



NATIONAL ENDOWMENT FOR THE

Humanities

DIVISION OF PRESERVATION AND ACCESS

Narrative Section of a Successful Application

The attached document contains the grant narrative and selected portions of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful application may be crafted. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations. Prospective applicants should consult the Preservation and Access Programs application guidelines at <http://www.neh.gov/grants/preservation/preservation-and-access-education-and-training> for instructions. Applicants are also strongly encouraged to consult with the NEH Division of Preservation and Access Programs staff well before a grant deadline.

Note: The attachment only contains the grant narrative and selected portions, not the entire funded application. In addition, certain portions may have been redacted to protect the privacy interests of an individual and/or to protect confidential commercial and financial information and/or to protect copyrighted materials.

Project Title: Alliance for Response: A National Program on Cultural Heritage and Disaster Management

Institution: Heritage Preservation

Project Director: Cindy Thompson

Grant Program: Preservation and Access Education and Training

NARRATIVE

Significance and impact

Humanities Collections at Risk

Humanities collections throughout the country are vulnerable to emergencies, from localized flooding to region-wide catastrophic events. Examples abound of cultural and historic collections damaged or destroyed by disasters. In the fall of 2005, an estimated 70 museums and historical societies and more than 250 libraries in five states on the Gulf Coast suffered damage from Hurricanes Katrina, Rita, and Wilma. Even months later, some collections remained in peril from mold and neglect. Other examples include:

- Record flooding swamped Cedar Rapids, Iowa, in June 2008. The African American Museum & Cultural Center, the Science Station, and two historic theaters were underwater. The National Czech and Slovak Museum and Library sustained more than \$11 million in damage and must move to a new home. The museum holds an extensive collection of folk and fine art, artifacts, and historical documents; its research library and archives include significant sources for scholars and the general public.¹
- Subzero weather caused a waterline to freeze and burst on the third floor of Montana State University's Renne Library in Bozeman, Montana, in January 2008. Water flowed for nearly 30 minutes before emergency responders could shut off the fire suppression system, which released nearly 1,800 gallons of water into the library. The water poured down to the second floor, damaging hundreds of the library's most prized collections, including original signed and manuscript copies of books about Montana, Yellowstone National Park, and Lewis and Clark. The library contracted to have 8,000 items freeze-dried, and another 245 items from special collections were treated in-house.²
- In June 2005, a temperature control malfunction caused three nitrate motion-picture films to ignite a fire in a storage unit at the Northwest Museum of Arts and Culture in Spokane, Washington. Along with the motion-picture films, 300 sheets of nitrate-based photographic film depicting life in eastern Washington over the last century were destroyed. These flammable materials were correctly housed, but response to the fire and subsequent water damage was hampered by the lack of an updated disaster plan for collections in the museum's new building.³

Unfortunately, many of America's institutions with humanities collections are unprepared for emergencies. Heritage Preservation, in partnership with the Institute of Museum and Library Services, conducted the Heritage Health Index, a survey of preservation needs and conditions at museums, libraries, and archives nationwide. The results, published December 6, 2005, in *A Public Trust at Risk: The Heritage Health Index Report on the State of America's Collections*, presented the first comprehensive overview of the condition of collections in U.S. institutions.

Some of the report's most striking findings were in the area of emergency preparedness. The Heritage Health Index found that 80 percent of U.S. collecting institutions do not have an emergency plan that includes collections, with staff trained to carry it out. When this figure is broken down among the five different kinds of institutions covered in the survey (archives, libraries, historical societies, museums, and archaeological repositories/scientific research collections), it reveals that 78 percent of museums and 92 percent of historical societies do not have an emergency plan that includes collections with appropriately trained staff.⁴

Planning does make a difference! In May 2009, the Jesusita Fire inflicted heavy damage to structures, exhibits, and living collections at the Santa Barbara Botanic Garden in California. Thanks to a good

emergency plan and new fire hydrants installed by the Garden, firefighters were able to save several critical structures: the herbarium housing the Garden's vast scientific collection of dried plant specimens; the Blaksley Library and Library Annex including a rare book room; the historic Caretaker's Cottage; and the seed bank, where the germplasm of rare and endangered species are stored.⁵

Partnerships: the Key to Emergency Preparedness

An emergency plan is essential to preparedness, but so is a prior relationship with first responders and emergency managers who are critical to response and recovery. The term “first responders” refers to professionals dispatched by the 911 system, and emergency managers are usually government officials who play a coordinating role before, during, and after disasters. Here, the two groups are referred to collectively as “emergency responders.” Staff members at collecting institutions are likely to encounter them in any situation that threatens life or safety.

Stewards of humanities collections must understand the emergency policies, practices, and protocols that are already in place in their communities and seek ways to be included in local plans. Most disasters are handled on the tribal, state, or local level and do not involve any federal assistance. A state plan goes into effect only when the local response is overwhelmed or ineffective. The Federal Emergency Management Agency steps in only after a request by a governor and approval by the President. Unfortunately, few museums, libraries, or cultural commissions are a part of the local planning and mitigation process.

An established partnership with emergency responders can be critical during response. Despite their skills, preservation professionals who are not known to first responders may be denied access to damaged collections. Priority collections of art, documents, and artifacts can be neglected, or even further damaged, when emergency personnel are not informed of their importance.

When emergency responders understand the significance of a humanities collection, they will make a special effort to protect it. In April 2007, a three-alarm fire at the Georgetown branch of the District of Columbia Public Library destroyed the roof and much of the 1935 building's second floor, including the Peabody Room. When the assistant fire chief learned of the precious historic records and artifacts in the Peabody Collection from the librarian, he sent in a team to cover the collections with protective tarps and bring out whatever paintings and artifacts they could carry.⁶

The need for partnerships is clear, and they must be forged at the local level, where the official response begins for water main breaks and hurricanes alike. Further, the alliances must be developed before disasters strike. Carma Fauntleroy, interim director of the Louisiana State Museum, joined other panelists from the Gulf Coast at a March 2006 meeting of the Heritage Emergency National Task Force. She confirmed the importance of those relationships: "Museums really need to be integrated into local emergency management plans. Then we're not educating them on the importance of our collections at the last minute."⁷

Alliance for Response: Meeting the Need

Bringing together cultural heritage and emergency management professionals at the local level – where virtually all initial disaster response occurs – is the purpose of Heritage Preservation's Alliance for Response initiative. Launched in 2003, Alliance for Response is a series of one-day invitation only Forums designed to link key cultural heritage and emergency response representatives, leading to new partnerships and local projects. Alliance for Response fosters cooperation among cultural organizations, influences local planning efforts, and enhances the protection of cultural and historic resources.

By the end of 2009, the Alliance for Response initiative will have reached hundreds of individuals from more than 600 museums, libraries, archives, and other humanities institutions in 16 cities across the

country. It has encouraged cultural institutions to train and plan together for emergencies; it has raised awareness of the importance of cultural heritage in communities; and in several of America's major cities, it has led to changes in official emergency policies.

Generous support from the Fidelity Foundation enabled Heritage Preservation to launch Alliance for Response in 2003. Since then, the foundation has sustained the program with two more grants, the latest of which will be expended at the end of 2009. The Fidelity Foundation has always regarded the project as an innovative means of protecting humanities collections and raising awareness of their value to the community. However, its policy urges nonprofits to secure other funding partners.

