



NEW JERSEY STATE COUNCIL ON THE ARTS FY23 PROGRAM AND OPERATIONS PLAN

(Based on adequate human and financial resources)

OVERVIEW

Priorities articulated in this plan are determined within the framework of the Council's [Long-Range Strategic Plan \(2018-2023\)](#). FY23 is the final year of the current plan, as well as a year of strategic planning. Building a strategy of grants and services that is responsive to the needs, challenges, and opportunities in the sector today is the highest priority as we look to maximize the unique role of the Council to serve the field during this time of change and recovery, and into the future. Simultaneously, the Council will continue its learning and action related to Diversity, Equity, Access, and Inclusion (DEAI), clarifying and weaving these values into all that we do.

As of this writing, the Department of State (DOS) has begun implementation of the Telework Pilot Program, allowing state workers two days of remote work in a week. As a result, the majority of Council staff works from the office in Trenton three days per week, workflow depending. The Council currently employs a workforce of 15 full-time employees. Efforts are underway to continue to right-size the Council team, and adequately align efficiencies and capacity with the growth of programs and services. The Council board has 13 voting seats filled and four vacancies, as well as three ex-officio members including Secretary of State Tahesha Way, and newly appointed Senator Holly T. Schepisi and Assemblyman James J. Kennedy.

The workforce is currently organized in four units with distinct but overlapping responsibilities: Grants & Strategies; Operations & Technical Assistance; Communications; and Community Partnerships & Artist Services. Each unit head reports to the Executive Director. The Executive Director reports to the Council Chair and, within the DOS, to the Secretary of State (or designee). The Council's purchase of goods and services, personnel matters, processing of payments, the system of accounting, and IT are all coordinated through the DOS.

In FY23 the Council will, as always, operate in three fiscal years simultaneously, carrying out the administrative processes for multiple grant programs, upholding the highest standards of accountability, operational efficiency, and broad public support. Grantees' and applicants' successful interactions with SAGE (DOS electronic grants system) continue to improve through ongoing upgrades led by Council staff. This year is also year one of a three-year State Partnership Agreement grant from the National Endowment for the Arts.

FY23 BUDGET

REVENUE SOURCES

Cultural Projects Appropriation	\$	31,900,000
National Endowment for the Arts Grant	\$	1,052,400
Administration Appropriation	\$	405,000
Total Revenue	\$	33,357,400

EXPENDITURES

Administrative Budget	\$	1,879,418
Available for Grants	\$	31,384,247

The Council enters FY23 with \$31,900,000 Cultural Projects Appropriation from the State of New Jersey, the second year of a historic investment, and a 99% increase over the level funded \$16 million budget from FY10 – FY20. The Council’s Administrative Appropriation remains unchanged at \$405,000. New State Budget language allows for an additional up to 5% of the Cultural Projects Appropriation to be spent on operations. The Administrative budget for FY23 is \$1,879,418. This budget includes the Department of State’s projection of salaries and benefits for Council staff, as well as all non-salary operations costs. In all, the administrative budget is 5.6% of the Council’s total projected spending from all sources for FY23.

The Council has been awarded \$1,052,400 in the first year of a three-year commitment of federal support from the National Endowment for the Arts. This increase (last year’s award was \$976,100) includes support for Council funded programs and services statewide, with special focus on underserved communities, arts education, folk and traditional arts, and Poetry Out Loud.

The FY22 summary of revenue and expenditures as approved by the Grants Committee, together with the complete list of FY23 awards and programs, including funding principles, annual agency priorities, budget and program plan—as approved by the Council on July 26, 2022—will constitute the Council’s Annual Report to the Governor, Legislature, and to the citizens of New Jersey.

New Jersey State Council on the Arts Long Range Strategic Plan (LRSP) Goals for 2018-2023

1. *Strategically supported New Jersey artists and arts organizations.*

Maintain stability in the field, encourage innovation, and increase access and equity in grantmaking.

2. *Quality arts education and lifelong opportunities for everyone.*

Increase access to and participation in arts education opportunities for all New Jerseyans, in educational settings and throughout their lives.

3. *People of all ages, abilities and backgrounds engaged in the arts.*

Increase participation in and access to arts events, experiences, and opportunities for all people.

4. *New Jersey communities thriving through the arts.*

Sustain, identify, and create opportunities for arts leaders and artists to participate in development and social change initiatives statewide, placing emphasis on the support of those communities traditionally under-resourced.

