



Connecting People to Information and Ideas

December 2011

Dear Colleague:

Attached here are sample narratives, schedules of completion, and summary budget forms from four successful applications to the FY2010 and FY2011 IMLS Connecting to Collections Statewide Implementation Grant programs. The states represented here are California, Connecticut, North Carolina, and Virginia. These proposals represent different approaches to the opportunity to implement the plans or models created through IMLS Connecting to Collections Statewide Planning Grants in response to the priorities identified in the *Heritage Health Index*:

- To provide safe conditions for collections
- To develop an emergency plan
- To assign responsibility for collections care
- To work collaboratively to increase public and private support for, and raise public awareness about, collections care.

We hope that these sample narratives will be useful to you as models for structuring a proposal addressing your state's needs. Please contact us if you have any questions. We would be happy to assist you and discuss any questions you have as you develop your proposal.

The application deadline for the 2012 Connecting to Collections Statewide Implementation Grant program is February 1, 2012. Applications are available from the Grants.gov Web site (www.grants.gov), and guidelines are posted at:

http://www.imls.gov/applicants/connecting_to_collections_guidelines.aspx.

We look forward to receiving your application.

Sincerely,

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Narrative

Californians Connecting to Collections Implementation Project

In partnership with the California Historical Society, California State Archives, California State Library, California State Parks, and California Library Association, the California Association of Museums proposes a two-year (April 2010 – March 2012) statewide preservation information, education, and training project, the “California Preservation Assistance Service” (CPAS), to directly address the findings of the Heritage Health Index for California institutions. Based on the *Californians Connecting to Collections Preservation Plan*, completed in early 2009, CPAS will deliver the following services to the California heritage community:

- a 24/7 collection emergency hot line, plus email and telephone reference
- 8 two-day workshops on institutional disaster preparedness and response
- 8 "disaster networking" workshops using scenario planning
- 4 preservation grantwriting/fundraising workshops
- a collections stewardship campaign targeted to trustees
- a Project website
- an outcomes-based evaluation

To implement the California Preservation Assistance Service, the California Association of Museums requests \$250,000 in IMLS grant funding and provides costsharing of \$367,628 in staff time and travel costs from participating institutions to attend CPAS meetings and workshops as well as other direct and indirect expenses. CPAS will be a test bed for an ongoing service, whose goal will be to develop a self-sustaining culture of preservation management in California heritage institutions.

1. Need and Rationale

California is rich with heritage institutions; it has 1,300 museums, 5,000 libraries and archives, 125 historical societies, and over 500 state parks facilities, a total of some 7,000 heritage institutions. Perhaps largely a consequence of distance, more than 800 miles from the northern to southern borders, and a proud history of immigration, California has many medium-small heritage institutions that are its primary keepers of local history, art, and collective memory. These institutions provide rich insight into the particularity of life in different locales and provide residents with a strongly felt sense of place and community. People want to maintain cultural resources in local institutions in order to have access to the collective memory of their ancestors. Of equal importance, the collections extensively complement the holdings of the state's major institutions to tell a more comprehensive story of the California experience than could be told by either small or large heritage institutions alone.

California also is disaster-prone with a large number of potential problems: volcanoes, earthquakes, mudslides, tsunamis, mold and insects, floods and fires. The state's museums, libraries, archives, historic sites, and historical societies, and especially those with small collections and even smaller staffs, are at risk because they are isolated by geographic distances, because staff lack appropriate preservation information, because funds are extremely limited, and because there's no readily available source of preservation assistance.

In addition to the subset of Heritage Health Index data applicable to the Western states and territories, where 168 of the 458 responses came from California institutions, statewide and Western region needs assessment surveys that have been undertaken include the

- Balboa Art Conservation Center (BACC), 2002, with responses from 93 California museums
- California Association of Museums (CAM), 2005, with responses from 134 California museums, 125 of which have permanent collections
- California State Parks (CSP), 2003, with responses from 99 state parks, representing 473 facilities housing museum collections.
- California State Library (CSL-98), 1998, with responses from 280 California libraries, archives, and historical societies
- California State Library (CSL-91), 1991, with quantitative data from 43 California libraries and archives representing 193 million books and documents
- Society of American Archivists (SAA), 2003, with responses from 500 California archivists

While the geographic coverage and type of institutions varied among these surveys leading up to the comprehensive Heritage Health Index in 2005, the message is clear and consistent for California.

1. Most institutions are medium to small, which correlates with a lack of preservation knowledge among staff and a lack of resources with which to provide safe conditions for collections.
2. More than half of California's heritage institutions are unprepared for disaster, and a third (as reported in one survey) have experienced disasters affecting the collections in the last five years.
3. While staffing issues are a major reason among small institutions for not having assigned a staff member to collections care, the demand for education and training in care of collections is high, suggesting that staff might use in-service preservation education and training opportunities as a precursor to a staff assignment.
4. Public awareness of the need for collections care, and willingness to fund it, remains low. Collections care is not a high priority among governing bodies of heritage institutions, as demonstrated by the BACC finding that less than half of the institutions surveyed fund conservation and preservation from the operating budget. Moreover, fundraising for collections care is nearly unknown, leaving a major need, and opportunity, to provide institutions with tools to marshal public and private support.

Based on the preservation needs articulated in California's several assessments, California received an IMLS Connecting to Collections planning grant designed to create a shared vision for preservation among heritage institutions in California and develop a statewide implementation plan to achieve its recommendations. The planning grant in 2008-09 completed:

- a web page created for Project documents (<http://www.calmuseums.org/c2c.html>);
- a statewide preservation plan, encompassing a shared vision and plan of action based on the priorities articulated by representatives of 28 statewide organizations of heritage professionals at regional meetings held in Pasadena and San Jose in October 2008; (http://www.calmuseums.org/C2C_DRAFT_plan_2009.06.22.pdf; see the attached list of participants);
- a promotional video on preservation of California's heritage <http://sunsite3.berkeley.edu/barclay/barclayDVD.mp4>; and

- an assessment of the feasibility of implementing the plan, concluding that a combination of institutional support and external funding could lead to a viable statewide program.

2. Project Design

CPAS has six primary partners: the California Association of Museums, California Historical Society, California Library Association, California State Archives, California State Library, and California State Parks. The partners were selected to create a large scale collaboration across statewide agencies and organizations, to use their multiple perspectives to inform the development of a statewide preservation service.

CPAS will be guided by a project steering committee responsible for developing education opportunities, siting and scheduling meetings and workshops, communicating with heritage organizations, and evaluating the outcomes of the Project. Each partner will provide staff members to serve on the CPAS Steering Committee. Additionally, the California Preservation Program (CPP, a State Library program targeted to libraries and archives), the Western Regional Field Service Office of the Balboa Art Conservation Center (BACC, which serves 4 Western states), and the Western States and Territories Preservation Assistance Service (WESTPAS, which offers preservation information and training to 14 Western and Pacific states and territories) will be represented on the CPAS Steering Committee to help coordinate activities and services because these organizations have for several years provided limited preservation services to several segments of the California heritage community. Two other organizations, the Museum Trustee Association and the California Association of Library Trustees and Commissioners, will lend their expertise for a collections stewardship campaign targeted to trustees of heritage organizations. (Organizational profiles are attached for all eleven partners.)