Heritage Preservation seeks support from the National Endowment for the Humanities (NEH) to build on the momentum of the first six years of this successful initiative. In addition to bringing Alliance for Response to new cities, training and outreach components will address two persistent challenges: sustaining local disaster networks and increasing awareness of cultural heritage within the emergency management community. Both of these needs were identified at a national meeting of Alliance for Response stakeholders in November 2008.

In this phase of Alliance for Response, Heritage Preservation will sponsor three new Forums and conduct two national Leadership Institutes – one on strategic partnerships with emergency managers at all levels and the other on the nuts and bolts of sustaining local disaster networks. A third critical component will be an outreach campaign to help emergency management professionals nationwide better understand what cultural heritage contributes to communities.

One of the primary goals of the Heritage Emergency National Task Force is to “encourage the incorporation of cultural and historic assets into disaster planning and mitigation efforts at all levels of government.”⁸ In 2006, the Task Force undertook a project with NEH support called “Lessons Applied: Katrina and Cultural Heritage.” Members sought to convert the lessons learned from the fearsome storms of 2005 into an action plan for the future. Three of 16 longer-term recommendations were directly related to the expansion of Alliance for Response: sharing its best practices, increasing its audience, and reaching out to emergency managers and civic leaders.⁹ This proposed program gets to the heart of the Task Force recommendations.

History of Alliance for Response: Forums, Partnerships, and Resources

Alliance for Response Forums

Since 2003, Alliance for Response Forums have been held in Atlanta, Boston, Cincinnati, Dallas, Los Angeles, New York City, Philadelphia, Pittsburgh, Sacramento, San Diego, San Francisco, and Seattle. The Forums in California cities were sponsored by the California Governor's Office of Emergency Services in cooperation with Heritage Preservation; all others were sponsored by Heritage Preservation with support from Fidelity Foundation.

Four additional Forums are scheduled for 2009. The statewide Vermont Alliance for Response Forum will be held August 31, 2009, at the Billings Farm and Museum in Woodstock. Chaired by the Vermont Historical Society, the planning committee includes conservation, curatorial, archival, and emergency management expertise from around the state. The Denver Public Library will host a Forum on September 25, 2009; the library co-chairs the planning committee with the Molly Brown House. The Raleigh Alliance for Response effort is being led by the North Carolina Preservation Consortium, and the Forum will take place in the fall of 2009 at the North Carolina Museum of Art. A Forum is being planned for Savannah, Georgia, during the first week of December 2009. The local planning committee is headed by the Georgia Historical Society and the City of Savannah Research Library and Municipal Archives.

New Local Partnerships

A Forum is only the first step in Alliance for Response. Heritage Preservation encourages local planners to structure programs that will lead to long-term benefits for humanities collections and communities. As a result, there have been significant achievements that foster collaboration among cultural institutions, improve local government policies, and enhance the protection of heritage resources. Here are several examples of the kind of follow-up activities resulting from Alliance for Response Forums:

- **Atlanta.** Following the Forum in 2007, the newly formed Heritage Emergency Response Alliance (HERA) established a local listserv that includes emergency responders. In March 2008, a tornado tore the roof from the *Atlanta World Journal*, the city's oldest continuously published black newspaper. Using the listserv to track damage and recruit volunteers, HERA responded with 21 volunteers from nine organizations to pack and move historical records from the *Journal's* building; several institutions donated supplies. Aside from disaster response, HERA has sponsored Incident Command System training and submitted a funding proposal for a shared disaster supply cache.
- **Boston.** The Cultural Emergency Management Team in Boston was formed in February 2004, and met regularly for five years. It has now become part of the Massachusetts Coordinated Statewide Emergency Preparedness (COSTEP) framework. The group, trained and deployed through the State Archives, will have an official role in responding to emergencies.
- **New York City.** Alliance for Response NYC sponsored several training programs following its Forum in the fall of 2004. This year, local leadership is strengthening partnerships with both the Office of Emergency Management (OEM) and the Division of Cultural Affairs. A May 13, 2009, program for cultural institutions outlined OEM's mission and what information tools and training the city can offer. Training on designing disaster scenarios will be offered June 25.
- **Ohio.** Ohio Alliance for Response sponsored a session on fire suppression and mitigation at the Ohio Museums Association Annual Meeting on April 6, 2009. The group will meet in July to outline future activities.
- **Philadelphia.** Philadelphia Alliance for Response has met regularly since the original Forum in June 2007. Before the Forum, the City's "Alert Philadelphia" emergency message service reached only 11 cultural institutions. Now more than 100 collecting institutions are signed up to receive incident advisories. Philadelphia Alliance for Response has provided guidance on developing emergency plans and information on the programs and resources of the City's Office of Emergency Management. Plans for a shared disaster supply cache and fire department walk-throughs are in development. Goals include a "seat" for the cultural heritage community at Philadelphia's Emergency Operations Center and official credentials to give humanities professionals access to disaster sites.
- **Pittsburgh.** The first follow-up meeting after the Pittsburgh Alliance for Response Forum was a tabletop disaster planning exercise conducted by emergency professionals at the University of Pittsburgh in October 2008. At a second meeting in February 2009, the group heard experts on risk management, mutual aid agreements, and mold remediation for humanities collections. A shared supply cache is under consideration.

The institutional members of local Alliance for Response Forum planning committees are listed in **Appendix A**.

Resources for Humanities Collections

In the last five years, Heritage Preservation has produced new resources to benefit Alliance for Response participants and collecting institutions nationwide.

- A ***Forum Planning Handbook*** helps communities duplicate the success of Alliance for Response. The Handbook draws on lessons learned from the first Forums, covering everything

from assembling the list of invitees to constructing the day's program. The handbook (**Appendix B**) is available online: [www.heritagepreservation.org/Forum/Forum Planning Handbook.pdf](http://www.heritagepreservation.org/Forum/Forum%20Planning%20Handbook.pdf).

- The Heritage Emergency National Task Force “Lessons Applied” project, underwritten by the National Endowment for the Humanities, resulted in a tip sheet about working with emergency responders. With added funds from the Fidelity Foundation, Heritage Preservation produced the information as a popular **poster (Appendix C, in booklet format)**, now in its second printing.
- In 2009, Heritage Preservation enhanced the Alliance for Response **Web site** (www.heritagepreservation.org/AfR/index.html) so it can serve as a central information clearinghouse for Alliance for Response partners. A resource for Forum planners and cooperative networks alike, an online Tool Kit contains materials to help plan meetings, work with emergency responders, identify community allies, and fund existing local disaster networks. The site also provides local Alliance for Response committees with administrative support including online forms for meeting registration and evaluation.
- Heritage Preservation convened 40 people from around the country at the Alliance for Response **Leadership Roundtable** on November 18, 2008. The one-day meeting gave leaders of current and future Alliance for Response committees a chance to exchange news on local efforts and discuss innovative ways to create and sustain community partnerships. A list of participants and meeting summary is online at www.heritagepreservation.org/AfR/Roundtable.html.
- The day-long Alliance for Response Leadership Roundtable discussion was recorded and edited into a one-hour **audio presentation**, which is now part of the online Tool Kit. The presentation is divided into four topics: *Planning Alliance for Response Forums*, *Building Relationships with Emergency Responders*, *Developing Local Assistance Networks*, and *Finding Support for Disaster Projects*. The topics contain information for a range of listeners, from Alliance for Response Forum planners to staff of humanities institutions interested in working with local emergency responders.

