

## **INTRODUCTION: CCHA Preservation Field Services**

The Conservation Center for Art and Historic Artifacts (CCAHA) requests two-year support from January 1, 2019, to December 31, 2020, to continue and broaden the reach of the activities of its preservation field services program. Established in 1977, CCAHA today operates as a conservation treatment laboratory and a preservation field services provider committed to serving a national, and even international, base clientele of museums, historical sites and societies, libraries, and archives. (Additional organization background is provided as an appendix.)

As CCAHA completes a year-long period of deep self-assessment and strategic planning, the CCAHA Board and staff have committed to further expanding CCAHA's role and reputation as a national frontline leader and champion of the work of collection stewardship at the nation's collecting institutions, regardless of institution type, size, or location. As the tasks of stewardship must be considered central to all collecting institutions, the work of collections care is inextricably bound with an organization's abilities to meet mission and build capacity. CCAHA's preservation activities emphasize the development of sustainable capacity building to strengthen the ability of collecting institutions to provide optimal care for their collections. The preservation field services activities highlighted in this request reflect a macro approach to improving collection care standards through strategies that will have long-term impact both upon the organizations themselves and the communities that they serve.

CCAHA's national preservation field services activities create measurable improvements in collections stewardship at sites throughout the country, thereby ensuring the long-term appreciation, access, and research use of our nation's great humanities collections. Through ongoing rigorous evaluation of its programs and services, CCAHA strives to maintain its widely-acknowledged leadership role as a center of excellence in promoting best practices in collection stewardship.

CCAHA's schedule of preservation activities in 2019 and 2020 has been primarily developed from its 2018-22 Strategic Plan and analysis of outcomes-based evaluation forms from prior CCAHA programs. This proposal presents the full range of CCAHA's preservation field services program. NEH funding is requested to support: 1) the national provision of preservation planning programs, 2) the Regional Heritage Stewardship Program, 3) education activities, 4) a preventive conservation fellowship, and 5) support and outreach services.

## **SIGNIFICANCE AND IMPACT: CCAHA PRESERVATION FIELD SERVICES**

### **A. SIGNIFICANCE AND IMPACT: Preservation Planning**

*“(CCAHA's) Needs Assessment, Emergency Planning, and Digital Assessment programs provide one-on-one assistance and will help mid-size organizations, which often have a difficult time finding funding for these types of assessments, learn more about their collections and prioritize their care. Access to these types of services are important to help organizations be strategic in their thinking and allocation of their preservation resources.”*

Rosa Lowinger, Principal Conservator, RLA Conservation

CCAHA proposes to implement the following national preservation planning activities in 2019-20: 1) Preservation Planning Program, 2) Emergency Preparedness and Response Program, and 3) Digital Preservation Assessment. These programs will be targeted to mid-sized organizations that have difficulty accessing these services through other funding sources, often targeted to small or large organizations.

#### **Preservation Planning Program:**

*“Every institution has a responsibility to safeguard the collections that are entrusted to it. That responsibility includes incorporating preservation and conservation awareness into all facets of the institution's activities so as to ensure the long-term preservation of its collections. The institution's commitment will be reflected in the accurate assessment of condition, thorough and comprehensive planning, and the assignment of appropriate financial resources.”*

Position Paper on Conservation and Preservation in Collecting Institutions, AIC

CCAHA will competitively offer 5 opportunities to participate in a new two-year model that offers a preservation needs assessment followed by intensive consultation assistance to develop a preservation plan. Through an 18 month assessment and planning process CCAHA will have the opportunity to build deeper relationships with organizations and guide them in implementing or updating their preservation program.

The preservation needs assessment process evaluates the policies, practices, and conditions that directly affect the preservation of the institution's collections. The written report provides observations, recommendations, and resources to address collection needs, and becomes a valuable tool for institutional strategic planning and fundraising. As recommended by professional membership organizations, such as the American Alliance of Museums (AAM) and the American Institute for the Conservation of Historic and Artistic Works (AIC), the preservation needs assessment is an essential first step in establishing a thoughtful, conscientious process of collections care.

Following a preservation needs assessment, effective stewardship does not simply happen. A preservation plan provides a strategic planning framework to ensure timely implementation of the assessment's recommendations. Through the development of the long-range (3- to 5-year) preservation plan, the recommendations of the assessment are prioritized, a framework for implementation is established, strategies are developed to reach measurable benchmarks and goals, and staff and volunteer responsibilities are assigned. These carefully tailored preservation plans bring structure to the ongoing work of collections care.

For many years, CCAHA has competitively offered NEH-subsidized preservation needs assessments to collecting institutions throughout the country. The application process has been rigorous and the quality of the great majority of applications has been very high. Approximately 20% of applicants can usually be accommodated into the program. When declining applications, CCAHA responds with detailed feedback along with offers to assist with professional grant writing consultation at no charge to encourage their fundraising efforts through other channels. This program has been enormously successful in making needs assessments affordable and accessible for institutions often located in underserved regions.