The statewide preservation plan set "providing safe conditions for collections and marshalling public and private support for collections care" as the primary goals of a statewide preservation service. Following the priorities articulated in the statewide plan, CPAS will develop and implement the following services:

1. A 24/7 collection emergency hot line, plus email and telephone reference system, will be built by adding staff capacity to the existing CPP, WESTPAS, and BACC emergency and reference services. This expansion will achieve comprehensive coverage for the California heritage community and enable this CPAS service to become operational very early in the Project schedule.
2. Eight disaster preparedness and response workshops modeled on the highly successful WESTPAS 2-day workshops delivered thus far to more than 400 heritage organizations in Western and Pacific states and territories. The training materials will be outcomes-oriented, that is, preparation of written disaster response plans, and will be delivered to less-served locations identified by the Steering Committee. Follow-up work by the trainers will ensure that participating institutions complete written "disaster plans" as part of their commitment. (See "Planning Document 1", the agendas for the two days of the workshop.)
3. Eight emergency networking workshops to promote collaboration and mutual aid to improve effectiveness of emergency response. The one-day networking workshops will be co-developed with WESTPAS. Scenario planning tools will be used to enable participants to "test" their disaster response plans. Organizational development tools will be employed to give participating institutions opportunities to identify ways in which collaboration among

geographically proximate institutions would improve their performance in response to disasters. (See “Planning Document 2”, a summary overview of the workshop.

4. Four preservation grantwriting/fundraising workshops, developed in collaboration with and delivered by the Foundation Center, San Francisco. In order to support ongoing collections care, museums, libraries, and archives need to foster sustainable strategies for generating financial support. Based directly on priorities set in the statewide plan, CPAS will present four workshops that focus on fundraising strategies for collections. All workshops will be developed in partnership with the Foundation Center and utilize their national expertise in fundraising strategies for nonprofit organizations, with special emphasis on collections care and protection. The target audience for the workshops will be small and medium-sized heritage institutions with little fundraising experience. (See “Planning Document 3” for fundraising workshop content.)
5. A collections stewardship campaign targeted to trustees of heritage organizations to raise awareness of the importance of survival of collections, beginning with the urgency of disaster preparedness. This campaign will be developed in collaboration with the Museum Trustee Association and the California Association of Library Trustees and Commissioners. The campaign materials will consist of slides and video clips to support four one-hour in-person presentations from Project staff members along with portfolios of information to encourage responsible stewardship of community cultural assets. The portfolios will be advertised through lists and newsletters of the organizations involved. Additional copies of the portfolios will be distributed to trustee organizations on request. (See “Planning Document 4” for an outline of the elements of the campaign.)
6. A CPAS website to announce services to the California heritage community and to host downloadable education and training materials to be used in California and by preservation service organizations in other states. The website will be built on the existing for the planning grant, and managed by the California Association of Museums.
7. An outcomes-based evaluation of the impact of CPAS on institutional behavior. The CPAS Steering Committee will be responsible for measuring outcomes of its several preservation services with an expectation to use the data to seek continuing support for the services deemed essential and successful.

The CPAS project and each of its services will be evaluated on outcomes: increases in staff knowledge and changes in institutional behavior.

- To evaluate the workshops on preparation of disaster response and collection salvage plans, institutions will be asked to report back on completion of their plans, either during or following completion of the two-part workshops. CPAS trainers will follow-up with attendees to encourage completing written plans and to offer help when needed.
- To evaluate the workshops on emergency networking, institutions will be asked to send to the trainers copies of reports of findings and recommendations for action based on activities following the workshops. Lists of “next steps” to take by the participating institutions will plant seeds for mutual aid networks. Networking often is cited as among the most valuable workshop outcomes. Success will be defined as providing encouragement and support for additional mutual aid networks throughout California.
- To evaluate the fundraising workshops, pre- and post-workshop evaluations will be conducted in order to determine the level of learning as perceived by the participants immediately before and after the workshops. Compilations from both of these evaluation instruments will allow for

adjustments to the curriculum and feedback to the trainers. Success will be defined as meeting information needs sufficiently for institutions to take action.

- To evaluate the collections stewardship campaign for trustees, Project staff will work with the California Association of Library Trustees and Commissioners and the Museum Trustees Association to identify indicators of progress in addition to expressions of interest and requests for information. The desired outcome of changes in institutional behavior may take considerably longer than the two Project years, but indicators will be used as much as possible.
- As part of their ongoing professional responsibility, CPAS steering committee members will attend meetings of California's organizations of heritage professionals to promote Project opportunities, report on progress, and solicit feedback from their colleagues.

CPAS will be a test bed for an ongoing preservation assistance service. The overarching goal and desired outcome of a California heritage preservation service is to create a culture of preservation management, where institutional resources are committed to preservation, and the sustainability of the program is ensured by support from institutional managers addressing their preservation needs. Preservation management will become another new management skill, much as online communication technologies and institutional marketing recently have been added to current management skill sets.

Multiple educational opportunities will be needed to reach a broad audience with different timetables for addressing their preservation issues. Growing a culture of preservation management will take time; a decade of training will be required before today's front line managers assigned responsibility for preservation become tomorrow's administrative and budgetary decision-makers. Slow though it may be, the strategy of growing a culture of preservation management works; many institutions that began with a staff member participating in a workshop or a seed project to preserve a single object now have staff with ongoing assignments to manage the preservation functions.

The CPAS model is designed to be of value to other states because it will

- design workshop documents and training materials to appeal to a diverse audience, all of which will be mounted on the Project website for reuse or adaptation by preservation programs in other states
- reach hundreds of heritage institutions, providing considerable data with which to evaluate the effectiveness of training tools and materials
- define and measure success as changes in organizational behavior (e.g., writing a disaster plan, assigning a staff member responsibility for collection care, taking actions to reduce risk to collections, board policy statements on care of collections), as well as increases in staff knowledge
- integrate the needs and interests of statewide organizations of heritage professionals as well as the major institutions with statewide heritage mandates
- emphasize building an institutional culture of independent preservation management supported by statewide (or regional) preservation information and training resources
- be implemented as a virtual organization (the administrative office of the California Association of Museums will serve as fiscal agent, but CPAS management and services will be provided by a highly distributed steering committee), which is important for states without a "bricks and mortar" organization whose primary purpose is to organize and deliver preservation services.

3. Project Resources: budget and personnel

The CPAS service aspirations are ambitious for a two-year project, but California already has much of the needed expertise, leadership, and communications infrastructure, thus enabling the Project to focus its resources on the development and delivery of services.

California has statewide organizations, representing most, if not all, segments of the community of heritage organizations, that maintain ongoing communication and undertake educational programming on behalf of their members: the California Association of Museums, the California Library Association, the Society of California Archivists, the California Historical Society, the California Council for the Promotion of History, the California Preservation Foundation, California State Parks, and the California Preservation Program, as well as other smaller organizations. These organizations will be enlisted to announce and promote CPAS services.

The Project will be co-coordinated by Celeste DeWald, Executive Director of the California Association of Museums; and Barclay Ogden, Director for Preservation in the UC Berkeley Libraries and co-coordinator of the California Preservation Program. Celeste will serve as Project Co-coordinator for administration and devote 4 hours/week for the duration of the Project. She will supervise Project financial transactions, accounting and reports, support services for training and the website, and serve as co-developer for the “trustee campaign” initiative. Barclay will serve as Project Co-coordinator for services, devote 4 hours/week to the Project, and take responsibility for development of the workshops, the “trustee campaign,” content for the website, Project communications and reports, coordination with the trainers, Steering Committee meetings and activities, and Project outcomes evaluation. The California Association of Museums will contribute Celeste’s time to the Project; Barclay will serve as a Project consultant.