National Significance of Alliance for Response

A decade ago, the idea of humanities institutions working in partnership with emergency management agencies was a novel one. Thanks to Alliance for Response, the significance of those relationships to protecting collections and historic sites is widely recognized. The initiative has been praised as an effective way to build cooperation among cultural institutions and create ties to local emergency management officials. The goals of Alliance for Response are reflected in the Coordinated Statewide Emergency Preparedness (COSTEP) framework under development in Massachusetts. Alliance for Response has provided a model of cooperation for several statewide planning efforts under the auspices of the Institute of Museum and Library Services (IMLS) Connecting to Collections initiative.

Alliance for Response has also had an impact on the emergency management community beyond the cities where Forums have taken place. The initiative motivated the Federal Emergency Management Agency (FEMA) to begin work on a “cultural heritage” curriculum for professional emergency responders. The initial Alliance for Response Forums inspired the Governor's Office of Emergency Services in California to sponsor two series of four regional forums in the fall of 2006 and spring of 2007. These meetings – modeled on the national Alliance for Response program and including Heritage Preservation as a partner – marked the first time a state emergency management agency had funded a program related to cultural heritage.

Alliance for Response has also provided Heritage Preservation and other members of the Heritage Emergency National Task Force opportunities to share cultural heritage concerns with emergency management professionals. The International Association of Emergency Managers (IAEM) has published articles about Alliance for Response, and Heritage Preservation organized the first-ever session on cultural heritage at IAEM's 55th Annual Conference in November 2007. In June 2009, Heritage

Preservation's Vice President for Emergency Programs chaired a session at the 12th Annual Emergency Management Higher Education Conference at FEMA's national training center in Emmitsburg, Maryland. These efforts have broken new ground, but have reached only a small percentage of the potential audience of civic and emergency management leaders.

Institutional profile

Heritage Preservation is a national non-profit organization dedicated to preserving the cultural heritage of the United States. By identifying risks, developing innovative programs, and providing broad public access to expert advice, Heritage Preservation assists museums, libraries, archives, historic preservation and other organizations, as well as individuals, in caring for our endangered heritage. The mission of Heritage Preservation is to preserve the nation's heritage for future generations through innovative leadership, education, and programs.

Heritage Preservation has 30 years of experience as an advocate for the preservation of collections. It is known for reports based on a foundation of sound data and publications that synthesize the best information from preservation professionals and make it available to collecting institutions and the general public. The members of Heritage Preservation – libraries, archives, museums, historical societies, and preservation organizations – rely on it for information and leadership.

Staffing

Heritage Preservation has a staff of 12, headquartered in Washington, DC, and is governed by a 10-member Board of Directors (see Appendix D for a list of board members). Heritage Preservation's senior staff includes a President, Executive Vice President, Vice President of Collections Care Programs, Vice President of Emergency Programs, and Fiscal Administrator. In addition, the external affairs department has two staff members, including a Web coordinator; collections care, two; and emergency programs, two. An administrative assistant helps with a range of activities.

Budget

Heritage Preservation's 2009 annual budget is \$2.3 million. Income is derived from restricted and unrestricted private and federal grants, contracts, and cooperative agreements; and earned income in the forms of membership dues, publication sales, and earned interest.

Heritage Preservation 2009 Income Sources	
Source	Amount
Cooperative Agreements and Contracts	\$ 1,407,640
Federal Grants	\$ 479,415
Private Contributions	\$ 306,505
Earned Income	\$ 123,055
Total	\$ 2,316,615

Programs

Collections Care Programs

Heritage Preservation's collections care programs improve the standard of care of cultural heritage at collecting institutions and historic sites, promote awareness of preservation needs, and serve communities nationwide. The Conservation Assessment Program helps small and mid-sized museums safeguard collections and historic buildings. The Heritage Health Index, published in 2005, provided the first national picture of the condition of collections in all kinds of institutions – museums, libraries, archives,

historical societies, and scientific organizations. Save Outdoor Sculpture and Rescue Public Murals help communities document and protect local cultural icons. The National Cemetery Administration of the U.S. Department of Veterans Affairs (VA) has contracted with Heritage Preservation to assess the condition of approximately 200 memorials in VA cemeteries and review proposals for the conservation treatment of about 50 of these monuments. In addition, Heritage Preservation has cooperated with the Institute of Museum and Library Services on implementing Connecting to Collections, a national initiative to raise awareness of collections needs.

Emergency Programs

Emergency programs at Heritage Preservation are undertaken in support of the Heritage Emergency National Task Force (Task Force). In 1995, Heritage Preservation created the Task Force to help libraries, archives, museums, and historic sites safeguard collections and historic buildings from the damaging effects of disasters. Co-sponsored by the Federal Emergency Management Agency (FEMA), the Task Force is a partnership of 41 national service organizations and federal agencies (see **Appendix E** for a list of members).

History of the Heritage Emergency National Task Force

More than a decade before September 11, Hurricane Hugo and the Loma Prieta earthquake awakened concerns for the safety of America's collections and historic places. Collections staff at American museums, libraries, and historic sites realized they were ill equipped to respond to emergencies in their own institutions or come to the aid of their neighbors.

In late 1994, more than 80 representatives of regional and national organizations came together to discuss how to help cultural institutions better protect collections and speed recovery from disasters. Sponsored by FEMA, the Getty Conservation Institute (GCI), and Heritage Preservation, the National Summit on Emergency Response was a call to action. The gathering was notable for two reasons. First, it presented a good opportunity for the library, archives, museum, and historic preservation communities to join forces around a single issue. Second, it marked a major public commitment by FEMA to preserving cultural heritage. In his keynote address, the agency's director, James L. Witt, challenged the audience to commit "to a national effort to reduce the future impact of natural disasters on our cultural and historic institutions across this nation."

The creation of the National Task Force on Emergency Response followed a few months later. GCI helped launch the Task Force, and Heritage Preservation continues to provide administrative and program support. In 2002, a new name – the Heritage Emergency National Task Force – was chosen to reflect broader goals, including preparedness and mitigation as well as response.

The NEH is one of the founding members of the Task Force, and it has supported several significant emergency projects: *Cataclysm and Challenge: Impact of September 11, 2001, on Our Nation's Cultural Heritage*; Lessons Applied: Katrina and Cultural Heritage; the English- and Spanish-language versions of the *Emergency Response and Salvage Wheel*; and the *Field Guide to Emergency Response*. NEH has also supported Heritage Preservation's efforts on behalf of the Task Force to serve as a clearinghouse on damage to humanities collections and distribute needed information resources after major disasters.

Emergency Projects

Cataclysm and Challenge features findings from a survey, conducted in the months immediately following September 11, 2001, of 122 museums, libraries, archives, and other collecting institutions in Lower Manhattan. It offers specific recommendations concerning emergency planning for collecting institutions and illustrates how individual institutions coped with the aftermath of the disaster.