Preservation needs assessments and preservation plans can be particularly important for institutions as they prepare for major change. Examples of the impact of recent CCAHA preservation needs assessments and preservation plans include:

- After completing a preservation needs assessment in 2015, the Brandywine River Museum of Art embarked upon the task of creating a preservation plan with the assistance and guidance of CCAHA in 2016. The 5-year plan has been instituted, and the Museum has already made significant advances, including fully rewriting their exhibitions policy and holding a staff workshop on light mitigation efforts, identified as a priority in the plan.
- Following their preservation needs assessment in 2014, Fonthill Castle successfully advocated for a new part-time collections assistant to focus on collections care. With the help of the new assistant, they embarked upon the preservation planning process with CCAHA. The 5-year plan was created in 2016, and staff have been systematically addressing emergency preparedness needs.

#### **Emergency Preparedness and Response Program:**

*"The CCAHA Risk Assessment grant was a critical step in our plans for better collections care and emergency preparedness, and has served as the foundation for developing long term preservation plans. Because of recommendations from a professional Preservation Specialist we had important information and tools to prepare for last hurricane season, including the threat of Irma to our area. The report has served as the foundation for additional requests by the museum for preservation needs."*

Dana-Marie Lemmer, Director and Curator, Wiregrass Museum of Art

With NEH funding support, CCAHA will offer a total of 5 NEH-subsidized risk assessments and emergency plans for cultural organizations with humanities collections in 2019-2020.

Emergency planning encompasses the natural and man-made catastrophes that receive major news coverage, as well as the myriad of smaller emergencies, such as broken pipes or pest infestations that can

pose great harm to collections. All collecting institutions should be prepared to address collection needs in the event of an emergency. In fact, the emergency plan is one of the 5 core documents required by AAM for accreditation: *“Museums care for their resources in trust for the public. It is therefore incumbent upon them to ensure the safety of their staff, visitors and neighbors, maintain their buildings and grounds, and minimize risk to the collections that they preserve for future generations. A current, comprehensive disaster preparedness and emergency response plan helps a museum to assess and manage risk, protect human life, and recover from natural and manmade disasters.”* (AAM Code of Ethics)

From 2007-14, CCAHA offered NEH-subsidized risk assessments as the necessary first step in developing an emergency plan for collections. CCAHA first began to offer NEH-subsidized emergency plans in 2015, incorporating development of the risk assessment into preparation of a complete emergency plan. This work is ideally done in two phases: the institution first receives a risk assessment and then uses findings and recommendations from that assessment to move forward with writing a comprehensive emergency plan. Through experience, CCAHA has learned that many organizations need assistance transforming the risk assessment into an emergency plan. Similar to the Preservation Planning Program, CCAHA will work with institutions on both phases of emergency planning.

CCAHA is a well-known leader in emergency planning for collecting institutions and is poised to carry out this work. CCAHA provides leadership for the Pennsylvania Cultural Resilience Network (PaCRN) and the Pennsylvania Cultural Response Team, supports several chapters of the Alliance for Response, and has staff that are part of the National Heritage Response Team. CCAHA has continued to see the need for institutions to have support in preparing for emergencies and disasters.

**Digital Preservation Assessment:** With NEH funding support, CCAHA will offer 5 NEH-subsidized digital preservation assessments for cultural organizations with humanities collections in 2019-2020.

Large and small institutions face many complex questions that must eventually be answered when they undertake digitization of collections and/or collecting born digital materials. According to a CCAHA-administered 2017 survey of New York State collecting institutions, 84% of respondents agreed that it is “very important” “to ensure (digital) content is accessible for 10 years or more.” But despite the acknowledged importance of this work, only 25% expressed satisfaction with their own organization’s digitization policies, with 51.6% stating that they do not “have a plan for managing these assets for 5 years or more.” While these results only directly speak to New York State institutions, observations in the field suggest they are in line with the state of digital preservation throughout the country.

During the past four years, CCAHA Director of Preservation Services Dyani Feige has managed a Digital Preservation Policy track of CCAHA’s Philadelphia Stewardship Program, has achieved recognition by the Society of American Archivists as a Digital Archives Specialist, and has been trained as a digital preservation assessor through the current Digital Assessment Institute established by the Northeast Document Conservation Center and LYRASIS. She will organize and lead this new NEH-subsidized Digital Preservation Assessment program, tailoring the assessments to meet the specific needs of the selected institutions. The plans will address steps to bring the institution’s current digital preservation capacities more in line with the optimal standards and practices in the field, identify potential risks within the collections, and suggest realistic strategies taking into account existing staffing, funding, and training.

## **B. SIGNIFICANCE AND IMPACT: Regional Heritage Stewardship Program**

*“The Heritage Stewardship Program’s workshops, webinars, and consultations have helped Kentucky Appalachian institutions assess collections, connect to possible funders, and work with experts and professionals throughout 2017 and 2018.”*

Amanda L. Higgins, Ph.D., Kentucky Historical Society

CCAHA proposes to implement the following Regional Heritage Stewardship Program (RHSP) activities in 2019 and 2020: 1) Sustained Support for RHSP – Deep South and RHSP – Appalachia, and 2) Launch of RHSP – Intermountain West.