The California Association of Museums will serve as financial administrator for the Project. Additionally, it will provide administrative support for the CPAS website, workshops (registration, duplication and mailing training materials, and participant follow up), and Project evaluation. Two days/week of administrative support have been assigned to Sarah Post, CAM Program Coordinator, succeeding other commitments to be completed by the start of the Project. A temporary and part-time program assistant (20/hrs week) will be hired to offset the Program Coordinator’s time devoted to the implementation of CPAS and provide general project support. (See “Planning Document 5” for the Program Assistant job description.)

The Project Steering Committee will bring a great deal of expertise and experience in preservation, planning, and organization development to the Project. (Please see the attached “Project Staff” for resumes of the steering committee, staff, and consultants.) In addition to the Project Co-coordinators, the following are the members of the Project Steering Committee:

- Kim Bui-Burton is Director of the Monterey Public Library and President of the California Library Association;
- Wendy Franklin is Manager of Museum Services at California State Parks and an experienced house museum curator;
- Susan Hanks is Library Programs Consultant with the Library Development Bureau of the California State Library and the State Library's consultant to the California Preservation Program;
- Nancy Lenoil is California State Archivist;

- Mary Morganti is Director of Library and Archives at the California Historical Society;
- Julie Page is co-coordinator of both the California Preservation Program and the Western States and Territories Preservation Assistance Service.
- Janet Ruggles is Executive Director of Balboa Art Conservation Center's Western Regional Field Service Office.

The Steering Committee is central to the success of the Project. Four in-person meetings during the two years of the Project, plus phone conferences as needed, will enable Project implementation to move forward quickly. The members will contribute at least six days each, a total of 48 days, or \$48,000 (@ \$1,000/day/member). To cover travel expenses to meeting for Steering Committee members not located in Sacramento, \$8,994 has been budgeted.

The eight workshops each on disaster preparedness and networking, and four workshops on fundraising, will be sited in different cities to maximize participation. Travel costs for the trainers are based on one round trip per workshop for the networking and fundraising workshops, and two round trips each for the disaster preparedness workshops (because they are two-day workshop with workshop days separated by several weeks). One night's hotel and 1.5-2 days per diem have been budgeted per round trip; for a total of 28 round trips, \$12,351 has been budgeted. The 20 workshops are anticipated to attract an average of at least 30 participants each; the in-kind contribution of time and travel expenses are estimated at 600 days @ \$300/day, a total of \$180,000, plus 600 round trips @ 50 miles/round trip @ \$.55/mile, a total of \$16,500 for ground transportation. Participants in the workshops will cost share their time for attendance and follow up activity, as well as travel expenses.

The Project budget has allocated \$30,512 for development and implementation of the trustee campaign. The trustee representatives on the advisory committee include Maureen King, Vice Chair of the Museum Trustee Association, and Richard Guy, President of the California Association of Library Trustees and Commissioners. Included are travel costs for five people for one meeting in Sacramento; presentations at two trustees' meetings, plus CAM and CLA annual meetings; and 5,000 copies of promotional literature targeted to trustees and administrators of heritage institutions, including copies of *Capitalize on Collections Care* (provided free of charge by Heritage Preservation).

Trainer costs for the fundraising workshops are based on standard rates for Foundation Center training services; four workshop days have been budgeted at \$10,000. The disaster preparedness and networking workshops require 4 days for preparation, 48 days for deliver, and 10 days for follow up with participants to ensure completion of a written disaster plan and follow up collaboration work. Julie Page, co-coordinator and trainer for the California Preservation Program and WESTPAS, and Kara West, manager and trainer for BACC's Western Regional Field Service, will deliver the workshops. At 62 days total for the disaster preparedness and networking workshops, \$62,000 has been budgeted for trainers.

Detailed travel cost estimates are documented in the attached "Planning Document 6", based on GSA and current economy airfare rates. Locations for the delivery of presentations for the trustee campaign have not yet been determined, so travel costs between San Diego and Oakland have been used as estimates. Indirect costs, calculated at 15%, in large part have been contributed to the project by the California Association of Museums.

BUDGET FORM - PAGE FOUR

Section B: Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages	48,283.00	11,673.00	59,956.00
2. Fringe Benefits	8,294.43	2,451.33	10,745.76
3. Consultant Fees	134,000.00	228,000.00	362,000.00
4. Travel	33,327.00	43,950.00	77,277.00
5. Supplies and Materials	12,040.00	1,200.00	13,240.00
6. Services	6,890.00	7,000.00	13,890.00
7. Student Support	0.00	0.00	0.00
8. Other Costs	0.00	0.00	0.00
TOTAL DIRECT COSTS (1–8)	242,834.43	294,274.33	537,108.76
9. Indirect Costs	7,165.57	73,353.49	80,519.06
TOTAL COSTS (Direct and Indirect)	250,000.00	367,627.82	617,627.82

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS	250,000.00
2. Cost Sharing:	
a. Cash Contribution	0.00
b. In-Kind Contribution	367,627.82
c. Other Federal Agencies*	0.00
d. TOTAL COST SHARING	367,627.82
3. TOTAL PROJECT FUNDING (1+2d)	617,627.82
% of Total Costs Requested from IMLS	40.43%

* If funding has been requested from another federal agency, indicate the agency's name:

Conservation ConneCTion: Providing Collections Care Support for Connecticut's Historical Collections

1. Need and Rationale

In January 2008 Connecticut became one of the first states awarded an IMLS Connecting to Collections Planning Grant for “Conservation ConneCTion: Building a Connecticut Collections Conservation Collaborative.” Through a collaboration of museum and library organizations, including the Connecticut State Library (which also administers the State Archives), Commission on Culture and Tourism, Connecticut Humanities Council, Connecticut League of History Organizations, Connecticut State Museum of Natural History and Archeological Center, as well as representatives from various libraries, historical societies, museums and archives in the state Conservation ConneCTion was created. A Project Manager was hired to oversee the project. Key personnel from these institutions remain actively involved and sit on the Advisory Committee, sharing their knowledge and expertise.

Connecticut's basic form of local government is the town. There are no counties and few regional government structures. There is a strong tradition within the towns of home rule and local self-reliance. Thus there is no tradition of statewide efforts to conserve Connecticut's cultural collections. Although several state agencies, and museum and library organizations support some conservation and preservation efforts in Connecticut, the scope of these projects are small and the budgets limited (with more cuts made during the state budget process this year). There is no agency in the state that funds collection surveys, conservation of collection items, or upgrades (equipment and supplies) of collection storage rooms.

Since there is no one group, public or private that serves as a statewide umbrella organization addressing collection care needs, advocating for more resources or coordinating training for all of Connecticut's collecting institutions, Conservation ConneCTion was created to fill this void. Among the goals for this project were to identify critical collections at risk, staff training and education needs, intellectual control and management of collection records, identifying conservation expertise within the state and region, and identifying institutions that do not have emergency or disaster recovery plans.

The first objective of our planning grant was to hire a project manager to oversee the day-to-day operations. In Fall 2008 Kathleen Craughwell-Varda, a museum consultant with more than 20 years experience working in conservation and collections care was hired.