5. *Widespread public understanding of the importance of the arts.*

Raise awareness and understanding of the importance of the arts, and the positive impact of a thriving arts industry for all facets of New Jersey life.

FY23 PROGRAM PRIORITIES AND OPERATIONS PLAN

The priorities listed below are the result of ongoing self-assessment and field communication. Measuring our progress under last year’s Program Plan (in the context of our LRSP), accounting for initiatives underway, current circumstances, and agency capacity, these priorities broadly describe the areas of work to which staff and board have committed. Work plans, timelines, and goals are established within each professional unit, using these priorities as our guide. Present in all FY23 work and considerations is the year-long, facilitated strategic planning process set to begin in fall 2022.

- 1. Sustain and advance effective programs and services; identify and deliver changes and improvements that align with sector needs. (LRSP Goals 1, 2, 3, 4, 5)**
 - Advance effective core agency programs and services in the FY23 and FY24 application cycles, including direct grants and services to artists, organizations, and partners.
 - Continue to evolve programs and develop new opportunities based on field input.
 - Implement technical assistance programs and professional services to the field, such as communities of practice, grant workshops, and the Critical Financial Services program.
 - Leverage Council partnerships, programs, and opportunities to connect artists and organizations to funding, resources, and guidance to ensure industry strength.

- 2. Address issues of equity and access in agency operations, policies, communications, grantmaking and service provision. (LRSP Goals 1, 4, 5)**
 - Clarify, communicate, and advance Council values of Diversity, Equity, Access, and Inclusion.
 - Build on field research, models, and resources that serve traditionally underrepresented artists and organizations to help inform the field.
 - Assess and challenge inequities in existing grant programs and services, focusing on the details that shape systemic change.

- 3. Sustain increased investment in the 21 County Arts Agencies to improve effectiveness in serving neighborhoods, communities, and populations traditionally under-resourced. (LRSP Goals 1, 3, 4)**
 - Incentivize strong internal county government support for County Arts Agencies (CAA).
 - Align County and State partnerships to foster broad public understanding of the role of CAAs in distributing State resources.
 - Work with the CAAs to ensure effective community engagement practices result in an equitable extension of state resources to a diverse pool of grantees.

- 4. Sustain increased investment in the statewide Folk and Traditional Arts program to foster the preservation, celebration, and inclusion of diverse New Jersey artists, cultures, and communities.** *(LRSP Goals 1, 2, 3, 4)*
 - Help strengthen the Folk Arts Centers as a network; capitalize on the unique offerings and insights of each; and understand the challenges they face operationally.
 - Focus on the synergistic alignment of the Folk Arts Centers with the County Arts Agencies and Arts Education programs to increase outreach and impact.
 - Assess impact of Council Folk and Traditional Arts programs and strategize future methods of supporting Folk and Traditional practitioners and culture bearers in meaningful ways.

- 5. Improve Council communications to increase public access to opportunities and information.** *(LRSP Goals 1, 3, 4, 5)*
 - Coordinate with the DOS to improve the Council’s website as a useful, accessible tool.
 - Work with national, state, and local partners to promote the public value of the arts, critical needs for industry sustainability, and the role of the arts in an equitable statewide recovery.
 - Continue to build Council communications tools and resources, with an increased focus on amplifying the work of historically underrepresented organizations, groups, and artists.

- 6. Broaden, deepen, and diversify the reach of Council supported arts education and lifelong learning initiatives and partnerships.** *(LRSP Goals 1, 2, 3, 5)*
 - Maintain a leadership role in supporting arts education providers, including teaching artists, to help ensure individuals of all ages benefit from quality arts experiences.
 - Support the work of all cosponsored arts education programs in expanding reach to more students, educators, and communities, and diversifying partners.
 - Promote and encourage arts learning throughout life stages, with a focus on increasing creative aging opportunities statewide.

- 7. Foster meaningful support and opportunities for individual artists and sector workers.** *(LRSP Goals 1, 3, 5)*
 - Manage artist selection for State-financed construction projects as dictated by the Public Buildings Arts Inclusion Act, with a focus on fair and equitable practices.
 - Increase financial support through the Fellowship program and capitalize on ways to serve artists through professional development, commissions, and showcase opportunities.
 - Through new and existing partnerships, identify and address issues facing the arts workforce including vacancies, skill building, and pay equity.

