d.	Publish the stories of artists, arts organizations, and creative businesses through our online blog.	MAS MOM S	Ongoing
Goal 1.2: Support public policies and programs that reinforce the presence and value of the arts in the community.			
a.	Communicate and interact directly with influential people and institutions throughout the County. <ul style="list-style-type: none"> ▪ MODC ▪ Red Bank Visitors Center ▪ County Commissioners ▪ Chambers of Commerce ▪ DEI connections ▪ SCAN 	ED MAS BOT	Ongoing

b.	Support programs and public initiatives that improve artists' economic, working, and living conditions. <ul style="list-style-type: none"> Individual artists and art project grants Affordable housing opportunities 	ED MAS BOT	Ongoing
c.	Provide resources to towns developing their cultural arts plans and/or creative placemaking plans.	MAS MC MOM/AAA	Long-term
Goal 1.3: Leverage the arts to help improve social, cultural, and economic equity in the community.			
a.	Promote access to and participation in the arts for all county citizens.	MAS BOT MOM/AAA	High
b.	Maintain an EDI Committee consisting of staff, board, and community leaders.	MAS BOT	High
c.	Partner with the Monmouth County Office on Aging to coordinate and promote the "Monmouth County Senior Art Show." <ul style="list-style-type: none"> Secure annual contract with County Office on Aging Expand the program to include workshops 	MAS MC	Ongoing
d.	Establish an ADA Resource Committee that includes individuals with disabilities to advise and aid area nonprofits with their accessibility efforts. <ul style="list-style-type: none"> Maintain Monmouth Arts Board ADA Committee Recruit members for the ADA Resource Committee Serve as a member resource 	MAS MC MOM/AAA	High
e.	Use ArtSpace 105 and annual group exhibits to present local artists' works that reflect the culture and diversity found within Monmouth County.	MAS AAA	Ongoing
Goal 1.4: Align our goals and actions with the Monmouth County Master Plan.			
a.	Partner with the Monmouth County Division of Planning to implement County Master Plan Recommendations and Stakeholder Strategies for the arts.	MAS MC BOT MOM/AAA	Long-term
b.	Encourage Board members and staff to participate as official representatives on local boards and committees involved with developing cultural plans, creative placemaking initiatives, and ADA compliance plans for arts groups.	ED MAS BOT	Intermediate

c.	Develop a countywide online public art inventory. <ul style="list-style-type: none"> Collaborate with County, arts councils, and Dept. of Tourism Include public art – murals, statues, etc. 	MAS MC MOM/AAA	Long-term
d.	Develop a “Cultural Resiliency Plan” template for use by our art partners and member organizations.	MAS MC	Intermediate
Goal 1.5: Be an advocate of the arts, artists, and education at all levels of government.			
a.	Invite elected officials to our networking events/ programs/events hosted in their community.	ED MAS BOT MOM/AAA	Ongoing
b.	When necessary, write letters supporting the arts advocating our core values to elected officials who represent our community at the local, state, and federal levels.	ED BOT MOM/AAA	Ongoing
c.	Incorporate an arts advocacy campaign centered around an important arts challenge in our community that raises public awareness of the arts and seeks ways to address the challenge.	ED MAS	Intermediate
Goal 1.6: Continue to provide organizations and art affiliates with the technical, financial, and professional assistance they need to succeed.			
a.	Continue providing financial support to our member organizations and arts affiliates through the New Jersey State Council on the Arts (NJSCA) Local Arts Program Grant and other funding opportunities. <ul style="list-style-type: none"> Ensure that regrantee organizations and review panels reflect the county's diversity. Equity, diversity, and inclusion are reflected in the grant process. 	MAS ED	High
b.	Identify new and recurring grants that support and assist Monmouth Arts, its Member Groups, and the community, especially underserved groups.	MAS	High
c.	Provide members and the public with valuable information about scholarships and grant opportunities, workshops and webinars, as well as calls for entries and proposals.	MAS	Ongoing

TENET II: TEACH MONMOUTH ARTS

Education, Influence & Engagement

Monmouth Arts seeks to heighten awareness about and involvement in the arts and arts education as a means toward positive community outcomes.