**Sustained Support for RHSP – Deep South and RHSP – Appalachia:** With NEH funding, CCAHA launched RHSP in 2017. Designed to support underserved regions, RHSP initially provided services to two regions: the Deep South (Mississippi, Alabama, and the Florida panhandle) and Appalachia (Eastern Kentucky, Southeastern Ohio, and West Virginia). RHSP adapted CCAHA’s Philadelphia Stewardship Program, with additional insights from CCAHA’s management of the Documentary Heritage and Preservation Services for New York (DHPSNY) program. These regions were selected through consultation with the American Association for State and Local History (AASLH) as areas that have limited access to conservators or other preservation expertise.

While the targeted areas are truly underserved in some ways, CCAHA succeeded in identifying strong regional partners—in addition to an overall partnership with AASLH—for the initiatives. These partners include the KY Historical Society, Ohio History Connection, the WV Division of Culture and History, the WV Association of Museums, the AL Department of Archives and History, the FL Association of Museums, the MS Department of Archives and History, and the Southeast Museums Conference.

RHSP’s outreach model has combined in-person educational and networking opportunities, webinars, targeted on-site consultation (preservation needs assessments), distance consultation, and conferences to catalyze collections care activities in the regions while encouraging a sustainable community infrastructure. Launched as a two-year pilot in 2017, RHSP was based on successful models (the Philadelphia Stewardship Program and DHPSNY) that worked largely because of the long-term commitments involved. As RHSP programs continue to gain momentum in both regions, CCAHA is confident that RHSP’s long-term impact will continue to increase as existing relationships are nurtured and collaborative efforts come to fruition. 2019-2020 will bring RHSP into a new phase of deeper institutional engagement, a logical next step in the program that builds on the connections and experiences gained during the 2017-2018 pilot.

As these regions include institutions scattered across large rural areas, travel to workshops has posed a challenge for some institutions. While webinars offer a good avenue for reaching some collecting institutions that cannot conveniently attend in-person programs, they lack the emphasis on networking and collaboration that are central to RHSP’s approach. To better meet needs, CCAHA proposes to present workshops in conjunction with regional conferences and association meetings. The workshops will be complemented by a new model of facilitated preservation needs assessments that will offer an interactive educational component for both the staff at the institution receiving the assessment and for invited peers.

Based on feedback from the 2017-2018 program, CCAHA proposes to geographically expand both programs in 2019-20, with the Deep South region expanding to include all of Florida and the Appalachian region expanding to include all of Kentucky and Southwestern Pennsylvania. Many of the institutions in the expansion areas face the same challenges regarding limited access to conservators and preservation expertise, and institutions in the expansion areas have expressed interest in participating in RHSP.

**Launch of RHSP – Intermountain West:** CCAHA will center delivery of services to RHSP–Intermountain West in Utah, with services extending to eastern Nevada, southern Idaho, western Wyoming, and western Colorado. Important collections are broadly spread throughout this largely rural area, with many of the collections in the care of very small, often volunteer-run organizations. According to a 2015 Utah Museum Survey, 42% of the responding museums reported operating budgets of \$25,000 or less. The few professional conservators are employed full-time within the region’s largest institutions.

The Utah Division of Arts & Museums and Utah Humanities will serve as partners on RHSP – Intermountain West. For this first phase of programming, staff in the region advised CCAHA that the need for educational programming is especially critical. Utah Humanities has offered to identify and recruit in-state specialists to assist with programming, as well as assistance from their staff in providing logistical support for all in-person education programs.

### **C. SIGNIFICANCE AND IMPACT: Education and Training Programs**

CCAHA proposes to implement the following Education and Training programs in 2019 and 2020: 1) National Conferences and Colloquia, 2) Webinars, and 3) Philadelphia Collections Care Training.

### **National Conferences and Colloquia:**

*“I attended **Into the Vault: Library and Archive Storage Strategies** put on by CCAHA in September 2017. It was the first conference I had been to that addressed the needs of off-site storage facilities. Not only did I learn a lot about conservation and storage, which helps me do my job better, but the conference inspired me to create a conference for other storage professionals. The first meeting of this conference, the Mid-Atlantic Regional Off-Site Storage Conference, occurred in April 2018 with 72 attendees. It was an excellent networking, learning, and professional development opportunity that would not have happened without the CCAHA's excellent **Into the Vault** conference.”*

Margaret Loebe, Collection Maintenance Coordinator  
McKeldin Library, University of Maryland Libraries

After presenting more than 600 national conferences, workshops, and lectures over the past 30 years, CCAHA has become known and respected in the preservation and conservation community as a convener around important topics impacting the field. Curators, librarians, archivists, collection managers, conservators, and facility managers have found the knowledge gained from these programs to be critically useful in assessing collections care programs, developing in-house skills, and creating new initiatives. In 2012, CCAHA conducted a Client Survey and asked a series of questions to determine the effectiveness of the Center's in-person educational programs. Over 91% of respondents indicated the quality of CCAHA programs was high and that they left better equipped to make decisions. The survey respondents also noted the value of in-person training for hands-on learning and networking experiences.

CCAHA strives to present conferences and colloquia that address significant needs and challenges facing the cultural heritage community. CCAHA takes pride in positioning these events of compelling importance in the field by convening experts to discuss issues that are relevant and meaningful.