- 8. Improve internal operations to increase efficiencies for staff and access for the public.** *(LRSP Goals 1, 2, 3, 4, 5)*
 - Continue modifications to application and reporting processes in SAGE, and successfully migrate to the new SAGE system.
 - Evolve internal systems and maximize lessons learned during remote work, including participation in the statewide Telework Pilot Program.
 - Prioritize codification of policies and procedures to aid in agency growth and sustainability.

PROGRAM PRIORITIES NARRATIVE SUMMARY

Advance Effective Programs, Build Efficiencies, and Align with Sector Needs

The Council is a dynamic, multifaceted agency that administers several different grant programs, provides statewide leadership in multiple areas, engages in a battery of cosponsored projects, maintains intensive communication with the public, manages a large, active and multi-agency public art program, provides extensive technical assistance, maintains high standards of quality and accountability, and plays a central role in promoting the public value of the arts for people and communities statewide.

Sustained focus on resiliency, equity, and innovation will help ensure the success of this essential sector which contributes in irreplaceable ways to state and local economies, tourism, education, healthcare, and overall quality of life. Pending the availability of funds, the Council will be committed to strengthening the field with targeted grant programs and customized professional services that promote fiscal health and inclusivity, while also ensuring broad public access to the arts.

FY23 is year four of five of the Council's extended, multi-year General Operating and General Program Support (GOS/GPS) program. Increased multi-year operating support grants – the most challenging for nonprofits to find – as well as targeted project grants, help existing and new grantee organizations keep their lights on, pay and hire new staff, safely reopen facilities, and plan for robust public programs during a time of intense financial uncertainty. Council funds will help the industry deliver critical services and unforgettable experiences for people of all ages and all walks of life as New Jersey communities continue to reengage.

For all funding programs offered, the process involves many steps, always beginning with a critical look at eligibility criteria and program guidelines. In accordance with ongoing field input, Program Officer research, and changing industry practice, the Council refines programs to align with sector needs. Once program guidelines are launched and widely promoted, Council staff conduct technical assistance workshops, accept applications through the SAGE system, and manage a complex process that varies—calling for independent panel evaluation, staff review, and/or lottery selection—all leading to the assembling of data for Grants Committee consideration and ultimately full Council review and vote. What was once a predictable schedule and workflow, has changed in the last two years as the staff and board adapted to an unpredictable flow of funds, intense field fatigue, and even greater need due to the pandemic-induced financial crisis in the arts industry.

The establishment of new funding programs necessitated new timelines, internal development, technical assistance and more, which the Council successfully managed through internal growth – both in number of staff and expertise. We have adapted our reporting structure to lighten the administrative load for grantees and add relationship-building elements for Program Officers to gain a deeper sense of field needs. These adaptations and others will continue as we aim to streamline every element of the complex grants management process on both sides. With this streamlining, also comes the need for codifying our new processes so that we can institutionalize the rapid-paced learning, build internal stability, and sustain our momentum.

Last year, the Council launched the inaugural Capital Arts Grant program in support of expressed sector challenges to address facilities and infrastructure needs. The Council awarded over \$3.6 million in Capital Arts grants to nonprofit arts organizations across the state, with over \$900,000 invested in South Jersey alone. This year, building on lessons learned, we will aim to partner with the New Jersey Historic Preservation Office to assist grantees in need of specialized infrastructure support due to venues/buildings designated as historic. In FY23, the Council will also launch a new Special Initiatives Grant program, designed to help organizations take advantage of unexpected opportunities on a relatively small scale. We will also facilitate an arts round of the New Jersey Cultural Trust, the focus of which will be institutional and financial stabilization for arts organizations.

The Council provides technical and professional assistance to the field all year long. Considerable effort is made to ensure Council support services and grant opportunities are widely accessible to artists and arts organizations of varying disciplines, locations, and sizes. As businesses of all kinds attempt to regain balance after more than two years of increased expenses and decreased revenue, arts organizations are doing the same. Contending with staffing shortages, new operating models, facilities issues, and changing audience and donor behaviors, arts organizations remain committed to connecting with their communities in new and meaningful ways.