In preparation for a statewide survey, the Project Manager researched and created a report on institutions in Connecticut and the conservation and/or collection care grants they had received from state and federal agencies (CAP, MAP, IMLS, NEH, etc.). The Project Manager also contacted Heritage Preservation to receive a copy of the list of institutions in Connecticut that had completed the Heritage Health Index. These sites were contacted and permission received to review their survey responses. The Project Manager also contacted CAP to receive a copy of the CAP assessors in Connecticut in order to create a database of conservation and collection care expertise in the state. Simultaneously, the Project Manager wrote and developed a website for Conservation ConneCTion (conservationct.org) with the assistance of Connecticut State Library staff. The website provided visitors with information on Conservation ConneCTion and the statewide survey, as well as links to the survey. It also provided information on conservation and collection care including conservation/selecting a conservator, emergency preparedness resources, state and federal grant resources, the Heritage Health Index, IMLS Connecting to Collections Bookshelf, links to state & federal agencies, museum & library suppliers, planning templates, and a calendar of programs and training opportunities.

The Project Manager created an online survey that collected data on all aspects of collections care, including collections (size, types, record keeping, policies), storage (locations, size, condition, equipment), preservation (collection needs, risks, environment/ environmental monitoring, expertise, barriers to making improvements), training (staff needs, topics of interest, barriers to receiving adequate training), institutional information

(staffing, budget, visitation, volunteers, management), and a comments section where respondents could include any additional information about their site and/or collections. The survey was reviewed by the Advisory Committee and revisions were made. The survey was emailed to a test group for completion and feedback. Final edits were made and the statewide survey was launched in April 2009 (paper copies were made available to sites without internet access). This statewide survey was an historic opportunity for archives, museums, libraries, and historical societies in Connecticut and was the first attempt to prepare a comprehensive report on the condition and preservation needs of collections in the state.

Building on our partnerships with the Connecticut League of History Organizations, the State Library and the Connecticut Humanities Council, announcements for the statewide survey were sent to their members, posted on listserves, included in state and regional newsletters, and were mailed to individual institutions. In an effort to reach out directly to the museum and library communities in the state, the Project Manager presented an overview of Conservation ConneCTion and the statewide survey at professional meetings in Connecticut. Institutions were given six weeks to complete the survey, with the incentive of winning an institutional membership in the Connecticut League of History Organizations. Initially we had a 17% response rate, which improved to 25% over the next several months as a result of a NHPRC SNAP grant. This grant, awarded to the Connecticut State Historic Records Advisory Board, included a collaborative program with Conservation ConneCTion. Sixty museums, historical societies and public libraries with local history collections volunteered to participate in a pilot program, which will provide archival assessments at no cost and conducted by preservation professionals. One of the conditions for participating was completing the “Connecting to Collections Survey.”

The data collected clearly indicates that the vast majority of Connecticut’s collecting institutions are not equipped to handle an emergency or disaster if one should occur. 63% of the institutions that responded indicated that they do not have an emergency and disaster preparedness plan. Of the institutions that have emergency and disaster preparedness plans, 70% are not trained to carry them out.

The data also indicated that institutions are struggling to provide safe storage for their collections. More than 55% of responding institutions indicated that collections are kept in unsafe locations in their buildings, such as attics and basements. More than 22% responded that their storage areas were full, with 51% indicating that these areas were crowded. Only 6% of responding institutions indicated that they had sufficient storage space.

The majority of collecting institutions responded that they were unable to provide the proper care for their collections, with nearly 90% of institutions indicating that they lacked funding to provide adequate preservation care for their collections, while 67% indicated that the inexperience of their staff/volunteers left them unable to carry out basic preservation efforts.

While this information does not come as a surprise to anyone familiar with the library and museum fields in Connecticut, we can no longer postpone addressing what are real threats to Connecticut’s cultural history.

2. Project Design

Conservation ConneCTion: Providing Collections Care Support for Connecticut’s Historical Collections will address the need for emergency and disaster preparedness plans among collecting institutions in Connecticut and will provide training, on-site visits by conservators, and supplies to improve the storage areas in museums, libraries, historical societies and archives in the state. To ensure that this grant-funded program will benefit institutions with historical collections in Connecticut, Conservation ConneCTion will collaborate with the following institutions who will lend their knowledge and expertise to the project: Connecticut State Library, Connecticut Humanities Council, Connecticut League of History Organizations, and the Commission of Culture and Tourism.

Emergency preparedness and providing safe storage of collections go hand-in-hand. Storage areas must be neat, clean and free of clutter to ensure that in an emergency salvage measures may be enacted swiftly and smoothly. By addressing both these issues in this grant application, two critical components of collection care will be addressed.

Project Goals:

Less than 15% of the institutions with historical collections in Connecticut have Emergency/Disaster Preparedness Plans. Of these institutions, less than half have plans which are up-to-date or which their staffs are trained to implement them. Through our collaboration with NEDCC the number of institutions with Emergency/Disaster Preparedness Plans and who are trained to carry them out will be doubled. This is a critical step to insuring that the historical collections in Connecticut are properly cared for.

More than half the institutions in the state with historical collections report that their storage areas are overcrowded and located in unsuitable areas. 62% of the respondents to the statewide survey admitted that they do not have the expertise to provide appropriate collections care. By partnering with the Connecticut League of History Organizations, Conservation ConneCTion will provide a high-quality workshop series on low-tech solutions for improving the care and storage of historical collections.

This grant project will bring some of the best preservation professionals in the region into Connecticut to instruct museum and library staffs in the proper care of the collections they are entrusted with. Many of our small and mid-sized institutions have never met or consulted with a conservator. The *Emergency and Disaster Preparedness Workshop* series and *The Connecting to Collections Workshop Series: Storage Solutions for Historical Collections* will provide valuable opportunities for museum and library staff and volunteers to meet with and gain important information on their collections from preservation professionals, particularly through free on-site visits. This is an important first step to establishing a dialogue between these two groups, and it is hoped it will lead to a professional report.

In addition, Conservation ConneCTion through its partnerships with several organizations and agencies in Connecticut will work with these groups to streamline the fractured funding stream for collections care and preservation in Connecticut. Already the groundwork has been laid to funnel participants of these two workshop series into a grant line offered by the Connecticut Humanities Council for collections care and conservation. Similarly, a plan is being developed with the Connecticut Commission on Culture and Tourism's Preservation Office to bring participants from the workshop series, who have identified bricks and mortar issues with their site, to a special grant line for building preservation.

This grant project is an important beginning for Conservation ConneCTion to help collecting institutions in the state reach their potential for collections care and preservation. It is our goal to remain a presence in Connecticut, after the completion of this grant, that organizations and institutions in the state turn to for information and assistance in caring for their collections.

Develop Safe Storage Conditions for Collections:

The Connecticut League of History Organizations (CLHO) is the professional group in the state that museums, historical societies, and archives turn to for information, training and expertise on the issues that impact the field. Through their workshop series and other programs the CLHO annually provides lectures and hands-on training on subjects pertinent to institutions with historical collections, ranging from exhibition design, policy development, collection care, etc. However, it has been many years since they have offered a workshop series on creating and providing safe collection storage. The Connecticut State Library (CSL) provides training to library personnel in the state, although this is not their area of expertise. And while the CLHO serves historical institutions in Connecticut, it's services are not regularly used by the library community. Through this

collaboration the CSL will help the CLHO reach libraries in Connecticut and will work to develop library training programs which the CLHO will offer in place of the State Library.