In organizing national programs, CCAHA works with presenters to address emerging issues, encourage best practices, and foster fruitful conversation. When bringing together experts, CCAHA's goal is to present information that can be scaled to keep it applicable and practical for institutions with limited resources and to stress the importance of sustainability and collaboration. An aspect of the educational programs that is frequently singled out for praise by participants are the tours and learning experiences specifically developed around the collections of the host organization.

CCAHA's educational programs in 2019-20 will address important collection stewardship subjects which have been selected based upon documented needs and topics that have long-term impact on how collection care, preservation, and conservation work is approached. The topics have been developed in partnership with associations, experts in the field, and requests from past national conference audiences.

CCAHA proposes to present four national programs over the two-year grant period.

**National Conference on Balancing Accessibility with Collections Care:** CCAHA will design and lead two national conferences, both on the topic of balancing accessibility with collections care, with one aimed at an audience of museum professionals and the other at an audience of library and archives professionals. CCAHA will market these conferences to the curators, librarians, archivists, and conservators who frequently attend CCAHA programs but with equal attention to attracting educators and administrators.

The way that visitors and researchers interact with collections materials is continually evolving, changing how collections care professionals need to approach their work. The need for accessibility within museums and libraries will always require a delicate balance between preservation and storytelling. New educational strategies have revolutionized opportunities to bring collection items to more diverse audiences, taking into account the variety of learning preferences and communication styles—touch, lowlight, sound-free, and interactive digital. While these approaches may seem at odds with preservation, the work of conservators and collections care professionals to extend an objects' life can be presented as part of the history and story. Creative curatorial approaches to accessibility and preservation will be the focus of these conferences.

**Colloquia on Diversity and Inclusion in Collections Care:** CCAHA will design and lead two colloquia on the topic of inclusion and diversity in collections care, presented in Atlanta, GA and Seattle, WA, two areas where local and regional diversity can be very naturally highlighted. This particular subject has inspired CCAHA to turn to the model of colloquia to encourage conversation and exchange. In working with organizations representing countless topics and populations, CCAHA staff have developed a passionate appreciation for documenting and giving voice to the vastly different experiences chronicled in these collections. As staff responsible for the preservation of our nation's stories, CCAHA's preservation services team understands their critical role in the protection and interpretation of these voices.

While diversity and inclusion initiatives are sometimes developed to change the public face of institutions, this colloquia will be more concerned with the importance of the availability of diverse voices and cultures behind-the-scenes. As the stewardship of collections ultimately affects the actual stories of the collection items as they progress through time, the cultures that created the items must be respected in the strategies that are used to preserve them. And the collecting institution itself should be able to communicate its mission and stewardship commitment to its present-day community.

**Webinars:** CCAHA will lead a two-year, 12-part webinar series, "Putting Best Practices Into Practice," to encourage strategies for incremental improvements at collecting institutions. Through more than 30 years of providing field services, CCAHA has developed an appreciation for the fact that many institutions exist in a day-to-day reality that often significantly differs from the ideal world of best practices and standards. These organizations need educational support on strategies for incremental improvement, stressing achievable "better" goals when "best" is simply out of reach. Often collections care standards can markedly increase through small changes, complemented by ongoing encouragement to recognize and grasp opportunities for fundraising or resource allocation to support larger improvements when they arise.

**Philadelphia Collections Care Trainings (cost share):** Established as part of the Philadelphia Stewardship Program, CCAHA will continue to lead six full-day collections care education programs annually in the 5-county Philadelphia area to provide hands-on learning opportunities on the fundamentals of collections care.

#### **D. SIGNIFICANCE AND IMPACT: Preventive Conservation Fellowship**

CCAHA proposes to host one Preventive Conservation Fellowship in 2019-20. Since 1986, CCAHA has offered a range of preservation field services to improve preventive conservation strategies. Through the years, CCAHA's preservation services program has been staffed by preservation professionals with degrees in fields relating to museum, library, and archival services and conservator expertise has been drawn upon as needed. The Preventive Conservation Fellowship represents an emerging approach to preservation services that taps the experience of the conservator to guide institutional planning.

Although the conservator is often positioned to serve as primary spokesman for collections care within institutions, conservation graduate-level training and post-graduate fellowships tend to focus on treatment. The details of preventive conservation—including environmental management, emergency planning for collections, collections management and exhibition policies, intellectual control, storage, pest management, and housekeeping—are still in the process of becoming fully integrated into the conservation education curriculum. Additional preventive conservation training will be beneficial in the development of key leadership skills for impacting institutional management of collections.

In 2016, CCAHA hosted the first Preventive Conservation Fellowship ever offered by NEH. During this fellowship, Gillian Marcus, a conservator educated at the Camberwell College of Arts in London, UK, was trained in conducting assessments and had the opportunity to lead educational programs. She will be presenting her fellowship research on the preservation of electrophotographic art at the AIC annual meeting in May 2018. Immediately after her fellowship, Ms. Marcus was recruited to serve as Preservation Specialist for DHPSNY. Currently, CCAHA is hosting its second NEH Preventive Conservation Fellow. Like Ms. Marcus, Lisa Imamura is assisting on the full range of preservation field

services activities managed by CCAHA. Ms. Imamura trained in objects conservation at Queen's University in Kingston, Ontario, Canada. Following her CCAHA Fellowship, Ms. Imamura has already secured a position as an Andrew W. Mellon Conservation Fellow at the National Museum of the American Indian.