Building appropriate capacity is an important component of sustainability in the field, especially now. A main role of the Council is to serve as a resource for establishing partnerships, sharing information, or connecting like-missioned entities. Building on a strategy for support that significantly expanded last year, the Council will continue to facilitate Communities of Practice (COP) which include cohorts of grantees, organized by operational capacity, service, or content area statewide. Participant input tells us these networks have great value and the learning goes both ways. We intend to maximize the potential of the COPs and similar networks through strategic management in FY23.

As part of the Critical Financial Services Program the Council offers in partnership with the Nonprofit Finance Fund (NFF), we will continue to review the financials of GOS/GPS Council grantees. Through this partnership we offer important initiatives that provide organizations with a specialized financial analysis, providing insight and guidance to help either maintain or achieve greater stability. This year, the program will offer webinars, workshops, and “customized financial coaching” for groups to meet with financial experts. The data collected through these services helps us better understand trends and opportunities as we support the field through recovery over the next several years.

The Council is a founding member of NJCAR (New Jersey Cultural Alliance for Response), the first-in-the-nation alliance to include both the arts and history sectors, created to empower New Jersey's cultural communities to preserve assets and sustain operations before, during, and after a disaster. The Council is also part of the national team that created the Performing Arts Readiness (PAR) project, specifically designed to assist the performing arts sector. While neither network was founded with pandemic preparations or mitigation strategies in mind, both have pivoted to include health and safety training, insurance issue guidance, and venue, patron, and collection protection.

Understand and Address Issues of Equity and Access

The Council board and staff have committed to a multi-phase, facilitated training and planning to identify and address issues of Diversity, Equity, Access, and Inclusion (DEAI) related to our work and the field. In 2022, outcomes include the completion of Phase Two, resulting in the creation of a DEAI mission statement and goals for enacting that mission, as well as beginning the work to outline a timeline and align responsibilities for achieving goals. Moving from learning to planning to action as we start our next long-range strategic planning cycle, we will be positioned to adjust our lens accordingly.

In FY23, we will proactively clarify, communicate, and advance the Council's DEAI mission and values, and pay focused attention to ensuring our programs and services align. We will continue the process of gathering information about equity practices of grantees through reporting and applications, as well as through national, regional, and local resources, and capitalize on the opportunities for collaboration and education for the field and ourselves. We will continue to hone our grants process and build on strides made last year including the institution of anti-bias training for grant review panelists, as well as the concerted effort to assemble panelists from diverse backgrounds.

The Council will continue to work toward ensuring that all Council programs, events, publications, and materials are accessible to people with disabilities. Moreover, the Council will serve as a resource and advocate to help arts organizations statewide remove barriers to access and create opportunities for people of all abilities to participate in the arts as a patron, donor, staff member, and/or artist. The Cultural Access Network, a cosponsored program of the Council and the New Jersey Theatre Alliance, will continue to serve as the Council's Access Advisory Committee, helping to provide resources such as ADA plan review and compliance. Additionally, access measures at each public business meeting have become standard practice, such as the accessibility statement and the guaranteed provision of captioning services, both virtually and in-person. Continued focus will also be placed this year on availing Council materials in multiple languages.

Working with partner State agencies in the Department of Health, Department of Human Services, and the Historical Commission, the Council will continue to recruit arts organizations to connect with new audiences through the Families First Discovery Pass program (FFDP). FFDP was designed to ensure New Jersey residents who receive public assistance benefits have access to the arts.

As the first-ever statewide partner in the Diversity in Arts Leadership (DIAL) program, the Council will work with our national and state partners to build on the successes of previous years. In year four, we will continue the program, engaging college students from traditionally underrepresented backgrounds and pairing them with high performing New Jersey nonprofit arts organizations to help strengthen and encourage the next generation of creative leaders.

In addition to the Council's work supporting the next generation of diverse arts leaders, we will continue our work to support arts administrators of color at all levels of experience through the NJ Arts & Culture Administrators of Color Network – a partnership of the NJ Theatre Alliance, ArtPride NJ, Newark Symphony Hall, and the Council. The Network continues to gain impressive momentum with steadily growing membership and is already seen as a valuable resource for individuals and organizations statewide.

Local Impact, Sustaining Communities, Celebrating Culture

The Council will continue its significantly increased funding for the statewide network of 21 County Arts Agencies, and the State Association of County Cultural & Heritage Agencies. As the SAGE e-Grant and database system continues to develop, the Council plans to integrate the re-grantee data from the Counties and the Local Arts Program (LAP), into the Council's information systems. A deeper understanding of the current and potential reach and capacity of the County Arts Agencies will help the Council strengthen local networks, and ultimately improve effectiveness in reaching traditionally under-resourced communities, neighborhoods, and populations.