Conservation ConneCTion will team with the Connecticut League of History Organizations (CLHO) to provide a new workshop series focused on collection care and storage -- *The Connecting to Collections Workshop Series: Storage Solutions for Historical Collections*. By working together the CLHO, an organization that is known and recognized in the state for providing high quality training programs, will be able to expand the number of programs they offer and address an area of critical need as it pertains to collection care. The CLHO will work with the Project Director in the planning and implementation of the workshops. This multi-part program will provide in-depth training on collection storage including, but not limited to, designing proper storage environments (low-tech solutions) and how to store various types of collections (paper, textiles, painting, decorative arts, tools, etc.), to managing storage rooms, developing retrieval systems and tagging critical collections in preparation for an emergency or disaster response. Faculty for the workshops will be conservators with an expertise in collection storage. Faculty members will be responsible for preparing instruction sheets that outline the critical points of their presentations as well as a bibliography of best practices literature. These instruction sheets will be provided to participants on a CD-ROM and will also be posted on the Connecticut Humanities Council's Heritage Resource Center website, which collects and distributes current museum literature, so that a wider audience than can attend the workshops will have access to the information provided in the series. Participants will also receive a copy of the *Connecting to Collections Bookshelf User Guide*.

All participants will be required to attend the first workshop on designing, implementing and improving collection storage areas. Registration for the subsequent workshops on the care, storage and handling of paintings, furniture, textiles/costumes, paper/books, decorative arts, metals/tools, and photographs will be as selected by participants. The registration fee for the workshop series will be kept low (fee will cover lunch and refreshments) in an effort to encourage institutions to send staff members to as many workshops as possible. Workshops will be held every other month on Mondays, when most institutions are closed to the public. The workshop series will be held at museums, historical societies, libraries and archives around the state that provide suitable meeting areas and storage areas that pertain to the workshop themes.

To increase awareness and improve the ability of each institution to implement the information learned at *The Connecting to Collections Workshop Series: Storage Solutions*, each participant in the workshop series will have an opportunity to arrange a follow-up visit with one of the faculty members to examine the storage concerns at their institution. This is a new service that the CLHO has never been able to offer before, and is a direct result of its collaboration with Conservation ConneCTion. These site visits by the conservators/faculty will be used to prioritize storage issues and design and develop storage intervention plans. (The faculty will report their findings to the Project Director in an effort to document institutions with collections and/or storage areas in critical need)

To facilitate the ability of Connecticut's collecting institutions to invest in storage upgrades and improvements and apply the information they learn at the workshop series, the State Librarian will negotiate with the State of Connecticut to provide their vendor discounts to museums, historical societies, libraries and archives that purchase archival supplies. This discount will provide a significant savings to institutions that are struggling to survive in the current economic climate.

As a result of this workshop series more than 60 institutions, and more than 100 museum and library staff and volunteers will receive training on planning and implementing storage areas, housing their collections, and creating retrieval systems. They will receive handouts and a list of best practices literature to refer to as they implement the information they have gathered through the workshop series. They will also have, in many cases, made their first contact with a preservation professional through the on-site visit by the workshop faculty members. This is an important first step for many institutions to tackle the challenges of caring for their

collections. In addition, participants in the program will have access to collection care grants, which will be made available through the Connecticut Humanities Council. This is the first step in an on-going collaboration, which will tie training in collection care to a grant line offered by the Connecticut Humanities Council to fund conservation and collection care initiatives at individual institutions. It is our objective that this program will be the first of many that will target staff training and collection care, improving the ability for museums and libraries in the state to care for and protect their collections.

Develop Emergency and Disaster Preparedness Plans

Conservation ConneCTion will partner with the Northeast Document Conservation Center (NEDCC) to offer an *Emergency and Disaster Preparedness Workshop* series. Field service representatives from NEDCC will serve as the workshop's faculty and will conduct the workshops and create handouts. The workshops will be a three-part series, offered to 60 participating museums, historical societies, libraries and archives in Connecticut. In Part 1, participants will attend a "Disaster Planning with dPlan Lite" workshop. Due to the size of the group, 4 workshops, with 15 participants each, will be held at the Connecticut State Library's service centers in Middletown and Willimantic and the CSL Archival Storage Facility in Hartford, which have computer labs necessary for this workshop. The morning lecture will cover disaster planning in general, activities involved in disaster planning, why having a disaster plan is important, and using NEDCC's online disaster-planning template, dPlan Lite™. During the afternoon session, participants will begin work on their disaster plans in an uninterrupted environment where they can ask questions while they become comfortable with the software. To facilitate the afternoon session, participants are sent a pre-workshop assignment to collect information about their institution.

After 8 months, the 60 selected institutions will have completed their disaster plans. These institutions will then participate in a 2-day disaster response and recovery workshop. Day One will consist of a brief review of disaster planning and prevention, followed by an in-depth look at disaster response, drying techniques, setting priorities, and documentation. Day Two will begin by reviewing salvage priorities and will introduce the disaster response team structure for salvage. The remainder of Day Two will consist of a demonstration and participation in a wet-salvage exercise recovering materials commonly found in libraries, archives, and museums. This workshop will be facilitated by NEDCC staff and a disaster recovery consultant who specializes in non-paper objects. After a debriefing on the exercise, the importance of statewide disaster planning for cultural institutions will be discussed. Due to the number of participants, this 2-day workshop will be held twice. Host sites have been selected, with one urban and one rural location chosen.

To ensure that all the plans are complete and that institutions understand how to utilize their plan in the event of a disaster, an NEDCC consultant will conduct a half-day site visit for each institution. The consultant will review the disaster plan ahead of the visit to plan for discussion and customized scenarios. Half-day workshops will run from 9–12 and 1:30–4:30, to allow the consultant time to travel and have lunch between meetings. If there are several similar institutions in close proximity, the consultant could combine visits and conduct a larger tabletop exercise.

Copies of the Emergency and Disaster Preparedness Plans that are developed during this workshop series will be kept at the Connecticut State Library. This will add to the Emergency and Disaster Preparedness Plans from museums, historical societies, libraries and archives, which Conservation ConneCTion began to collect during our planning grant, and are housed and maintained by the State Archivist in order to have hard copies available in the state capitol in the event of an emergency.

As part of the workshop series, Conservation ConneCTion will collaborate with the Connecticut Department of Emergency Management and Homeland Security in an effort to provide additional funding for disaster response kits for every participating institution and to create a list of disaster response companies with state

contracts, who would be available to museums, historical societies, libraries and archives in the event of an emergency. All participants will also receive a copy of the Emergency Response and Salvage Wheel.

Three flip video cameras will be purchased and these cameras will be loaned out to institutions to create a digital recording of their site, both interior and exterior, and their collection storage areas. An instruction sheet will be created describing how the digital record should be produced.

In celebration of May Day, museums, historical societies, libraries and archives in Connecticut will be encouraged to arrange a tour of their facilities with their local fire marshal. An instruction sheet will be created for site managers and the fire marshals to review to insure that information critical during an emergency has been reviewed (i.e. *Are there rooms which in case of a fire could not withstand the weight of fire fighters and their gear?*). Institutions will be encouraged to work with staff and board members to create a list of 5 items in the collection which are critical to the mission of the institution and to attach (not in a permanent method) a fluorescent tag so that the object can be clearly located in case of an emergency.