#### **E. SIGNIFICANCE AND IMPACT: Support and Outreach Services (cost-share)**

CCAHA proposes to implement the following Support and Outreach Service programs in 2019 and 2020: 1) Emergency Assistance, Consultation, and Resources and 2) Preservation Support and Outreach Activities.

**Emergency Assistance, Consultation, and Resources:** CCAHA will continue to provide important emergency assistance services. CCAHA preservation professionals and conservators cooperate in providing email and telephone consultations, as well as on-site service as needed. In 2017, CCAHA provided consultation and/or services regarding emergency situations affecting collections to over 20 institutions. CCAHA leads the Philadelphia chapter of Alliance for Response (AfR) and will continue to lead the PaCRN initiative that is serving all eight AfR chapters in Pennsylvania. As information is critical when disaster strikes, CCAHA's preservation staff regularly updates a *National Resource Guide for Disaster Preparedness*, available as a 70-page PDF on CCAHA's website, with sections identifying service providers, emergency supply and equipment vendors, and essential equipment to maintain on-site. CCAHA also maintains on-site disaster supplies and can quickly mobilize support in the event of a disaster in the Mid-Atlantic region.

**Preservation Support and Outreach Activities:** CCAHA maintains additional assessment and outreach through the Philadelphia Stewardship Program, which provides preservation assessment and training services to collecting institutions in Philadelphia and the surrounding counties. This work has served as a model for the RHSP program and is part of CCAHA's comprehensive preservation services field activities.

CCAHA provides an array of smaller-scale preservation support and outreach activities, including maintenance of the CCAHA website; the dissemination of preservation and conservation information through the annual publishing of four new technical leaflets on CCAHA's website; an on-site library; and newsletters and electronic publications on treatment and preservation topics for a larger lay audience.

CCAHA staff provide free telephone and e-mail consultation. These reference requests may include questions regarding where to locate appropriate archival material, how to store historical and cultural collections properly, how to exhibit collection items, as well as questions related to disaster assistance and response. Each year, the CCAHA staff responds to approximately 1,500 technical inquiries.

#### **WORK PLAN AND EDUCATIONAL ACTIVITIES: DETAILED ACCOUNT**

##### **WORK PLAN: Preservation Planning**

**Preservation Planning Program:** The CCAHA preservation field services staff will prepare both preservation needs assessments and preservation plans for 5 competitively selected institutions in 2019-20. These institutions will commit to an approximately 18-month process, beginning with the preparation of the preservation needs assessment and concluding with the development and implementation of the preservation plan. This opportunity will be offered at a rate of \$500, for institutions that would not normally have the resources to pay for this service at full cost. In addition to these 10 planning documents, CCAHA will lead the development of an additional 20 preservation planning documents in 2019-20 (a cost-share component).

For over a decade, CCAHA has utilized and refined a competitive, yet fair, application process. On the application form, organizations are asked to describe their collections, how they are used, how they are important to study of the humanities, and why this is an appropriate time to undertake a preservation

planning process. Mid-sized collecting institutions are encouraged to apply for the preservation planning program, as they are not generally the target organizations for other funding sources but often have budgets that are too small to support internal funding for hiring assessors to take on this work.

A CCAHA preservation professional prepares the preservation needs assessment in close consultation with assigned staff members at the cultural organization. The survey process includes a general evaluation of the institution's preservation needs for the collections: environment (temperature, relative humidity, pollution, and light), housekeeping, pest control, fire protection, security and disaster preparedness; collection storage, handling, exhibition, and treatment; and interviews with staff. The final written report provides observations and recommendations to serve as guides for staff and Board members.

Following the preservation needs assessment, CCAHA will work with the 5 selected institutions to create a 3- to 5-year preservation plan. Working collaboratively with CCAHA, the staff at each institution will develop a plan that addresses implementation of the assessment's key recommendations. The plan will include timetables with benchmarks and assign responsibilities. Following Board approval of the plan, CCAHA will continue to work with the organization to accomplish measurable first year goals.

**Emergency Preparedness and Response Program:** CCAHA will competitively offer 5 NEH-subsidized emergency plans to collecting institutions throughout the nation in 2019-2020. Similar to the Preservation Planning Program, selected institutions will be expected to commit to an 18-month process, with the first half devoted to conducting the risk assessment and the second half to the development and implementation of the emergency plan.

The risk assessment will identify natural or man-made emergencies that may threaten the collections and outline strategies for mitigation. During the on-site consultation, CCAHA staff will review and examine the institution's environment, history, location, structural needs and concerns, pest control, fire protection, security procedures, local resources, and training requirements. Insurance considerations, collections documentation, and collections salvage priorities are also addressed. The written risk assessment provides observations, recommendations, and resources.