GOAL/ACTION		PRIMARY PARTNERS	PRIORITY
Goal 2.1: Support existing stakeholder partnerships and expand to include unexpected ones.			
a.	Continue to be involved with arts-supportive organizations such as ArtPride NJ, Board Association of NJ County Cultural & Heritage Agencies, NJ Arts Educational Partnership, Red Bank RiverCenter/ Visitors Center, Monmouth County Office of Tourism, Monmouth Ocean Development Council (MODC), Sustainable Jersey, County Office of Emergency Management, and Habitat for Humanity.	ED MAS	Ongoing
b.	Increase member organization involvement and participation in our organizational planning and programming.	ED BOT MOM	Ongoing
c.	Seek out opportunities for Staff and Board members to present and speak about our mission, vision, organization, and opportunities to partner with us before professional and philanthropic organizations as well as regional Chambers of Commerce.	ED BOT	Ongoing
Goal 2.2: Improve public awareness and perception of the arts in Monmouth County.			
a.	Find ways to include people, agencies, and organizations in our upcoming projects and programs. <ul style="list-style-type: none"> Work with ADA/Access organizations and organizations with a mission focused on racial and social justice 	ED MAS BOT	Ongoing
b.	Continue annual recognition programs, such as the Arts Education Awards, the Monmouth Arts Gala, and presentation of grants, to bring about awareness of the arts in all its forms throughout Monmouth County.	ED MAS BOT	Ongoing
c.	Expand program offerings that drive interest and support in local arts and artists.	ED MAS BOT	Ongoing

Goal 2.3: Incorporate arts into educational opportunities, including professional development.

a.	<p>Increase interest, attendance, and engagement at the Monmouth Arts Teen Arts Festival.</p> <ul style="list-style-type: none"> ▪ Update the festival with new school districts, new judges, and new workshop offerings. ▪ Expand opportunities for young artists to participate and present their work. 	ED MAS BOT	Ongoing
b.	Collaborate with local arts organizations and businesses to exhibit student art outside Teen Arts Festival.	ED MAS MC	Ongoing
c.	Ensure that our arts member organizations are aware of and participate in educational programming opportunities offered throughout the county and region.	ED MAS	Ongoing
d.	Continue to update and maintain a dedicated arts education resource section on the Monmouth Art website.	MAS	Ongoing
e.	Partner with local schools and educational institutions, working with teachers, principals, and school administrators on art projects, programs, and awareness campaigns.	MAS BOT MOM/AAA	Long-term

TENET III: PROMOTE MONMOUTH ARTS

Marketing & Financial Stewardship

Monmouth Arts staff and the Board of Trustees have a responsibility to its members and affiliates to plan for and implement strategies and actions that strengthen the financial sustainability of the organization so that we may continue to provide needed programming and services to the arts community.

GOAL/ACTION		PRIMARY PARTNERS	PRIORITY
Goal 3.1: Develop an overall Marketing Plan that strengthens branding, reinforces messaging, and increases our name recognition throughout the county and State.			
a.	<p>Use marketing to increase our perceived presence within our service area (via print, digital, programming, and events) by:</p> <ul style="list-style-type: none"> ▪ Programming our own events that drive interest in and support for Monmouth Arts ▪ Increasing press coverage (print, radio, and digital) <ul style="list-style-type: none"> a. Update press list b. Develop PR strategy for local and state media c. Build relationships with media partners ▪ Creating merchandise that ties into brand awareness ▪ Developing brand identity guidelines and update print/digital assets for all external communications. 	ED MAS	Ongoing
b.	Use data centers, such as TRG Arts, to expand mailing lists.	MAS	High
c.	Secure additional funding for marketing and technology through grants.	ED MAS	Ongoing
d.	Utilize paid digital advertising to expand reach.	ED MAS	Ongoing
e.	Utilize marketing platforms, such as social media, email, website, and event calendar, to promote members and their events, as well as Monmouth Arts events.	MAS	Ongoing
Goal 3.2: Maintain a membership program			
a.	<p>Ensure that membership is managed with the goal of strengthening member engagement and increasing potential funding.</p> <ul style="list-style-type: none"> ▪ Ensure members are aware of their membership status and benefits. 	ED MAS BOT	Ongoing

b.	Maintain a membership benefits brochure and webpage that clarifies membership benefits.	MAS	Ongoing
c.	Develop an internal protocol for maintaining personal relationships with members.	ED BOT	High
d.	Implement formal membership drive campaigns and use all Monmouth Arts events as opportunities for mini membership drives.	ED MAS BOT	Ongoing
e.	Target specific marketing materials and "members only" announcements.	ED MAS	Ongoing
f.	Celebrate members by offering exclusive membership and recognition events and acknowledgment in print and online.	ED MAS	Ongoing
Goal 3.3: Create a Development Plan			
a.	<p>Develop a comprehensive Fundraising Plan with specific strategies regarding:</p> <ul style="list-style-type: none"> ▪ Membership/Membership benefits ▪ Contributors/Major Gifts ▪ Sponsors/Sponsorship benefits ▪ Revenue generating programming ▪ Appeals; annual and specific causes ▪ Crowdsourcing ▪ Grants and Government funding ▪ Board member contributions ▪ Estate planning ▪ Donor stewardship ▪ Partnerships/joint ventures – Third Party events ▪ Special events 	ED MAS	High
b.	Develop internal sponsor and donor lists that are continually updated based on staff and board input.	ED MAS BOT	Ongoing
c.	Evaluate the need, role, and organizational capacity for a Development Associate position (see Tenet Five).	ED BOT	High
d.	Identify sponsorship and grant opportunities offered by regional and national franchises.	ED MAS	Ongoing
e.	Have at least one major sponsor dedicated to each of the Monmouth Arts suite of programs and events.	ED BOT	Long-term

TENET IV: EXPERIENCE MONMOUTH ARTS

Programs & Community Engagement

Monmouth Arts provides programs and services where the community and arts connect.