Responsibility for Collection Care:

A critical component to any successful Emergency and Disaster Preparedness Plan and to the long-term preservation of historical collections is designating a staff member or volunteer responsible for the collections. In the current economic climate many institutions have had to eliminate staff positions. It is critical, especially in these times, to designate an individual who will oversee the care of collections. Conservation ConneCTion will collaborate with other statewide organizations to encourage institutions to designate a staff member or volunteer to be the curator/collection manager. All participants in the storage seminar series and the emergency and disaster preparedness workshops will be encouraged to do the same. Conservation ConneCTion will keep a database of curators, archivists, librarians, registrars and collection managers in Connecticut and will work towards developing a discussion group online.

Increasing Public and Private Support:

Conservation ConneCTion will work with the marketing and publicity department of the Connecticut Commission on Culture and Tourism (CCT) to develop a marketing workshop for program participants that will provide information on how to inform the public and private sector of the efforts they are making to safeguard Connecticut's rich, historical collections. Press release templates will be drafted to assist institutions in publicizing their collection care efforts. A May Day poster will be distributed to museums and libraries in the state to encourage public awareness regarding the preservation of historical collections. As part of the Commission on Culture & Tourism's Open House Day 2011, Conservation ConneCTion will work with CCT to highlight conservation projects and offer behind the scenes tours to inform the public about the care of historical collections in the Connecticut.

Assessment:

Program participants of the *Storage Solutions for Historical Collections* workshop will be sent a pre-test prior to their participation in the workshop series to assess their level of knowledge and to help inform the faculty in the preparation of their presentations. Six months after each workshop program participants will receive a post-test to assess what they have learned and implemented. This information will help direct future programs in the state.

An assessment form will be created in collaboration with the Connecticut League of History Organizations, which regularly provides program assessment forms to participants for feedback. Conservation ConneCTion will partner with the League to develop a template for both the *The Connecting to Collections Workshop Series: Storage Solutions for Historical Collections* and the *Emergency and Disaster Preparedness Workshop*. Copies

will be provided to all program attendees and an assessment form will also be created in SurveyMonkey to be sent to all program participants via email. Paper copies of the evaluation will be entered into the SurveyMonkey template in order to have a summary report on the programs success and areas that need improvement. Where possible, participant feedback will be incorporated into the programs during the grant period.

3. Project Resources: Budget and Personnel

The grant budget will be used to provide low-cost training to museum and library staff and volunteers who have limited access to professional training due to budget cuts. It will provide free on-site visits by leading conservators in the field and will dramatically increase the number of institutions with Emergency Preparedness Plans.

The State Librarian will serve as the Grants Administrator. Kathleen Craughwell-Varda, Project Manager for Conservation ConneCTion, will serve as Project Director and will be responsible for carrying out the implementation of the grant. She will oversee all aspects of the grant program, including developing and maintaining the collaborations outlined in this proposal; work with the CLHO and NEDCC in producing the two workshop series; oversee the production of all marketing materials; and coordinate all meetings, prepare minutes and reports. She will be a contract employee of the Connecticut State Library (CSL). CSL will utilize the services of appropriate agency staff as needed, including the agency's Web Resources Librarian, Preservation Librarian, and the photoduplicating and mailing services. Agency staff representing the State Archives, Division of Library Development and the Office of Public Records Administrator will also be involved.

Grant funds will be used to contract with the Project Director, to reimburse the CLHO and NEDCC for their staff costs and expenses for producing the two workshop series. The State Library will use its own resources to support the work of the Project Director and the collaborative network by providing office and meeting space, supplies, telephone and computer access, and printing. The CLHO, CHC, and CSL have all provided in-kind services for this grant. Workshop faculty, who were selected for their expertise will receive honorariums, travel expenses and on-site visit fees through grant funds, as will host sites.

The project will last two years. Conservation ConneCTion will evolve into a statewide collaborative supported by the CSL and other agencies and organizations in the state that have a stake in sustaining efforts to conserve collections. CSL has a long track record of maintaining and supporting collaborative efforts in its work with libraries, archivists and town clerks. CSL has also been successful in garnering support from the legislature for conservation and preservation activities.

Information collected during the grant period will be shared among three main target groups. Collecting institutions will receive regular updates via the Web, handouts will be made available through the CHC Heritage Resource Center website, and copies of assessments will be shared with our partnering institutions. Government leaders and private funders will receive press releases and copies of program announcements. The general public will be reached through a variety of media including print, broadcast and the Web.

The long term benefits of Conservation ConneCTion will be to foster collaboration and communication across a wide spectrum of collecting institutions; provide a mechanism for these institutions to speak with a unified voice on conservation matters, particularly when seeking state support for ongoing conservation; coordinate continuing education activities; and to align the various funding organizations efforts to maximize funding for conservation of collections thereby positioning Connecticut's collecting institutions to effectively address the conservation measures that must be taken if these valuable collections are to survive for the enjoyment and enlightenment of future generations.

BUDGET FORM: Section B, Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages	\$0.00	\$54,058.00	\$54,058.00
2. Fringe Benefits	\$0.00	\$0.00	\$0.00
3. Consultant Fees	\$0.00	\$0.00	\$0.00
4. Travel	\$0.00	\$0.00	\$0.00
5. Supplies and Materials	\$8,640.00	\$2,580.00	\$11,220.00
6. Services	\$229,965.00	\$14,070.00	\$244,035.00
7. Student Support	\$0.00	\$0.00	\$0.00
8. Other Costs	\$0.00	\$0.00	\$0.00
TOTAL DIRECT COSTS (1-8)	\$238,605.00	\$70,708.00	\$309,313.00
9. Indirect Costs	\$0.00	\$9,545.00	\$9,545.00
TOTAL COSTS (Direct and Indirect)	\$238,605.00	\$80,253.00	\$318,858.00

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS	\$238,605.00
2. Cost Sharing:	
a. Applicant's Contribution	\$63,603.00
b. Kind Contribution	\$16,650.00
c. Other Federal Agencies*	\$0.00
d. TOTAL COST SHARING	\$80,253.00
3. TOTAL PROJECT FUNDING (1+2d)	\$318,858.00
Percentage of total project costs requested from IMLS	75 %

*If funding has been requested from another federal agency, indicate the agency's name:

Conservation Connection Work Plan

2010

2011

2012

Apr May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr

Advisory Committee

Administration

- Reconfirm host sites and program dates
- Reconfirm faculty and program dates
- Prepare brochures for both workshop series
- Create webpage for both workshop series w/online appl.
- Distribution of brochures via email and mail
- Selection & notification of EDPP sites
- Regular program announcements on website
- Submit program handouts to HRC
- Oversee all programs/workshops

Marketing:

- Prepare announcement of award
- Meet with CCT regarding marketing workshop
- Prepare announcement of Disaster Plan series
- Prepare announcement of Storage workshop series
- Prepare & distribute May Day announcement

May Day

- Create poster & distribute poster
- Distribute guidelines

Develop Emergency/ Disaster Preparedness Plans

- PR to recruit 60 participants
- Notification via email, listserv and mail
- Meet with NEDCC regarding workshop series
- Part 1 - dPlan Lite - held twice
- Part 1 - dPlan Lite - held twice
- dPlan Lite plan due
- Part 2 - Response & Recovery workshop
- Part 2 - Response & Recovery workshop
- On-site visits by NEDCC faculty
- Provide evaluations via mail and email