As demand increases for local funding, the Council will place renewed focus on the role of the LAP partners in providing meaningful support for low-capacity, high-impact arts organizations and projects. Ongoing collaboration on initiatives such as technical assistance, outreach, lifelong learning, and others is critical to the success of these partnerships.

The Council's decades-old, multi-faceted Folk and Traditional Arts Program is poised to serve New Jersey's cultural communities, artists, and families in unique and robust ways. Continued greater investment in the network of five Folklife Centers will help to bring these hubs of cultural activity together, and further promote, support, and integrate the work of New Jersey artists. In partnership with the NEA, the Council will continue to energize the Folk Arts in education program, and to expand upon the Healing Arts at Home program (formerly Folk Arts for Homebound). Healing Arts at Home pairs folk and traditional artists with homebound individuals and their caregivers, furthering the Council's commitment to the healing and restorative power of the arts.

Additionally, work continues to better align the support of Folk and Traditional Artists as an integral part of the Council's Artist Services strategy. The Folk and Traditional Arts Apprenticeship Program has played a unique role in helping to ensure the survival of valued traditional artforms in New Jersey communities for decades. Due to significantly lower application numbers in recent years, the Council will pause the program next year for evaluation. As part of the ongoing efforts to find ways to highlight Folk Arts Masters and their work with Apprentices, the Council will continue the creation of Passing it On, the quarterly electronic publication that chronicles community-based, culturally specific artforms and artists statewide. Additionally, new collaborations are underway between the Council's Folklife Centers and the 21 County Arts Agencies, as well as a plan to establish the first-ever, public access NJ Fieldwork Archive.

Arts Promotion, Advocacy, and Leveraging Resources

The Council will continue to promote, educate, and communicate to stakeholders and the public about the unique resiliency needs of the sector, and the critical role of the arts in a true statewide recovery. We will represent key Council priorities in national, regional, state, and local initiatives such as arts education, access and equity, artist services, health and healing, cross-cultural understanding, economic vibrancy, overall quality of life, etc.

The strength of the Council's services relies, in large part, on the partnerships—within the arts and across sectors—to identify needs and capitalize on opportunities for solutions across all priority areas. We will continue to build coalitions with private and corporate philanthropic leaders to leverage critical

support for the sector. We will seek to foster new opportunities for connection to and between artists and organizations of all sizes to facilitate dialogue, capacity building, and resources.

We will continue to build on our strategies in public relations, including Council meetings and event coordination, Council member public (virtual or in-person) appearances, arts marketing, and promotion. Special attention will be paid in FY23 to the Council's website (pending DOS support), social media presence, online and print publications, and strategic initiatives such as State of the Arts and Discover Jersey Arts.

The Council will continue to work with state and local government, as well as private entities, to establish and sustain cross-sector partnerships that strengthen the arts industry and New Jersey communities as a whole. Ongoing initiatives that focus on creative placemaking, economic development, and cultural tourism will continue, with an eye toward promoting the arts industry as central to all facets of New Jersey life.

Arts Education and Lifelong Learning

Continued investment in arts education and lifelong arts learning through direct grants, cosponsored projects, and strategic services for the field have helped us make great strides in the last year that we intend to build on. With a seat at national and statewide tables, the Council plays a role in shaping broad policy and planning, including the development of guidance for the inclusion of quality arts education in schools, especially as administrators, teachers, teaching artists, students, and families aim to address the complex challenges brought on by the pandemic. This year, the Council also maintains a role on the National Arts Education Partnership Advisory Council, serving as the first-ever State Arts Agency representative.

Despite the challenges of hybrid and virtual programming, changing protocols, and a list of unpredictable variables, three Council cosponsored programs experienced growth and found meaningful ways to engage students, educators, and artists. New Jersey Poetry Out loud is poised to broaden participation, with a new statewide partner in the Count Basie Center for the Arts, and renewed excitement from regional partners committed to engaging students, schools, and community organizations. The Artists in Education Residency Grant Program (AIE) continues to adapt to the ever-changing needs of schools, and with Young Audiences of New Jersey & Eastern Pennsylvania we will serve students, schools, and educators either virtually or in-person in FY23. Launched in FY20, the Artists Professional Learning Institute (APLI), has maintained steady participation, building a cohort of alumni and a growing list of applicants. This year, the program will again focus on connecting teaching artists and teachers to quality, arts-based professional and creative development, and planning is underway to map out a sustainable, scalable model for the program.

