

1. Need and Rationale

The Conservation Center for Art and Historic Artifacts (CCAHA) proposes to create a Strategic Plan for preservation in the Commonwealth of Pennsylvania, addressing areas of concern highlighted by the 2005 Heritage Health Index report plus specific critical needs identified through a comprehensive assessment process involving approximately 4,000 Pennsylvania collecting institutions. CCAHA will work closely with three organizations that will function as Project Advisors: the Pennsylvania Historical and Museum Commission (PHMC), the Pennsylvania Federation of Museums and Historical Organizations (PFMHO), and PALINET, a cooperative membership association representing hundreds of libraries and information centers throughout the mid-Atlantic region.

Pennsylvania's historic collections are vast in scope, richness, and diversity. They cover every field of human interest – politics, science, art, and religion. Museums include records and artifacts preserving the story of the writing of the Declaration of Independence and the U.S. Constitution. Collections at historic sites bear mute testimony to the struggles of the Revolutionary War and the Civil War. Museums, libraries, and archives preserve the stories of the Underground Railroad and the westward migration, record four centuries of cutting-edge scientific research, and celebrate great Pennsylvania artists working in all media, from oil painting to architecture.

The objects preserving these stories extend far beyond Pennsylvania's eastern and western largest border cities, Philadelphia and Pittsburgh. While these cities can boast great collections, in a broad range of settings, many of the most important collections are located across the state in small communities, villages, and rural settings.

The Heritage Health Index Report has significantly raised public awareness of the endangered status of millions of irreplaceable artifacts throughout the country. Their survey concluded that millions of historic objects in collections are in urgent need of conservation treatment; many objects at collecting institutions have experienced damage due to improper storage; many collecting institutions do not have an emergency plan that includes collections; and many collecting institutions do not regularly allocate funds in their annual budget for preservation or conservation.

Based on the Pennsylvania raw data of the Heritage Health Index Report, Pennsylvania is average among the 50 states in possessing historic artifacts in need of care. Among Pennsylvania's large collecting institutions, the data indicates that 21% of book collections are in "need" or "urgent need" of preservation, as well as 21% of flat paper collections, 36% of photographic collections, 13% of recorded sound collections, 27% of art objects, 31% of historic and ethnographic objects, 37% of items in archaeological collections, and 33% of natural science specimens. In addition, large institutions reported that 89% of their moving image collections and 81% of their recorded sound collections were in "unknown" condition. Percentages for medium-sized and small institutions were comparable to those of the large institutions, and their needs appear to be evenly divided among Pennsylvania archives, libraries, historical societies, and museums.

For preservation professionals actively involved with Pennsylvania's collecting institutions, the findings of the Heritage Health Index were alarming but, unfortunately, not surprising. Administrative staff members of CCAHA, PHMC, and PALINET report their opinions, based on informed anecdotal observation, substantiating continued significant need for improved storage and housekeeping, emergency plans, and increased funding for preservation at Pennsylvania's collecting institutions.

In 1994, a Pennsylvania Preservation Advisory Committee, funded by the National Endowment for the Humanities, launched an 18-month project to examine critical issues related to preservation of Pennsylvania's collections. The committee oversaw the administration of a needs assessment survey of collecting institutions in the state. The resulting document, *Our Common Wealth: Preserving Pennsylvania's Documentary Heritage, a Preservation Plan for the Commonwealth of Pennsylvania*, published in 1996, recommended goals for increased education and training, funding, and environmental improvements.

Pennsylvania's State Historical Records Advisory Board created a 1999 report, *Documenting Pennsylvania and Its People: A Strategic Plan for Historical Records*, based on a 24-month planning project. This report focused on paper collections at historical records repositories of all kinds, with the major exception of government-related archives including the significant archival holdings of the Pennsylvania State Archives. Concerns raised in the report included: lack of temperature and humidity controls in storage areas; lack of fire suppression systems; and lack of archival-quality storage space. Of the 358 organizations that participated in the project, 79.6% reported that they had no disaster plan. While both the 1996 and 1999 documents contained a wealth of valuable information, neither document offered timelines or funding plans, key elements in ensuring the successful implementation of strategic plans.

The cultural landscape has changed in many ways since these reports were published a decade ago. As just one long-term repercussion of 9/11, cultural institutions have become much more aware of the importance of emergency planning. In the eastern Pennsylvania area, CCAHA has organized very successful disaster planning and stewardship programs, funded through the William Penn Foundation, which significantly raised awareness of the importance of collections care. Leaders at CCAHA, PHMC, PALINET, and PFMHO agree that this is an opportune time to create a strategic plan, complete with detailed timelines and funding goals, to improve and enhance collections care in Pennsylvania.

We believe all four of the major recommendations of the Heritage Health Index are germane to collecting institutions in Pennsylvania. The Pennsylvania "Connecting to Collections" Strategic Plan will largely be based on analysis of a comprehensive needs assessment survey, followed by regional focus groups, where the various aspects of the Heritage Health Index recommendations will be examined and discussed to determine how best to address collections care issues in Pennsylvania.