In 2006, Task Force members collaborated on **Lessons Applied: Katrina and Cultural Heritage**. This project sought to convert lessons learned from Hurricane Katrina and other major storms into appropriate projects and longer-term recommendations. The resulting tools include the poster *Working with Emergency Responders: Tips for Cultural Institutions* (see **Appendix C**); *Guide to Navigating Federal Emergency Management Agency and Small Business Administration Disaster Aid for Cultural Institutions*; Recommended Professional Emergency Management Training for Cultural Heritage Responders; *Foundation Grants for Preservation in Libraries, Archives and Museums*; and MayDay, an annual event that encourages cultural institutions to undertake one simple preparedness task each May. Numerous recommendations for long-term projects were identified during the project.

The ***Emergency Response and Salvage Wheel*** is an interactive slide chart, first published in 1997, that provides quick access to information on protecting and salvaging collections. The Wheel has become the single most recognized and respected tool for protecting books, documents, art, and artifacts from water damage. Thanks to major support from NEH, 46,000 complimentary copies of the Wheel were distributed nationwide to museums, libraries, archives, and historic sites and agencies when it was published. Since then, nearly 50,000 copies have been sold. The Wheel has been translated and reproduced in a similar format in Spanish, Dutch, French, Italian, Chinese, and Japanese, and an Arabic version is under development.

The ***Field Guide to Emergency Response***, released in 2006, explains clearly and simply the steps to take in the first few hours of an emergency affecting cultural heritage collections. The Field Guide contains guidance on creating a staff response team and assigning responsibilities; an overview of the top ten most common types of damage and how to handle and stabilize objects in each case; information panels that can be customized before disaster strikes; and helpful forms and checklists such as a Disaster Supplies Shopping List. A DVD accompanies the written handbook and demonstrates salvage techniques for typical problems like mud, mold, and soot.

Both the Wheel and the Field Guide are widely used in training and have been honored with awards. The Field Guide won the Society of American Archivists' Preservation Publication Award in 2007. Both the Wheel and Field Guide have received First Place Media awards from the International Association of Emergency Managers, and both were selected for inclusion on the Institute of Museum and Library Services' Connecting to Collections Bookshelf.

Heritage Preservation coordinates **response to major disasters** such as Hurricane Katrina, California wildfires, and regional flooding through national conference calls, research on damage, Web resources, and the wide distribution of information. As part of this effort, Heritage Preservation has made the Field Guide DVD segments on dealing with water damage and soot available to view online.

The **Risk Evaluation and Planning Program** is a pilot project funded by IMLS. It pairs emergency responders with preservation professionals to conduct risk assessments at small museums. Guided by the results of their evaluations, 15 participating museums in Mississippi, Ohio, and Texas have developed tailored emergency plans, undertaken practical mitigation steps, and developed new relationships with local firefighters and county emergency managers.

A follow-up to recommendations from the Preserve America Summit, the **Preparing to Preserve** project produced an action plan and other resources for integrating historic preservation concerns into local and state emergency plans.

Heritage Preservation launched **Alliance for Response** in 2003. This initiative is discussed in detail throughout this proposal.

As demonstrated by the breadth of projects dealing with emergencies and their impact on cultural heritage, Heritage Preservation has a proven history of successful collaboration with professionals from diverse fields and making technical knowledge accessible for general audiences. Heritage Preservation's prior projects, especially previous phases of Alliance for Response, and experienced professional staff form a firm base on which to expand this important initiative.

Curriculum and work plan

This new phase of Alliance for Response: A National Program on Cultural Heritage and Disaster Management will have three basic components: (1) three Alliance for Response Forums in additional cities, (2) two national Leadership Institutes for Alliance for Response participants, and (3) an educational outreach campaign to major associations of emergency management and other local government officials. Work will be conducted from January 1, 2010, through December 31, 2011.

Jane Long, Heritage Preservation's Vice President of Emergency Programs, will serve as project director and oversee all aspects of the project. Mary Rogers, Coordinator of Emergency and Collections Care Programs, will coordinate curriculum development, faculty selection, and evaluation of the program components. Cindy Thompson, Program Assistant, will manage lists and logistics. Jimena Rojas, Coordinator of Web and Publications, will maintain Alliance for Response Web pages and manage development of materials. See **Appendix F** for an outline of program activities and responsibilities and **Appendix O** for staff resumes. The activities will be overseen by a distinguished Advisory Committee, listed at the end of this section.

Alliance for Response Forums

Heritage Preservation proposes to conduct three Alliance for Response Forums between September 1, 2010, and August 31, 2011. This should allow sufficient time for local planning committees to develop and schedule Forums and for Heritage Preservation to evaluate the results. Three major metropolitan areas are targeted for new Alliance for Response Forums: Chicago, Illinois; Miami, Florida; and Minneapolis-St. Paul, Minnesota. A map showing past and proposed Forum sites is **Appendix G**.

Purpose of Alliance for Response Forums

While the content and structure of Forum agendas may vary from site to site, the underlying goal of the meetings is the same: to help communities more effectively protect their cultural and historic resources. The immediate objectives are to:

- Initiate an ongoing dialogue between cultural institutions and emergency managers and first responders;
- Raise awareness of the need to protect cultural and historic resources within communities;
- Encourage disaster planning and mitigation at archives, historic sites, libraries, and museums; and
- Develop strong networks among these institutions to improve local response to emergencies.

The Forum is the main mechanism by which Alliance for Response program goals are achieved. The Forum content provides a basic overview of cultural heritage to emergency responders and informs cultural heritage professionals about the process of emergency management. All panels, presentations, and break-out sessions aim to enlighten participants on best practices in their respective fields and strengthen lines of communication. Topics often include the significance of the local cultural heritage; how the emergency management process works and where it affects collecting institutions; lessons learned from local disasters; and models for establishing cooperative networks. For an agenda from a past Forum, see **Appendix H**. Included with the agenda is a document outlining what each speaker addressed in his/her presentation.

Forums in general provide many opportunities to network, and break-out sessions are designed to result in follow-up projects that strengthen the personal contacts so important to long-term partnerships. Forums average about 75 participants and include professionals from museums, libraries, archives, and historic sites, as well as neighborhood first responders, key state and local emergency managers, and civic leaders.

Implementation of Alliance for Response Forums

The planning and implementation of an Alliance for Response Forum is accomplished by a local planning committee, with guidance from Heritage Preservation to ensure a commitment to the major goals of the project. A lead institution recruits a Forum planning committee representing the city's cultural heritage, civic, and emergency response communities. It is important that planning committee membership – like the audience for the Forum – be diverse in terms of the types of institutions represented (archives, libraries, museums, and historic sites) and their governance (non-profit, university, state, municipal institutions). Representation from the emergency management community is essential. It is then the responsibility of the committee to:

- Conduct an Alliance for Response Forum for 75-100 people by August 31, 2011;
- Design a Forum program that furthers the goals of the national Alliance for Response initiative;
- Recruit at least 20 percent of Forum participants from outside the cultural heritage and academic fields; and
- Commit to organizing one follow-up meeting within three months of the Forum, at which time a brief proposal for future activities would be submitted to Heritage Preservation.