After a successful 18-month pilot of the New Jersey Creative Aging Project, the Council will continue focusing on bringing artists and senior care practitioners together to share best practices, strengthen existing resources, and build new opportunities for training and programming statewide. Additionally, a Council staff member was appointed to the Age Friendly New Jersey Advisory Council, which is chaired by the Department of Human Services as part of New Jersey's acceptance into the AARP Age

Friendly network of states and communities. The Age Friendly New Jersey Advisory Council is tasked with developing a blueprint of best practices to advance age-friendly policies across the state.

The State Arts Council will continue to focus on essential arts education programs through targeted grant categories, cosponsored arts education initiatives, and customized services. Last year's three-part listening session for teaching artists helped provide insight and ideas for new technical assistance, and we will continue learning and providing support through the Mid Atlantic Teaching Artist Retreat. Our Arts Basic to Education, Arts Education Special Initiative, and cosponsored project grants in arts education all continue to help make important strides toward quality arts education for every child, and quality arts education and lifelong learning for people of all ages.

Support for Individual Artists and Arts Sector Workers

The Council's Individual Artist Fellowship program is one of the key ways the Council supports and recognizes working New Jersey artists. In recent years, these awards have honored artists in 12 disciplines that rotated each year, four per year, meaning each category was offered only once every three years. Due to increased funding, and our successful partnership with Mid Atlantic Arts, the Council will shift the schedule this year, offering eligible applicants the opportunity to apply to the Fellowship program more regularly. Instead of four categories, FY23 Fellowships will be offered in the following seven: Choreography, Crafts, Music Composition, Photography, Poetry, Playwriting/Screenwriting, and Sculpture.

Due to the Council's outreach strategies over the past decade, we consistently receive applications from culturally diverse artists working in a wide range of disciplines from across the state. While we made impressive strides last year, our efforts continue to reach artists fully representative of New Jersey's geographic diversity. The Council will again offer incentives to encourage applications from areas historically underrepresented in the applicant pool.

A variety of other artist services initiatives will also continue as circumstances permit, including the Arts Annual, Fellowship Showcases, Opportunities for the Field listings, and the Senior Art show. Each of our artist programs has evolved over the last two years in unique ways, and this year we will build on the lessons learned, adapting the innovations that increased engagement and providing promising, lasting resources for artists and individuals in the sector as they rely on these tools and experiences to strengthen their careers.

Planning for professional development programs for artists to offer in FY23 is underway; a series of quarterly online workshops will be offered to help support New Jersey artists in such topics as teaching artistry, public art logistics, creative aging, and entrepreneurship. Employment in the arts sector in general – as an artist or arts worker - is a topic the Council will explore this year, aiming to assist employers, employees, and contractors in navigating current challenges and building sustainability for the individuals and the sector.

The Council's Artist Services team continues to focus on increasing participation from and engagement with artists with backgrounds traditionally underrepresented in public art, as well as for all services and programs for artists. Ongoing research and data gathering to help understand the barriers to access for

public art opportunities is intended to help improve the Public Arts Inclusion process, and increase cultural equity with a targeted focus on those who identify as emerging public artists, women, and BIPOC artists.

In FY23, the Council will seek out public installation and commission opportunities for New Jersey artists, using the online CaFE system, and capitalize on new and existing partnerships that help expand the scope of opportunity beyond what the Council's or Arts Inclusion resources can provide. As more communities recognize the role of public art in creating dynamic gathering spaces and opportunities for complex civil discourse, artists are challenged in new and exciting ways.

The Council will continue working to build and highlight New Jersey's vast collection of public art and provide more opportunities for New Jersey artists to showcase their art in public spaces. Working again with the New Jersey Department of Environmental Protection, the Council will help develop a temporary public art program that connects community organizations and artists to engage the public in conversations about climate resilience. We will continue the successful TRANSITional Art Project (TAP), a partnership between the Council and NJ Transit, with exhibitions planned for transit areas across the state. In addition to showcasing new pieces of public art, the Council will continue promoting its Public Art Archive, which highlights works of art statewide.