Upon receiving the assessment, institutions will work with CCAHA to develop immediate emergency response guidelines and work toward completion of a full emergency plan. The emergency plan will include information on essential contacts, vendors, emergency communication, insurance, and salvage priorities. CCAHA staff will be available as a resource and to review the completed plan. CCAHA will provide the combined NEH-subsidized risk assessments/emergency plans at a rate of \$500, utilizing a similar competitive application process to the one described above for the Preservation Planning Program.

**Digital Preservation Assessment Program:** In 2019-2020, CCAHA proposes to conduct a total of 5 digital preservation assessments. These 5 NEH-subsidized assessments will be competitively offered at a rate of \$350, utilizing a similar competitive application process to the one described above.

A CCAHA preservation professional specifically trained in the digital assessment methodology will prepare the report in close consultation with assigned staff members at the cultural organization. The survey process will include an evaluation of the institution's preservation needs related to digital collections: strategic goals for digital preservation; users and designated community; resources (staffing, training, and budget); policies related to digital collections (collection development, selection, copyright, disaster planning and continuity of operations, access and retrieval); processes and workflows (content creation for reformatted and born digital materials, metadata, and documentation); and technological resources (IT support, working with legacy media, data management tools, digital storage, and digital collections security). The final document will provide observations and recommendations.

Organizations will be encouraged to integrate key assessment recommendations into their overall strategic plans. Additionally, the assessments will provide a framework and justification for seeking funding to increase accessibility of collection items via digitization, to move systems toward optimal levels of standards and practices, and to address specific concerns.



## **WORK PLAN: Regional Heritage Stewardship Program**

**Sustained Support for RHSP – Deep South and RHSP – Appalachia:** CCAHA will continue to lead RHSP – Deep South and RHSP – Appalachia activities, with geographical expansion of the Deep South program to include all of FL and expansion of Appalachia to include southwestern PA and all of KY.

Over two years, a total of 10 Preservation Needs Assessments will be offered, utilizing the same application procedure used for the Preservation Planning Program. For these assessments, CCAHA will create a new model that combines the site visit with an on-site interactive workshop. Five institutions in each region will be selected to participate; participants from each institution will be required to attend one other site's assessment and may attend as many as they wish. The innovative introduction of a peer component to the process will provide the participants with preservation knowledge and also assessment techniques to take back to their institutions. Through their participation, they will gain in ability to share knowledge and resources with non-participating institutions. This peer-to-peer format will foster connections between institutions and bolster the overall collections care communities in the regions.

Lecture-style presentations will be offered in the two regions, aligning tailored educational programs with established conferences or association meetings. Approximately three presentations will be offered in each region per year. Working closely with regional partners, CCAHA will promote these presentations throughout the two regions. Monthly webinars will be scheduled, with planned webinars on fixed topics offered every other month alternating with an open "office hours" webinar approach for taking questions and facilitating conversations. These "office hours" webinars will offer opportunities to solicit advice or assistance on any collections care subject, provide opportunities for the regional communities to network and share ideas, and allocate time for follow-up and consultation on workshop topics. As the emphasis of all RHSP activities is the building of a strong cultural heritage community, CCAHA will develop online regional resource guides with contacts for services and specialists available within the regions. An estimated 900 people will receive services or register for programs during the two-year period.

**Launch of RHSP – Intermountain West:** Using the model executed in RHSP regions during 2017-2018, RHSP – Intermountain West will place more of an emphasis upon in-person intensive educational programs offered throughout Utah and in cross-border areas, with sites selected and developed with close assistance from partnering state agencies. The in-person programs will best meet the needs of the institutions in the region and webinars will provide supplementary material. In addition to the workshops, CCAHA staff will work with two institutions in the Intermountain West to provide preservation needs assessments. The 2019-20 period will conclude with a regional conference with opportunities for the Assessment recipients to share their experiences, discussion sessions, and opportunities for site visits and/or hands-on demonstrations. An estimated 170 people will receive services or attend programs.

## **WORK PLAN: Education Programs**

**National Conferences on Balancing Accessibility with Collections Care:** These conferences will combine lecture-style presentations with opportunities for tours and experiential learning. The conference emphasizing issues faced by museums and historic sites will be at the Museum of the American Revolution (Philadelphia, PA) and the conference focused on library and archive perspectives will be at the Indiana Historical Society (Indianapolis, IN). Principal speakers will be drawn from institutions that have implemented initiatives to increase accessibility that could be models for replication by participants.

The conference will include presentations, speaker panels, tours, and hands-on experiences in the host institutions. Topics will include: opening collections for audiences beyond researchers, including increased use of collection items in education; digitization as access; touch programs and object preservation; use of collection items for purposes such as destructive sampling and religious/ceremonial ritual; ADA considerations in historic structures that can impact preservation; use of visitor capacity studies in determining item placement; and use of mobile museum programs for accessibility. Case studies will highlight initiatives undertaken by institutions. CCAHA will market these conferences to the curators, librarians, archivists, and conservators who frequently attend CCAHA programs but with equal

attention to attracting visitor services staff, educators, and administrators. The cost to attend will be \$300 with estimated attendance of 100 at each location.