These and other responsibilities are detailed in a sample letter of agreement, **Appendix I**.

Organizing an Alliance for Response Forum that meets these goals is hard work, but Heritage Preservation's resources can help. The *Forum Planning Handbook* (see page four) and Alliance for Response Web site contain a wealth of information on previous Forums and follow-up activities. Local planning committees contribute time and in-kind resources to the Forum, but the primary burden is on the lead organization to convene planning meetings and direct the efforts of the committee. Usually, issuing invitations and other administrative tasks fall to the lead organization as well.

As it has done with recent Forums, Heritage Preservation will provide \$5,000 in consulting fees to each lead institution to cover personnel, speaker travel, supplies, postage, and other direct costs related to planning and implementing the Forum. This has proved to be sufficient when the costs of the venue and catering are covered. With one exception, all earlier Forum venues, along with security and audio-visual costs, have been donated by a Forum planning committee member institution. Heritage Preservation will identify and help solicit a sponsor for lunch and other refreshments at the Forum. Heritage Preservation will also provide copies of an Alliance for Response brochure (**Appendix J**); the *Forum Planning Handbook*; a variety of templates; meeting folders and handouts; and expert guidance. The Heritage Preservation Web site also provides online registration and evaluation tools that may be used by Forum planners.

Consultation by Heritage Preservation staff is often necessary in the early stages of planning a Forum. Therefore, included in the budget is the cost of sending the project director to each of the target cities to meet once with the local Alliance for Response committees early in the planning process. Without guidance, local committees tend to select program topics, invitees, and speakers more appropriate to disaster workshops. Emergency responders think first of the kind of community safety presentations they are comfortable with. Heritage Preservation's role is to help them think outside the normal boundaries and begin building beneficial relationships for the future.

Proposed Forum Sites

Heritage Preservation selects cities to participate in Alliance for Response based on several criteria: the richness of cultural and historic resources; shared awareness of the need for disaster planning; the proximity of a regional conservation center or other nexus of professional preservation resources; demonstrated interest in creating or strengthening a mutual assistance network; a higher than average threat of disasters; and some established contacts with state or local emergency management officials.

Heritage Preservation has invited collecting institutions in Chicago, Miami, and Minneapolis-St. Paul to lead a local Alliance for Response effort. See **Appendix K** for statements of interest from a possible lead planning organization for each city.

Chicago. Heritage Preservation had hoped to hold an Alliance for Response Forum in Chicago in 2009, and a program committee led by The Field Museum had been in place. In April 2009, the planning committee chair notified Heritage Preservation that a Forum in Chicago would be impossible in 2009 due to economic pressures and staff shortages. Chicago would be an ideal site; it is rich in historic and cultural resources and no stranger to natural hazards. In a normal year, Illinois citizens can expect an average of 31 tornadoes and at least five severe winter storms, along with damaging winds and floods. Happily, The Newberry Library has expressed a willingness to reassemble a local Alliance for Response planning committee.

Miami. At least one major hurricane makes landfall in Florida every three years. As a coastal city, Miami is at great risk for flooding and wind damage. In 1992, Category 5 Hurricane Andrew made landfall just south of Miami and caused \$26.5 billion dollars in damage. In 2005, Hurricanes Wilma and Katrina struck. The City of Miami is well known for its diverse cultures and ethnicities, which are reflected in a wide variety of museums, special collections, and cultural centers. The Dade Heritage Trust maintains a network of historic preservation interests, museums, libraries, and historic sites in Miami. It is eager to sponsor a Forum.

Minneapolis-St. Paul. The twin cities of Minneapolis-St. Paul support a vibrant cultural environment of world-class museums, special collections, theaters, and academic resources. With five major river systems, the state of Minnesota is also at high risk for flooding. The Minnesota Historical Society welcomes an opportunity to lead a local planning committee for Alliance for Response. It has an outstanding program of outreach for preservation and disaster assistance and is already part of a statewide emergency task force. The Midwest Art Conservation Center, a resource for cultural and professional institutions throughout the Upper Midwest, would also be a partner.

Follow-up Activities

A Forum is only the first step in Alliance for Response. Ideally, the Forum program is structured to result in follow-up meetings, the formation of a local mutual assistance network, and joint activities with local emergency managers, like training exercises or developing a strategy to integrate humanities institutions into local emergency plans. A list of the kinds of follow-up activities Alliance for Response has inspired begins on page four of this proposal.

Follow-up activities require leadership and administrative activities from local committees already stretched by the demands of the original Forum, so Heritage Preservation has tried to ease the burden. In addition to the \$5,000 for Forum planning, another \$2,500 will be available to sponsor a follow-up meeting and help launch new projects. Before fees are paid, the lead institutions will be required to submit a plan for follow-up activities within three months of the Forum.

The Heritage Preservation Web site remains a key resource for local Alliance for Response sites long after Forums are completed. Heritage Preservation staff solicit and post information on activities in partner cities and provide a discussion forum for humanities institutions involved in the project.

Alliance for Response Leadership Institutes

In November 2008, Heritage Preservation convened a national Leadership Roundtable for Alliance for Response leaders, emergency management experts, and representatives of funding agencies. The one-day meeting was the first opportunity for Alliance for Response leaders to exchange information on local initiatives and discuss ways to create and sustain community partnerships. The 40 participants identified two persistent challenges: developing strategic partnerships with emergency management and sustaining cooperative disaster networks.

Heritage Preservation proposes to hold two one-day Leadership Institutes to address these major issues in depth. Heritage Preservation staff, guided by Advisory Committee members, will have responsibility for organizing the meetings, developing the curriculum outline, and identifying appropriate faculty members for each Leadership Institute. Contracted faculty will then refine specific topics and work with staff to develop presentations, instructional material, and evaluation forms.

The curricula for both institutes will break new ground. Although the Leadership Roundtable generated many good suggestions for ways to work with local first responders and emergency managers, the Leadership Institute on strategic partnerships will offer, through case studies and presentations, specific approaches for integrating cultural heritage into local and state policies. Topics will explore various points in the emergency management system where cultural resources should be included: official emergency notification systems, city and county emergency plans, the Emergency Operations Center, mitigation projects, disaster training exercises, critical infrastructure databases, and the interstate Emergency Management Assistance Compact, among others. Invitations to this institute will be extended to Alliance for Response leadership and key contacts at emergency management associations. Philadelphia would be an ideal site because of the inroads Alliance for Response has made in that city and the state of Pennsylvania.

The institute on sustaining disaster networks will provide practical advice and sample materials to help participants achieve common goals such as mutual aid agreements, shared disaster supplies, commercial recovery service contracts, cooperative emergency planning, and Community Emergency Response Training. Leadership skills necessary to sustain voluntary efforts will also be explored, as will strategies for involving local emergency responders in the networks. Alliance for Response leadership, chairs of mutual assistance networks across the U.S., and project directors from IMLS Connecting to Collections Statewide Planning projects with a major emphasis on disaster networks will be invited to this institute. (See **Appendix L** for lists of Alliance for Response planning committees, cooperative disaster networks in the U.S., and Connecting to Collections states with major disaster components.) Denver is the proposed site for this institute; it is convenient to collaborative efforts taking hold in Western states and several established West Coast disaster assistance networks that can serve as models.