2. The Planning Process

CCAHA will serve as the lead organization in the proposed 10-month planning process, with project direction from CCAHA Executive Director Ingrid Bogel. Leaders from three partnership organizations will serve as Project Advisors: Barbara Franco, Executive Director, PHMC; Catherine C. Wilt, Executive Director, PALINET; and Deborah Filipi, Executive Director, PFMHO. Diane L. Mataraza, a nonprofit management consultant, will facilitate and guide the planning process, with assistance from Surale Phillips, a marketing consultant with extensive expertise in arts research and survey analysis. CCAHA staff members Lee Price (Director of Development), Laura Hartz Stanton, (Director of Preservation Services), and Glen Ruzicka (Director of Conservation) will contribute to the organization and writing of the survey and Strategic Plan.

In March 2008, CCAHA will convene a kick-off event to bring the task force leaders together, clearly outline the proposed 10-month process, and discuss opportunities, issues, and any concerns. In addition to the Project Advisors, the following people have agreed to serve on the Pennsylvania "Connecting to Collections" Project Task Force: Tom Claerson, Program Director for New Initiatives, PALINET; M.

Clare Zales, Deputy Secretary of Education and Commissioner for Libraries, Office of (PA) Commonwealth Libraries; Brenda Reigle, Chief, Collections Care Section, PHMC; Chrisoula Randas Perdziola, Executive Director, Western Pennsylvania Museum Council; Cindy Bendroth, PA Caucus of the Mid Atlantic Regional Archives Association; J. Suzanne Kellerman, Judith O. Sieg Chair for Preservation, Pennsylvania State University; David A. Haury, Director, Bureau of Archives and History, PHMC; Laura Blanchard, Executive Director, Philadelphia Area Consortium of Special Collections Libraries; Jeanne Anne Croft, Preservation Librarian, University of Pittsburgh; and Charlotte Tancin, Librarian & Senior Research Scholar, Hunt Institute for Botanical Documentation, Carnegie Mellon University. The kick-off event will be held at an easily accessible location, ideally in Harrisburg.

In March 2008, Diane Mataraza will review the literature and informally interview the Project Advisors and targeted members of the Task Force. The project's first two months will focus on working with the Task Force members to compile a comprehensive e-mail list of collecting institutions in Pennsylvania and developing a survey instrument that addresses all areas of concern raised by the Heritage Health Index Report and the Leadership Task Force members. In late spring 2008, the survey will be disseminated to all identified institutions on the e-mail list, an estimated 4,000 institutions, using the on-line service, Survey Monkey. Subsequently, two to three reminders will be issued to non-respondents. Project Advisors will encourage and assist in garnering their constituent's full participation. The goal will be to achieve a response rate of at least 50%.

The results of the survey will be compiled and synthesized, and a preliminary analysis will focus on locating areas of ambiguous or insufficient information. Project Advisors will be consulted for brainstorming on questions and subjects that should be raised for focus group discussion, as well as for identifying a diverse pool of individuals to participate in the focus groups.

In June, four focus groups will be scheduled in Pittsburgh (representing the western region), Harrisburg (central region), Scranton (northern region), and Philadelphia (eastern region). In each case, the focus group members will be selected to represent the range of collecting institutions in their areas, potentially including museums, historic sites, archives, libraries, and university and college special collections. In all, we would aim to convene at least 80 field representatives to share their invaluable field perspectives.

Focus group discussions will be recorded and analyzed in conjunction with the survey analysis in order to create a draft Strategic Plan, which will be circulated among the Project Advisors for fine tuning. This draft Strategic Plan will then be disseminated to the entire Task Force for discussion at a one-day Planning Retreat in September. Potential funding partners will be identified and invited to the Planning Retreat. Diane Mataraza will be responsible for leading the retreat, which will encourage input from the members both through discussion and written feedback regarding ways to optimize project opportunities, address critical needs, and ensure the proposed plan provides the highest value to Pennsylvania constituents.

After the Planning Retreat, Diane Mataraza and members of the consulting team will incorporate the suggestions and concerns of the Planning Retreat into a second draft of the Strategic Plan. This second draft will be disseminated to all the Planning Retreat attendees, offering one final opportunity to feedback. At this time, informal discussions will be held with potential funding partners to discuss possible parameters for their involvement in offering support for any Strategic Plan components. Responsibilities for implementing the Strategic Plan will be assigned in the document to Project Advisors, Task Force members, and other identified organizations, as part of an achievable plan for action.

The final version of the Pennsylvania “Connecting to Collections” Strategic Plan for Preservation, complete with a five-year timetable and funding goals, will be completed and published in December 2008. This document will be disseminated in hard copy to the members of the Task Force and will be broadly accessible through CCAHA’s website and the websites of other targeted Task Force members. All organizations that originally received the survey will receive e-mail notification regarding the principal findings and goals outlined in the Strategic Plan, as well as a link to a site where the full document can be downloaded.