Storage Solutions for Historic Collection Workshop

- Meet with CLHO staff & planning committee
- Meeting of workshop faculty
- Part 1 - Storage Solution
- Part 2 - Textiles/Costumes
- Part 3 - Books and Paper
- Part 4 - Paintings
- Part 5 - Furniture
- Part 6 - Decorative Arts
- Part 7 - Photographs
- Part 8 - Metals/Tools
- Half day site visits from workshop faculty
- Provide evaluation forms at workshops and via email

1. Need and Rationale

The North Carolina Department of Cultural Resources (DCR) and its partner organizations have been working throughout the last decade to identify a wide variety of cultural heritage institutions in the state and assist the staff and volunteers of those institutions in caring for their collections. In addition to outreach projects of DCR, organizations such as the North Carolina Preservation Consortium (NCPC), the Federation of North Carolina Historical Societies, the Society of North Carolina Archivists (SNCA), the State Historic Records Advisory Board (SHRAB), and the North Carolina Museums Council (NCMC) have sponsored a multitude of targeted projects aimed at collections preservation and disaster mitigation. (see supporting document #1) However, it has been discovered that a coordinated approach to these initiatives is needed, particularly in the realm of disaster planning and collections care training. This Connecting to Collections implementation project will pull a diverse group of organizations and projects together to synchronize attempts to assist North Carolina's cultural heritage organizations with creating disaster and recovery plans, implementing those plans, and with creating regional mutual assistance groups in the event of an emergency. Further, the implementation project will also reach out to the state's diverse institutions to provide workshops on collections care.

In 2000 the State Library partnered with the State Archives and Duke University to launch *North Carolina Exploring Cultural Heritage Online* (NC ECHO), an ambitious, LSTA-funded project to identify every cultural heritage institution in the state and to administer an extensive survey to each institution's caretakers to learn about their collections and their needs. To date more than 950 institutions have been identified, including museums, archives, libraries, and historic sites. Many of these institutions are small, have little funding, no paid or professional staff, no disaster plans, and poor environmental conditions.

From the ECHO survey we now know that:

- NC's cultural heritage institutions care for more than 13 million objects and more than 200 million linear feet of archival materials
- 72 % of institutions have no disaster response plan
- 60 % describe storage as inadequate
- 86 % have no professional conservation staff
- 14 % have no environmental controls
- 30 % have no fire suppression system
- 29 % have experienced some collection loss in the last year

North Carolina was awarded the Connecting to Collections Planning grant in 2009. Called NC C2C for short, the planning project has identified statewide and regional consortia, developed a growing web presence to offer information on disaster planning and collections care, created a new survey to update the findings of the ECHO project, and gathered responses from cultural institutions on their current challenges.

Combined with the ECHO survey data, the findings of the planning project support the conclusion that there are a wide range of concerns for the state's cultural institutions, but collections care and disaster preparedness issues are still areas where the Department of Cultural Resources, through the assistance provided in the implementation grant, could make the greatest difference. North Carolina is in the unusual position of having a thorough survey of most every cultural heritage institution in the state and

NORTH CAROLINA CONNECTING TO COLLECTIONS

North Carolina Department of Cultural Resources

an updated survey is under way to evaluate the impact of initiatives by a variety of organizations to improve collections care and disaster preparedness. Preliminary results show that the disturbing findings of the ECHO survey, which closely mirrors the findings of the Heritage Health Index, are still accurate, perhaps even worse given the current fiscal crisis.

North Carolina's geographic location, with a vulnerability to Atlantic storms, its vast, low-lying coastal plain, and its narrow mountain river valleys, make the state highly vulnerable to weather-related disasters. In recent years several institutions have experienced major damage from hurricane winds and flooding, particularly from Hurricanes Fran in 1996, Floyd in 1999, and Isabel in 2003. Recently a nor-easter flooded storage facilities at the National Park Service's Wright Brothers Memorial; a fire destroyed the historic and current costumes of the "Lost Colony" outdoor drama; and an arsonist set fire to the Governor Charles B. Aycock historic house museum. There have also been major fires, most notably at the Thomas Wolfe Memorial State Historic Site in 1998 and at the Tweetsie Railroad Museum in 2008, where the building and all its collections were completely destroyed.

Through the planning process, it was discovered that a functional model for a mutual aid association has been created in our mountain region. Called the Mountain Area Cultural Resource Emergency Network (MACREN), the body was established to cross train staff and volunteers from institutions in a three-county region to respond to fellow institutions should they be needed in the event of fire, flood, or other disaster. MACREN stakeholders have provided the NC C2C project staff with much data on the benefits that such mutual aid agreements offer to participating institutions. Further, organizations such as Heritage Preservation encourage the development of such well-trained regional response groups given the lessons of tragedies such as Hurricane Katrina.

Groups such as the North Carolina Preservation Consortium, Society of North Carolina Archivists, and North Carolina Museums Council, all offer institutional assessments, disaster planning guidance, and workshops geared toward planning for disaster mitigation and recovery. Despite all of these efforts, the largest majority of our state's institutions still do not have adequate measures in place should disaster strike. Surveys and planning meetings have shown statewide coordinators that although their programs are doing much to assist institutions, the majority of staff and volunteers at small to midsize institutions do not know how to take advantage of the resources being made available.

Disasters, while unfortunate, are an educational tool. As a result of the Katrina tragedy and other flooding disasters, it has been learned that collections that are properly cared for under normal conditions fare much better in a disaster than do those in facilities without proper storage or housing. Further, practically every institution has reported in surveys and planning meetings that it has inadequacies in staff/volunteer training or storage conditions. Preliminary results from the NC C2C planning survey show that collections are growing by leaps and bounds even while funding has decreased. The NC C2C survey show that institutions would benefit from training on grant writing (60%), proper storage environments (50%), disaster recovery (40%), and safeguarding exhibits (45%).

It has been repeatedly revealed in studies and public planning forums that a centralized clearinghouse for information and contact is needed. With the assistance provided by the Connecting to Collections Project, the Department of Cultural Resources is prepared to step forward and provide the capability to coordinate these resources.

2. Project Design

The planning process showed that while we have a well-developed infrastructure in place, we must still work to facilitate improved coordination and cross-organizational awareness, and communication among the many stakeholders. An immediate need is disaster preparedness.

Some of our partner institutions throughout the planning process expressed a real concern about getting disaster planning and recovery implemented in institutions and that finding funding for addressing that concern is difficult. A sustained commitment from the state's primary resource for cultural heritage and preservation, the Department of Cultural Resources, will continue to enhance collection preservation and disaster preparedness for cultural heritage institutions.