**National Colloquia on Inclusion and Diversity in Collections Care:** CCAHA will design and lead two colloquia on this topic, presented in Atlanta, GA and Seattle, WA, which will include presentations and discussions led by diverse speakers. For these colloquia, CCAHA will serve as a convener and strive to be inclusive and sensitive in all aspects around discussions. CCAHA will develop the conferences in consultation with the identified advisory panel (see attached course outlines) comprised of members who directly address issues of inclusion and equity in their professional capacities. Emphasis will be on success stories, models for replication, and the conceptual importance of documenting and preserving the histories of diverse and changing communities. The colloquia will offer lecture-style presentations, interactive speaker panels, tours, and facilitated conversations. Topics will include: How collecting, preservation, and interpretive decisions impact history; opportunities for expanding collections and promoting preservation through community archiving; addressing diversity among collection care professionals; documentation planning; collecting intangible heritage to establish context of items and bridge gaps; developing opportunities for collaborations between collection care staff and community; expanding role of the conservator as a resource to communities; and the role of preservation in conflict zones or disaster areas.

CCAHA anticipates marketing the colloquia to the full range of collecting institution professionals, including curators, librarians, archivists, and conservators who frequently attend CCAHA programs but with equal emphasis on attracting managerial and administrative staff. The base cost to attend will be \$275, and the advisory panel will help CCAHA develop a sliding pay scale to ensure equitable access to the colloquia. Estimated attendance is 100 at each location.

**Webinars:** CCAHA will lead a two-year 12-part webinar series, “Putting Best Practices Into Practice,” on strategies for incremental improvement in collections care. The 90-minute webinars will be held every other month, and will feature an expert providing recommendations presented alongside with a case study (see Course Outline appendix). In months when webinars are not presented, registered participants will be invited to take part in an online community forum message board. CCAHA staff will pose questions, share re-sources, and foster conversation. The non-CCAHA webinar instructors will be encouraged to visit the forums to contribute. Participants will be able to sign up for the whole series at a discount, entitling them to receive a certificate for full attendance, or to register per webinar. The estimated attendance for the series is 250.

**Philadelphia Collections Care Training and Other Continuing Workshops (cost share):** In addition to the planned educational program activities, the CCAHA staff will maintain a diverse roster of talks, presentations, and workshops, presenting a minimum of 30 additional educational activities in 2019-20.

#### **WORK PLAN: Preventive Conservation Fellowship**

CCAHA proposes to host a one-year Preventive Conservation Fellowship (Fall 2019 – Fall 2020), aligning the position start date with the North American academic year. A recent graduate from a post-graduate conservation program, the CCAHA Preventive Conservation Fellow will work under the guidance of CCAHA’s Director of Preservation Services, with responsibilities for assisting with the development of preservation needs assessments, preservation plans, risk assessments, and emergency plans. Initially, the Fellow will work one-on-one with the Director of Preservation Services and the Preservation Specialist, accompanying them on targeted site visits, participating in interviews with staff, and assisting with report preparation. By the end of the year, the Fellow will independently complete both one preservation needs assessment and one emergency preparedness and response plan. These are key tasks that all preservation professionals must master.

As a trained conservator, the Preventive Conservation Fellow brings a new set of knowledge and skills to the preservation services department. In order to develop a program appropriate for the strengths and goals of the Fellow, the Director of Preservation Services will work with the Fellow during the first three months to identify one long-term project. The Fellow is offered the option to pursue a

research/demonstration project designed to provide insight into conservation challenges faced by institutions or to conduct a collections planning project at an institution with artifacts that align with the Fellow's training and interests.

The Director of Preservation Services and the Fellow will jointly develop the planning document for the selected institution. In coordination with the institution's staff, CCAHA will assign the Fellow to assist and document efforts to implement a targeted recommendation or recommendations from the planning document. Through this process, the Fellow will receive first-hand opportunities to view decision-making processes for allocating resources within institutions, the role of staff in promoting best practices, funding concerns, assignment of staff responsibilities, and development and implementation of evaluation criteria. Near the conclusion of the Fellowship year, the Fellow will write at least two papers (technical bulletins or articles) stemming from the project for publication on CCAHA's website.

#### **WORK PLAN: Support and Outreach Services (cost-share)**

**Disaster Assistance, Consultation, and Resources:** In 2019-20, CCAHA will continue to update its national resource guide for disaster preparedness. As part of every emergency preparedness and response plan, institutions should develop and maintain a list of vendors to call in the event of an emergency. CCAHA's national resource guide will continue to serve as an up-to-date aid to help institutions identify the types of services, vendors, and consultants needed on an accessible list. CCAHA staff will continue to provide free triage disaster telephone and e-mail consultation, serve as the lead organization in the Philadelphia AfR chapter, and provide ongoing support for the network of AfR chapters in Pennsylvania.

**Preservation Support and Outreach Activities:** CCAHA will continue to provide additional preservation field services support and outreach activities, including the continuation of the consulting and education services offered via the Philadelphia Stewardship Program; maintenance of the CCAHA website; dissemination of preservation information through newsletters and other publications; an on-site library; and free information and reference services to cultural institutions through telephone and electronic media. CCAHA will also continue to add to its online library of technical bulletins, creating approximately four new technical leaflets annually, drawing upon staff and outside expertise. CCAHA's preservation services staff will also continue to coordinate a free technical assistance service through telephone and e-mail consultation. In addition, the "Conservator of the Day" program ensures that one qualified person is always available to answer technical conservation questions during business hours.