3. Project Resources: Budget and Personnel

Lead consultant **Diane Mataraza** is an independent arts management consultant based in Florida. For the past seven years, she has worked with all sizes and kinds of arts and cultural organizations around the country to help them become more relevant and valuable to their communities. Over the past 30 years, Ms. Mataraza has worked in and around the arts from every vantage point. Prior to consulting independently, she was Senior Vice President with a national consulting firm specializing in cultural planning and marketing. From 1997-1999, she served as the Executive Director of the National Academy of Recording Arts and Sciences Foundation (the Grammy Awards) based in Santa Monica, California, where she administered a \$4 million budget and directed programs creating stronger ties between the music industry and music education efforts around the country. Ms. Mataraza was Director of the Local Arts Agencies Program at the National Endowment for the Arts (NEA) in Washington, D.C. from 1992-96. As Director, she revamped application policies to enable all arts councils large and small to successfully compete for grants and, with Jane Alexander, successfully negotiated the first national AmeriCorps arts initiative. In her last year at the NEA, she served as Senior Advisor to the Deputy Chairman. Prior to the NEA, Ms. Mataraza directed the Alliance of New York State Arts Councils. During her seven-year tenure, the Alliance became the lead advocacy organization for the arts in New York State, making it overseer of more than 40 pieces of arts-related legislation annually and also the state arts appropriation. She represented the arts community on New York’s Governor’s Arts Award Committee; the State Senate Committee on the Culture Industry; the Business Council of New York State’s Tourism Advisory Committee, and the State Education Commissioner’s Advisory Committee. Ms. Mataraza ran the Dutchess County Arts Council and its United Arts Fund in Poughkeepsie, New York, from 1979-1984. Through her efforts, Dutchess County was one of the first NEA Local Arts Agencies Test Program Grant recipients, and the county was a recipient of a New York State Governor’s Arts Award. A native of New York’s Hudson Valley, Ms. Mataraza was awarded a bachelor’s degree cum laude from Ithaca College School of Music in 1974, a master’s degree from New York University in 1978, and a certificate in association management from the United States Chamber of Commerce in 1991. She resides in Florida.

Surale Phillips will assist the process through creation and analysis of the survey of Pennsylvania collecting institutions. Ms. Phillips is President of Decision Support Partners, Inc., a Montana-based consulting firm. A specialist in cultural research and planning, qualitative and quantitative methods, market studies, and organizational development research, Ms. Phillips’ work has supported audience development studies, cultural plans, arts in education projects, grants impact analysis, strategic plans, and national field studies for 15 years. Her research has supported projects for the National Endowment for the Arts, national service organizations, state arts agencies, local arts agencies, presenting organizations, museums, regional service providers, and private foundations. She is a frequent speaker about marketing at national arts conferences.

Ingrid E. Bogel, CCAHA Executive Director, will serve as Project Director. She has worked for CCAHA for 16 years in an administrative capacity, guiding CCAHA’s financial, development,

marketing, grant management, and planning activities, and overseeing preservation services programs and the work of the conservation laboratory. Prior to joining CCAHA, Ms. Bogel was Manager of Departmental Administration for the Conservation Department of the Philadelphia Museum of Art. Ms. Bogel serves on the Board of Heritage Preservation (Washington, D.C.).

Lee Price, CCAHA Director of Development, will work closely with Diane Mataraza on writing the survey document and the Strategic Plan. Mr. Price joined the CCAHA staff in September 2001. Previously, he worked as a fund raising and planning consultant for cultural and human services organizations. At CCAHA, he has participated in the development and analysis of two major client surveys and the writing of two 5-year strategic plans (recently working with Ms. Mataraza on the preparation of CCAHA's 2008-2012 Strategic Plan). As Director of Development at CCAHA, he has directly assisted a number of important cultural organizations with the development of major grant proposals, including nine successful *Save America's Treasures* requests.

Laura Hartz Stanton, CCAHA Director of Preservation Services, will assist in writing components of documents relating to the areas of preservation services, particularly education and training. Ms. Stanton joined the CCAHA staff in 2005 after serving for three years as Curator of Collections at Siouxland Heritage Museums in Sioux Falls, SD. She is responsible for managing all programs of the preservation services office; conducting surveys; developing and presenting workshops; working with various advisory committees in reviewing and evaluating all programs; managing the dissemination of information; and assisting with the creation of appropriate evaluation tools. Previous to her position at Siouxland Heritage Museums, she worked as an intern at the New York State Historical Association in Cooperstown, NY and the Litchfield Historical Society in CT. She has a Master of Arts from the Cooperstown Graduate Program, with an emphasis in Museum Studies.

Glen Ruzicka, CCAHA Director of Conservation, will assist in writing components of documents relating to the areas of conservation treatment and environmental conditions. Mr. Ruzicka has served on the CCAHA staff for 19 years. He is currently project manager for a five-year contract with the Commonwealth of Pennsylvania to provide conservation and preservation services to over 27 historic sites, museums, and historic properties administered by PHMC. While at CCAHA, Mr. Ruzicka has acted as consultant for preservation planning to Harvard University, the University of Pennsylvania, the Historical Society of Pennsylvania, and the Free Library of Philadelphia. He has supervised conservation treatment of all the paper-based artifacts for the Ellis Island Immigration Museum, the Statue of Liberty Museum, and books for the National Library of Medicine. He trained in rare book conservation at the Library of Congress where he worked for ten years.