GOAL/ACTION		PRIMARY PARTNERS	PRIORITY
Goal 4.1: Annual programming shall support the mission, vision, and core values of Monmouth Arts.			
a.	Individual programs and events shall be reviewed and evaluated to determine their effectiveness in advancing the strategic plan's goals by surveying the community, members, and art affiliates.	ED MAS BOT	Ongoing
Goal 4.2: Identify new programming opportunities that expand membership, increase sponsorship, and broaden awareness about the arts in Monmouth County.			
a.	Collaborate with community organizations on programming partnerships each year.	ED MAS BOT MOM/AAA S	Ongoing
b.	Identify sponsors that align with MA mission and programming to fund specific programs in the arts.	ED MAS S	Ongoing
c.	Develop new programs that further the mission, vision, and values of Monmouth Arts. New programs to consider: <ul style="list-style-type: none"> ▪ Monmouth Arts Artists in Residence ▪ Monmouth Arts Resiliency Responders ▪ Folk Life Center Partnerships 	ED MAS BOT MOM AAA	Long-term
Goal 4.3: Place emphasis on community engagement that directly connects Monmouth Arts with the community it serves.			
a.	Convene at least one program or event per year outside the Two River Region.	ED MAS	Ongoing

TENET V: SUSTAIN MONMOUTH ARTS

Organization & Governance

Monmouth Arts' Board of Trustees and staff collaborate to ensure the professional integrity and long-term sustainability of the organization is maintained.

GOAL/ACTION		PRIMARY PARTNERS	PRIORITY
Goal 5.1: Organizational Structure			
a.	<p>Maintain a committee structure that aligns with the Five Tenets of this Strategic Plan:</p> <p>(Example only)</p> <p>Executive Committee (Sustain)</p> <ul style="list-style-type: none"> ▪ Governance Subcommittee – Lead by President ▪ Nominating Subcommittee – Lead by Vice President ▪ Finance Subcommittee– Lead by Treasurer <p>Advocacy & Engagement Committee (Champion/ Teach/Experience)</p> <ul style="list-style-type: none"> ▪ Membership & Stewardship Subcommittee ▪ Education & Emerging Artists Subcommittee <p>Development Committee (Promote/Sustain)</p> <ul style="list-style-type: none"> ▪ Sponsors, Major Gifts, Legacy Subcommittee <p>Ad Hoc Committees (e.g., Gala, Strategic Plan, Event Specific Committees)</p>	<p>ED MAS BOT</p>	<p>Ongoing</p>
b.	<p>Develop and distribute an Annual Report highlighting the organization's accomplishments over the past year and provide a status on Strategic Plan implementation to date.</p>	<p>ED MAS</p>	<p>High</p>
c.	<p>Review and propose bylaw amendments that reflect the changing nature of the organization as needed.</p> <ul style="list-style-type: none"> ▪ Revise and formalize committee structure to align with the Strategic Plan goals – Expand and strengthen committees ▪ Provide an organizational structure outline and chart ▪ Clarify Board member responsibilities – onboarding, mentorship, and training needed ▪ Review Executive Board positions, duties, and responsibilities ▪ Invite the public to Board meetings and post calendar in advance 	<p>ED BOT MOM</p>	<p>Ongoing</p>

d.	Review employee policies and handbook as needed.	ED BOT	Ongoing
e.	Create a strategy for recruiting new Board members and staff who reflect the county's diversity.	ED BOT	Ongoing
Goal 5.3: Board Development			
a.	Notify Board members of online professional development webinars as they become available.	ED	Ongoing
b.	Each year, establish goals and expectations for Board members.	ED BOT	Ongoing
c.	Maintain a bio/resume/affiliations database on all Board members and/or a brief webpage bio for each Board member.	MAS	Intermediate
d.	Maintain a Board of Trustee Policy Handbook that includes: <ul style="list-style-type: none"> ▪ Nomination/application materials ▪ Onboarding procedures and orientation materials ▪ Strategic Plan ▪ Bylaws ▪ List of Member Organizations ▪ Board and staff contact information 	ED MAS BOT	Ongoing
e.	Establish a mentoring program that pairs a new Board member with an experienced Board member for the first year of service.	BOT	High

Partners: Executive Director (ED), Monmouth Arts Staff (MAS), Board of Trustees (BOT), Member Organizations and/or Members (MOM), Sponsors (S), Monmouth County (MC), Arts Affiliates & Artists (AAA)

Priority: Ongoing, High, Intermediate, Long-term, Ongoing