It is expected that each Leadership Institute will have 50 participants. The institutes will be invitation-only to ensure that cultural heritage and emergency management professionals who have ties to Alliance for Response and other existing cooperative networks have the opportunity to build on knowledge and experience they have gained through involvement with the project. Although the institutes will be invitation-only, Heritage Preservation will contract with an audio-visual firm to record the sessions for use as Webcasts, which will be made available at no cost to a wider audience. Registration will be free with the understanding that participants will bear the costs of travel to the training locations.

The final selection of meeting places and the order in which subjects will be addressed will be determined in consultation with the Advisory Committee. Funds have been budgeted to cover the costs of staff time, faculty contracts, staff and faculty travel, room rental, catering, audio-visual services, and reproduction of course materials.

Educational Outreach to Emergency Professionals

Heritage Preservation proposes to launch an educational campaign to increase awareness of Alliance for Response among the professionals charged with protecting humanities collections in times of disaster. We aim to promote community partnerships by reaching out to major civic and emergency response organizations through an information campaign that includes:

- introductory meetings with association executives in the Washington, DC, area
- placement of articles in newsletters and journals
- development of an information kit for use as both a press packet in Forum cities and a way of introducing association executives to Alliance for Response
- presentations at four annual conferences over the next two years.

Outreach to the emergency management community, including a “speakers’ bureau,” were among the key recommendations of the Heritage Emergency National Task Force in the Lessons Applied report of 2007. The idea of an information kit was raised at the Alliance for Response Leadership Roundtable in November 2008 and enthusiastically endorsed by participants.

At every Alliance for Response Forum, there has been a core of firefighters, law enforcement officials, and county emergency managers who, once they understand the issues, want to be engaged. One of the biggest challenges, however, is capturing their attention in the first place. An educational outreach effort is essential to protecting humanities collections. Raising awareness for any good cause, whether disaster preparedness or the importance of preserving our heritage, requires a sustained and targeted message to the decision makers we need to reach. First responders, emergency managers, city officials, and civic leaders outside the arts and humanities are more likely to attend Alliance for Response Forums and work with museums and libraries if they are aware of the benefits for their communities.

The educational message to emergency responders would be based on the following premises: following a disaster, cultural heritage can be a powerful catalyst for recovery and revitalization because it helps maintain and restore the fabric of a community. Familiar neighborhood landmarks – schools, libraries, historical societies – provide a source of hope for survivors. Libraries provide gathering places, information centers, and even shelter. Preservation professionals, too, can contribute expertise to the recovery process. They can assist with damage assessments and offer expert guidance on salvage and recovery measures that may save government agencies costly mistakes. They can use existing networks to enhance outreach and education efforts, mobilize volunteers, and share with the public advice on salvaging photographs and other cherished family heirlooms. Also, cultural heritage can present special challenges to emergency responders during response efforts. Having basic knowledge about cultural heritage in the local community can make emergency responders’ jobs easier and save lives and property.

Among the organizations targeted are the International Association of Emergency Managers (IAEM), National Emergency Management Association, National League of Cities, and the FEMA Regional Advisory Councils, which include state and local emergency management executives. Publications include the *Disaster Resource Guide*, *IAEM Bulletin*, *Journal of Homeland Security and Emergency Management*, and the online *FEMA Emergency Management Higher Education Program Notes*, which has more than 60,000 subscribers.

Heritage Preservation staff would meet with association leadership and develop the presentations for conferences. Staff would also write the articles and create the presentations, with guidance from Advisory Committee members, several of whom have extensive experience in shaping outreach messages. Responsibility for making presentations at the national meetings would be shared with Alliance for Response local leaders, and the budget provides travel costs for one presenter per meeting.

Heritage Preservation also hopes to make cooperation with state and local emergency responders the theme of a meeting of the Heritage Emergency National Task Force within the next two years. The meeting would be structured to attract leaders of major emergency management and civic associations, many of which are headquartered in Washington, DC, and it would showcase the progress made through the Alliance for Response initiative.

Advisory Committee

The project will benefit from the guidance of respected leaders in the fields of preservation and emergency management. Heritage Preservation has assembled a distinguished Alliance for Response Advisory Committee well suited to provide expertise in developing the Leadership Institute curriculum, outreach campaign to emergency managers and civic leaders, and new Alliance for Response Forums. Most have taken leadership roles in Alliance for Response efforts, and two have expertise in emergency management communications.

While much of the committee's work will be done by telephone and e-mail, the advisors will be expected to attend two meetings during the course of the project. The first will take place in Washington, DC, in the spring of 2010. The second will coincide with the second Leadership Institute in 2011, which we expect to hold in Denver, Colorado. Heritage Preservation will offer each member of the Advisory Committee an honorarium of /day for each of the two days spent at advisory meetings. Travel costs for both regular and *ex-officio* members of the Advisory Committee will be covered.

The Advisory Committee for Alliance for Response will consist of David Carmichael, Director, Georgia Division of Archives and History; Lori Foley, Director of Preservation Services, Northeast Document Conservation Center; Chris Godley, Emergency Services Manager, Marin County, California; Rocky Lopes, Program Manager for Infrastructure and Sustainability, National Association of Counties; and Julie A. Page, Co-Coordinator, California Preservation Program. Tom Claeson, Heritage Preservation Board Member and Senior Consultant for New Initiatives for Lyrasis, and John Ketchum, Preservation Officer at the Federal Emergency Management Agency and FEMA's representative on the Heritage Emergency National Task Force, will serve as *ex-officio* members. Heritage Preservation expects to recruit another Advisory Committee member from the emergency management community.

Advisory Committee members' acceptances of Heritage Preservation's invitation to serve on the committee are contained in **Appendix M**; biographies are in "Staff, faculty, and consultants."

Evaluation

Measuring Success

Each of the project's three components will be evaluated individually to determine its effectiveness.

Alliance for Response Forums

An evaluation form that has been used to track outcomes of past Alliance for Response Forums has been updated to measure feedback quantitatively. This evaluation form (**Appendix N**) will be used at Forums that take place in 2009, and then updated as necessary to evaluate Forums that would be held during the 2010-2011 grant period. With this evaluation tool, Forum participants' gains in knowledge and

professional competency can be measured. Participants will complete the evaluation after the Forum and report on changes in knowledge or competency related to disaster planning and response principles, local emergency management structure and protocol, available disaster resources, local cultural assets, and collaborative networking.

Because one evaluation form will be used for all participants, Heritage Preservation recognizes that changes in knowledge will vary depending on the profession of the person completing the form. It is anticipated that emergency management professionals will gain the most understanding about local cultural assets, whereas cultural heritage professionals will increase their knowledge of local emergency management structure and protocol.

Heritage Preservation will also measure the proposed activities for Forum follow-up projects against the stated goals of the national program.

Leadership Institutes

Participants of each Leadership Institute will be asked to complete an evaluation of the program. Evaluation forms will be created during the grant period, after the Advisory Committee has made recommendations on curriculum for each institute. Heritage Preservation anticipates that Leadership Institute participants will show an increase in knowledge in several subject areas within each curriculum and demonstrate an increase in knowledge to be measured upon completion of instruction.