#### **EVALUATION**

**Preservation Planning:** Evaluation of all preservation services programs is ongoing, with an emphasis on outcome-based evaluation. CCAHA's needs assessments and emergency plans are evaluated through a series of follow-up phone calls that examine all aspects of the program. Participants in the program receive a phone call from the surveyor two weeks after the report is mailed to discuss the report and to inquire if the institution needs further technical information about any of the subjects mentioned in the survey. A formal evaluation process takes place six months later when the institution is asked to complete a form evaluating all aspects of the program. Outcome measures are based on the ability of the participating organizations to implement recommendations from their preservation needs assessments.

**Regional Heritage Stewardship Program:** CCAHA will engage Amanda R. Latreille, MSIS, of AmaLat Consulting LLC, to evaluate the Regional Heritage Stewardship Program using an outcome-based approach. Ms. Latreille is a program planning and evaluation consultant with more than a decade of experience. She has successfully measured the impact of multiple staff education/support projects at state and national levels, and she is also a Certified Outcome-Based Evaluation Trainer. Mrs. Latreille will begin by working closely with CCAHA staff to develop a logic model for the program. The model (or evaluation plan) will focus specifically on the outputs and outcomes to be measured, with indicators, data sources, and targets included. The program goals (identified earlier) will be used to guide the model's development and its measures. See appendix for full evaluation scope of work.

**Education Programs:** CCAHA utilizes a pre- and post-questionnaire system to measure the success of all workshops. These questionnaires are created for each workshop, based on the specific goals established by the workshop leaders. The questionnaires include questions to gauge the change in knowledge level of the participants, as well as Likert scales (1-10 numerical scales) to estimate changes in confidence level regarding certain topics. They also include open-ended questions to critique all aspects of the session and to suggest future workshop topics. After 6 months, a follow-up electronic questionnaire is sent to each participant to gauge the usefulness of the training/information and any change in activities over a long-term period. This system will be used to measure success of all workshops in 2019-20.

**Preventive Conservation Fellowship:** The Director of Preservation Services will be responsible for tracking performance measures, including the quality of the preservation planning documents prepared by the Fellow, reports from the institutions served, reports from CCAHA staff working alongside the Fellow, and the success of the research project in achieving its stated objectives.

## **STAFF, FACULTY, AND CONSULTANTS**

**Laura Hartz Stanton**, Executive Director, joined the CCAHA staff in 2005 as Preservation Specialist. Since then, she has served as Director of Preservation Services and was promoted to Executive Director in 2014. Prior to CCAHA, she served as Curator of Collections at Siouland Heritage Museums in Sioux Falls, SD. She has a Master of Arts from the Cooperstown Graduate Program, with an emphasis in Museum Studies.

**Dyani Feige**, Director of Preservation Services, joined the staff in 2010 as Preservation Specialist and was promoted to Director of Preservation Services in 2014. Before coming to CCAHA, she worked in the Brooklyn Museum Libraries. Ms. Feige has a Masters of Science in Library and Information Science with a Certificate in Archives from Pratt Institute and interned at the New York Public Library Barbara Goldsmith Preservation Division. She has been recognized by the Society of American Archivists as a Digital Archives Specialist.

**Samantha Forsko**, Preservation Specialist, came to CCAHA in 2015. Before joining CCAHA, Ms. Forsko worked at the Los Angeles County Museum of Art as a collections manager. She has also worked as a conservation technician for the Regional Arts and Culture Council and Cascadia Art Conservation Center, both in Portland, OR. She received her MA in Arts Management with a focus on Archival and Museum Studies from Claremont Graduate University, in Claremont, California.

**Stephenie Bailey**, Education Program Manager, supports and promotes the education and outreach activities of the preservation services office. Previously, she worked as an archival assistant at Dumbarton Oaks. She received her M.A. in Art History from George Washington University.

**Aja Davis**, Preservation Services Assistant, handles registration, promotion, and materials for CCAHA's education programs; edits and prepares assessments and plans; and maintains the CCAHA library. Ms. Davis previously worked at the Historical Society of Pennsylvania.

**Amanda R. Latreille**, MSIS, of AmaLat Consulting LLC, will evaluate the Regional Heritage Stewardship Program. Ms. Latreille is a program planning and evaluation consultant with significant state and national experience. She is a Certified Outcome-Based Evaluation Trainer.

## **CONCLUSION**

Through judicious planning, CCAHA has positioned itself to serve as a pro-active partner, advocate, and resource for collecting institutions, both large and small. By offering a broad range of services, CCAHA provides strong support to the country's museums, libraries, historical societies, and archives as they strive to provide optimal care for their collections. We share in their commitment to keep the irreplaceable primary documents of our cultural heritage accessible for research and public appreciation. Through this work, CCAHA ultimately benefits both humanities professionals and the general public who will be able to appreciate and learn from our faithfully preserved history in the decades to come.