Change in behavior is a long-term goal of the project, and it is more difficult to measure than changes in knowledge. Heritage Preservation staff will survey institute participants before the end of the grant period in order to track changes in behavior resulting from attendance at the institute. Expressions of this change could include gaining a seat for cultural heritage at the emergency operation center, establishing a mutual aid agreement with neighboring cultural institutions, or obtaining official emergency credentials for museum staff.

Because each curriculum will be delivered only once during the grant period, results from the evaluation of the first institute that pertain to format or instructional methods will be taken into consideration when planning the second institute.

Educational Outreach to Emergency Professionals

The success of an outreach campaign to emergency managers on behalf of cultural heritage will be difficult to measure in the short-term. This campaign would mark the first of its kind and would provide a basic level of awareness that emergency managers need in order to make informed decisions about cultural heritage resources in their communities.

In consultation with the Advisory Committee, Heritage Preservation staff will hone the Alliance for Response message for delivery to emergency managers. The message will be relayed via professional meeting presentations, journal article placements, and an information kit. Evaluation of these outputs will come in the form of feedback from session participants, article readers, and Forum planning committees using the kit. However, the true measurement of the campaign's effectiveness will be the integration of cultural heritage into emergency management plans in communities across the U.S. Heritage Preservation will make every effort to remain informed about communities where this is achieved.

Past Accomplishments

Participants at past Alliance for Response Forums completed an evaluation of the day's program. The evaluation form contained mostly open-ended questions asking participants what they learned, what part of the program was of most interest, what contacts they made, and what urgent steps they would take at

their institutions in terms of emergency planning. The feedback garnered at past Forums demonstrates the project's multi-level impact:

Alliance for Response raises emergency management professionals' awareness of local cultural resources.

- After the Forum in New York City, a Federal Emergency Management Agency Regional Environmental Officer (who has responsibility for cultural, historic, and natural resources in the assigned region) wrote, "The entire day was very worthwhile and beneficial to planning. From my perspective, the meeting was an eye opener in terms of response and coordination in a disaster."
- A Battalion Chief from the Seattle Fire Department who attended the Seattle Forum said that thanks to the day's discussions, he would begin "asking where high value and rare articles are located so the fire department can address them as early as possible in an incident."
- The Gwinnett County (suburban Atlanta, population 588,000) Fire Marshal attended the Atlanta Forum and said he would share with his colleagues "the significance of the 'salvage' effort in recovering documents, etc., and there is an opportunity for the fire department to contribute to that effort."
- The Captain of the Santa Cruz Fire Department attended the San Francisco Forum and had his eyes opened to "the idea of protection of cultural heritage. Something I simply had not thought of."

Alliance for Response raises cultural heritage professionals' awareness of local emergency planning and response protocols.

- A National Archives and Records Administration staff member learned about "the priorities of the first responders before they are able to assist you with salvage operations" at the Seattle Forum.
- At the Ohio Forum, the Head of Preservation Services at the University of Kentucky Libraries learned "the hierarchy of local, state, federal emergency management; most importantly, that local offices are interested in hearing from me."

Alliance for Response provides cultural heritage professionals with sound and simple emergency planning and disaster mitigation tips.

- After the Seattle Forum, a community college librarian resolved to "prioritize the collection" for recovery.
- After the Sacramento Forum, the Principal Librarian of Special Collections at the California State Library decided "to make sure all collection managers have read/understood the disaster plan."
- Because of her attendance at the Atlanta Forum, a staff member at the Delta Air Transport Heritage Museum decided to "create a realistic disaster plan that involves first responders."

Alliance for Response provides a roadmap for emergency management/cultural heritage collaboration.

- After attendance at the San Francisco Forum, a university librarian planned "to work more closely with campus first responders on collections priorities and value. Curators group on campus needs to organize for mutual aid and education."

Alliance for Response provides emergency management and cultural heritage professionals a place to forge new, and reinforce old, connections.

- At the Sacramento Forum, an employee of the California Office of Emergency Services "made contact with other state agencies (library, state parks, archives, museums) that we will have responsibility to address in a major event."
- Nordic Heritage Museum staff obtained "first responder contact information, including fire department and various emergency management agencies" at the Seattle Forum.

- An archivist who attended the Atlanta Forum remarked, “I already knew several archivists [in attendance] but didn't know they cared about disaster preparedness.”
- Also at the Atlanta Forum, the Gwinnett County Fire Marshal met for the first time “our county historic buildings director. Initiated discussion on what should be done; identified the level of planning and preparedness.”

Sustainment Strategies

Heritage Preservation was successful in securing multiple grants from the Fidelity Foundation to support Alliance for Response Forums occurring in 2003-2009. Although the foundation will not support Alliance for Response in 2010-2011, the Fidelity program officer has expressed a willingness to entertain other proposals in the future.

During the proposed phase of Alliance for Response, Heritage Preservation anticipates making new contacts in the emergency management community that could lead to new funding opportunities. The diverse Advisory Committee also will provide expertise on new directions and possible supporters of Alliance for Response.

Staff, faculty, and consultants

Staff

Jane S. Long is Vice President of Emergency Programs at Heritage Preservation. She has served as director of the Heritage Emergency National Task Force since it was formed in 1995. Ms. Long has led all Task Force initiatives, from the *Emergency Response and Salvage Wheel* to the innovative Alliance for Response project and the *Field Guide to Emergency Response*. She is co-author of Heritage Preservation's book *Caring for Your Family Treasures* (Harry N. Abrams, 2000). Ms. Long served as special projects coordinator for the President's Committee on the Arts and the Humanities and executive director of the Foundation for Public Affairs. She holds a BA from the College of Wooster in Ohio and an MA from the University of Chicago.

Mary Rogers is Coordinator of Emergency and Collections Care Programs at Heritage Preservation. She has worked on the programs of the Heritage Emergency National Task Force, including Alliance for Response, Lessons Applied: Hurricane Katrina and Cultural Heritage, and the *Field Guide to Emergency Response*, and she serves as manager of the pilot Risk Evaluation and Planning Program. Ms. Rogers has also worked at the Smithsonian Institution National Museum of the American Indian and Henry Art Gallery in Seattle. Ms. Rogers earned her BA in Anthropology and Sociology from West Virginia University and her MA in Museology from the University of Washington.

Cynthia Thompson is Program Assistant for Emergency and Collections Care Programs at Heritage Preservation. She has provided support for programs of the Heritage Emergency National Task Force, including Alliance for Response and MayDay. Ms. Thompson coordinates marketing activities for publications and resources; maintains communications with members of the Task Force; and researches disasters affecting cultural institutions. Before coming to Heritage Preservation, Ms. Thompson worked with the Maryland State Archives Commission on Artistic Property and the General Services Administration's Center for Historic Buildings. She holds a BS in Architecture from the University of Maryland and an MA in Historic Preservation from George Washington University.

Jimena Rojas is Coordinator for Web and Publications at Heritage Preservation. Her duties include creating and maintaining Heritage Preservation's program Web pages, including the recently updated Alliance for Response pages. Ms. Rojas is also responsible for assisting in the creation and printing of several Heritage Emergency National Task Force publications and resource sheets. Ms. Rojas earned her

BA in Communications with a minor in Art from the University of Maryland. She has also taken classes at University of the District of Columbia in digital applications, web design, computer art, and desktop publishing.

Consultants

David Carmicheal has been Director of the Georgia Division of Archives and History since November 2000. Previously, Mr. Carmicheal directed the archives and records program in Westchester County, New York, for 16 years. Since arriving in Georgia, Mr. Carmicheal has overseen the design and construction of a new, award-winning State Archives building; created the online Virtual Vault which now provides access to nearly one-half million historical records; and developed the state's Digital Archive to preserve historically-valuable electronic records. In 2007, he assumed responsibility for the Georgia Capitol Museum. From 2005 to 2006, Mr. Carmicheal served as president of the Council of State Archivists, leading a nationwide effort to assess the ability of state archives to protect the essential records of government after Hurricanes Katrina and Rita.

Tom Clareson is Senior Consultant for New Initiatives at Lyrasis in Philadelphia, Pennsylvania. His areas of consulting expertise include statewide preservation and digitization, preservation management, disaster preparedness, digital program management, digital preservation, and cultural heritage market research. Mr. Clareson has taught more than 100 workshops on disaster planning for cultural heritage institutions across the United States and has organized and implemented three Alliance for Response Forums in Ohio, Philadelphia, and Pittsburgh. He was formerly a representative from the Society of American Archivists to the prestigious national Joint Committee on Archives, Libraries, and Museums. He also serves on the Board of Directors of Heritage Preservation.

Lori Foley manages the Northeast Document Conservation Center's ongoing education and outreach activities including workshops, courses, and conferences; a reference service; surveys; publications; and disaster assistance—in the New England region and beyond. Ms. Foley is a member of the state-level Massachusetts Emergency Management Team; the co-chair of the Emergency Committee of the American Institute for Conservation (AIC); a member of the AIC Collections Emergency Response Team; the chair of the Historical Records Council; an alternate on the Massachusetts Historical Records Advisory Board; and a trustee of the Essex National Heritage Commission. Ms. Foley was the project director for dPlan™, a free online template that creates customized disaster plans and is also the project director for Coordinate Statewide Emergency Preparedness (COSTEP), a framework for model state partnerships.

Chris Godley is the Manager of Emergency Services for the County of Marin, California, where he directs the Sheriff's Office of Emergency Services. His responsibilities include planning, developing, and coordinating the county's emergency management programs as well as educating the public in disaster preparedness. He has worked in various roles in response and recovery for seven presidential and 16 local disasters. Mr. Godley is a former 911 Dispatcher with the City of Santa Rosa. A fifteen-year veteran of the California National Guard, Major Godley previously commanded a company of Combat Engineers in Lakeport and Chico. He currently serves on the State of California Emergency Management Strategic Planning Committee, the State's Standardized Emergency Management System Advisory Board, the Mutual Aid Regional Advisory Committee, the American Red Cross Marin County Leadership Council, and the San Francisco Bay Area Urban Security Areas Initiative Advisory Group.

John Ketchum is the Federal Preservation Officer for the Federal Emergency Management Agency (FEMA) of the Department of Homeland Security. Appointed to this position in 2001, Mr. Ketchum directs FEMA's compliance with the National Historic Preservation Act and related laws. His responsibilities include oversight of FEMA's historic preservation cadre, development and

implementation of training for FEMA and state emergency management personnel, and coordination with federal, state, and local partners to ensure that historic and cultural resources receive appropriate assistance during delivery of FEMA programs. Mr. Ketchum directed FEMA's historic preservation compliance responsibilities in Louisiana following Hurricanes Katrina and Rita.

Rocky Lopes has more than 25 years experience in emergency management and local government. He joined the staff of American Red Cross National Headquarters, Disaster Services Department, in 1987 and developed its Community Disaster Education Program. Mr. Lopes served as the Convener of the National Disaster Education Coalition from 1992 - 2004, and worked on the development of *Talking About Disasters: Guide for Standard Messages*, the definitive source of vetted and approved disaster safety messaging. After leaving the Red Cross, Mr. Lopes served as senior consultant on risk communication and disaster preparedness for the Home Safety Council in Washington, DC. Mr. Lopes is currently Program Director for Infrastructure and Sustainability at the National Association of Counties (NACo) in Washington, DC. He provides support to county governments nationwide, supervises a staff that provides technical assistance and delivers programming to NACo members, and works on activities related to sustainable county government operations and services.

Julie Page is Co-Coordinator for both the California Preservation Program (CPP) and the Western States and Territories Preservation Assistance Service (WESTPAS), an NEH-funded project. She is responsible for the CPP statewide training, building and collection surveys, and its information resources, including the www.CalPreservation.org Web site. Ms. Page has published in the areas of preservation education and disaster preparedness and established the San Diego/Imperial County Libraries Disaster Response Network. She is a trainer for the NEH-funded AIC Emergency Response for Cultural Institutions program, and presents workshops for the American Library Association, Special Libraries Association, Society of California Archivists, County Records Managers Association of California, National Conference on Cultural Property Protection, and the Heritage Emergency National Task Force.

Notes

¹ From damage reports submitted at Heritage Preservation's *Information on Major Disasters* Web page, www.heritagepreservation.org/programs/TFcurrent.html#MidwestFlooding (accessed June 17, 2009) and information in the National Czech and Slovak Museum and Library's "Public Input Process for Rebuilding" presentation at www.ncsml.org/Public%20Input%20for%20Rebuilding.htm (accessed June 17, 2009).

² Daniel Person, "Flood damages MSU library books," *Bozeman Daily Chronicle*, January 23, 2008; Gail Schontzler, "MSU library leaks," *Bozeman Daily Chronicle*, January 30, 2008; and Anne Pettinger, "Once damaged by flooding, dried books return to MSU library," *MSU News*, March 19, 2008. www.montana.edu/cpa/news/nwview.php?article=5705 (accessed June 19, 2009).

³ Heritage Health Index case study, Northwest Museum of Arts and Culture, www.heritagepreservation.org/HHI/case228.html (accessed June 10, 2009).

⁴ Heritage Preservation, *A Public Trust at Risk: The Heritage Health Index Report on the State of America's Collections*, 2005.

⁵ Santa Barbara Botanic Garden, "Botanic Garden to Reopen Monday," *Edhat.com*, May 15, 2009, www.edhat.com/site/tidbit.cfm?id=1400&nid=19803 (accessed June 10, 2009).

⁶ (Nancy Davenport, District of Columbia Library Services Director, and Lisa Young, President, Washington Conservation Guild, personal communication) and Michelle Boorstein, "Fire Claims Library, and Pieces of the Past," *Washington Post*, May 1, 2007.

⁷ From Fauntleroy's presentation at the March 3, 2006, meeting of the Heritage Emergency National Task Force, which was held at the National Archives, Washington, DC. Fauntleroy was appointed Interim Director of the Louisiana State Museum four days before Hurricane Katrina struck in 2005.

⁸ Heritage Preservation, *Task Force History, Goals, and Initiatives*, www.heritagepreservation.org/programs/TFHIST.htm.

⁹ Heritage Preservation, “Lessons Applied Initiatives: An Annotated Summary,” July 2007, www.heritagepreservation.org/PDFS/LessonsAppliedProjectDescriptions.pdf.