Thus the **North Carolina Department of Cultural Resources** (DCR) proposes to:

- Hire a full-time Disaster Planning coordinator to work closely with institutions as well as local, state, and federal emergency responder networks to establish working relationships and create an environment of readiness in the event a disaster, large or small, strikes. In Year One of the project, the coordinator will travel across the state to host discussion and planning sessions on the development of mutual aid agreements such as MACREN, stressing the importance of written disaster mitigation and recovery plans. In Year Two, the coordinator will continue those conversations and will also work on training a core group of first responders in each region of the state. To further the reach of the disaster planning coordinator, webinars will be offered on a regular basis and will be archived on the NC C2C website.
 - To continue the work of the disaster planning coordinator, it is hoped that the positive effects of the coordinator's work, along with potential to assist DCR with its own disaster needs for 27 State Historic Sites, 6 regional history museums, the North Carolina Symphony, the North Carolina State Archives, the State Library Commission, the State Records Center, the State Historic Records Advisory Board, the State Historic Preservation Office, the Office of State Archaeology, the North Carolina Historical Commission, and the Outer Banks History Center will result in the creation of permanent position within the Department after the end of the grant period. The new permanent position will continue disaster coordination outreach activities begun under the C2C implementation project.
 - Partner organization North Carolina Preservation Consortium will serve as an advisory body for the activities of the disaster coordinator during the grant project. (position description attached – supporting document #2)
- Fund a part-time position in order to facilitate collections care workshops. This position will travel across the state providing training workshops on collections care issues for museums, libraries, and archives. The workshop coordinator will also host regular webinars to provide additional training and resources for institutions. The webinars will be archived for future reference on the NC C2C website. Partner organizations, the Federation of North Carolina Historical Societies and the North Carolina Museums Council, will assist with reaching out to institutions to provide information on training opportunities as well as with hosting the regional sessions. The collections care workshop coordinator will also serve as a clearinghouse for information related to collections care training activities throughout the state and will share that

information through the NC ECHO listserv. (position description attached – supporting document #3)

- Additional support staff will include an administrative assistant who will assist in scheduling workshops and general office duties. A database programmer will be hired to complete work on a web presence that was begun under the NC C2C planning grant and to facilitate the use of Adobe Connect Pro for the creation of training webinars on collections care and disaster preparedness that can be archived and accessed via the website.
- The Working Group will meet 2 times/year to oversee the project and continue the conversations needed to assist our cultural heritage institutions in meeting their collections care and disaster preparedness needs.

3. Project Resources

The NC C2C implementation project will be led by staff within the Department of Cultural Resources with support for the disaster planning portions provided by Robert James of the North Carolina Preservation Consortium. North Carolina Department of Cultural Resources Collections Manager LeRae Umfleet will serve as Project Manager. Historic Sites curator Martha Battle Jackson, North Carolina State Archives conservation archivist Sarah Koontz, and North Carolina Museum of History Collections Manager and North Carolina Museums Council representative John Campbell will provide professional expertise and coordination for the project's subject-specific activities. A temporary, part-time project assistant will be hired to assist in information collection and meeting planning, and a temporary database programmer will carry out the necessary database work. Members of the C2C planning project working group (see supporting document #4) will continue to serve as an advisory body.

The Department of Cultural Resources will also contribute expertise and equipment to the project as needed through access to its assets in the State Library, State Archives, State Historic Sites, Museums of History and the NC ECHO project plus the use of its public relations, marketing, and information technology personnel.

The North Carolina Preservation Consortium will offer its array of constituent organizations and planning resources in order to assure the success of the disaster planning portion of the project. Further, it is hoped that the NCPC will be able to provide small grants to the NC C2C each year of the project in order to purchase regional disaster recovery supply kits and to outfit recovery teams.

The North Carolina Museums Council will offer financial support for the project through small grants to NC C2C each year of the project in order to provide assistance to workshop participants for the purchase of conservation equipment and supplies.

The majority of the project budget will pay for project staff salaries and travel for regional meetings and workshops.

NCDCR is committed to the success of this project and to its long-term goal of securing ongoing support for coordinating and enhancing collection preservation and disaster preparedness in North

Carolina. The agency will continue to maintain and enhance the databases created as a result of this project, and the success of the project will serve as the basis of the agency's request for state funding to perpetuate the disaster planning coordinator position..

4. Evaluation Criteria

The implementation project is soundly grounded in the knowledge gained through the planning process, the NC ECHO project, and the needs identified therein. As a result of survey data, comments received during the planning process, and advice from our partner organizations, it is clear that the state needs to do more to address three recommendations noted in the Heritage Health Index (HHI):

- that cultural heritage institutions provide safe conditions for their collections;
- that they develop an emergency plan; and
- that they marshal public and private support for and raise public awareness about collections care.

The success of the implementation project will be measured first by the increased numbers of institutions that have written disaster plans and the creation of recovery teams to assist in the event of disaster. As disaster response teams are created and plans are written, the concept of preparedness and mitigation will become part of the regular operating and planning procedures for institutions at the local levels of leadership and response. By the end of the implementation project, it is anticipated that there will be significant improvements in regional and statewide disaster readiness and a high degree of coordination of mitigation efforts after a disaster strikes.

Additional expected outcomes are improved environments for the state's collections as a result of increased training for the staff and volunteers of cultural institutions. Improved training and education will translate into better conditions and consideration for collections in individual institutions as they plan for their futures. Further, as staff and volunteers responsible for collections care become aware of what they can do to safeguard their collections, oversight of day-to-day concerns will increase and improve.

As conditions and knowledge increase at local levels, and as statewide coordinators improve communications across diverse groups of stakeholders, conversations about collections stewardship will surge outward and increase public awareness about the importance of collections care.

Sharing the knowledge gained through the project and spreading information about the goals of the nationwide C2C project will be accomplished through improved databases and information sharing via the C2C website and the expansion of an existing listserv created by the NC ECHO project. The web presence will be maintained and updated by DCR in perpetuity.

North Carolina's effort to reach out to every cultural heritage institution, large or small, should be a model to other states. In working to identify holdings in local historical societies and libraries, the state has found some of the most difficult collections to care for and, likewise, some of most dedicated volunteers who desperately want training and support from professionals such as those working inside the Department of Cultural Resources. How North Carolina addresses the two main concerns we found—collections care and disaster preparedness—can demonstrate to other states that statewide planning must include independent small to mid-size institutions in their overall goals and objectives.

BUDGET FORM: Section B, Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages	\$167,392.00	\$51,778.00	\$219,170.00
2. Fringe Benefits	\$27,792.00	\$4,142.00	\$31,934.00
3. Consultant Fees			
4. Travel	\$17,260.00		\$17,260.00
5. Supplies and Materials	\$2,600.00	\$6,000.00	\$8,600.00
6. Services			
7. Student Support			
8. Other Costs		\$1,400.00	\$1,400.00
TOTAL DIRECT COSTS (1-8)	\$215,044.00	\$63,320.00	\$278,364.00
9. Indirect Costs	\$33,330.00		\$33,330.00
TOTAL COSTS (Direct and Indirect)	\$248,374.00	\$63,320.00	\$311,694.00

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS	\$248,374.00
2. Cost Sharing:	
a. Applicant's Contribution	\$63,320.00
b. Kind Contribution	
c. Other Federal Agencies*	
d. TOTAL COST SHARING	\$63,320.00
3. TOTAL PROJECT FUNDING (1+2d)	\$311,694.00
Percentage of total project costs requested from IMLS	75 %

*If funding has been requested from another federal agency, indicate the agency's name:

NORTH CAROLINA CONNECTING TO COLLECTIONS

SCHEDULE OF COMPLETION

MAY 1, 2010 – JUNE 1, 2012

2010

May – December

Plan and hold 2 training sessions on collections care

May – December

Plan and hold 2 sessions on disaster planning

May – August

Plan and hold a working group meeting

May – December

Upgrade and enhance databases, begin monthly webinars

November

Participate in NCPC and Federation annual meetings to discuss C2C project

2011

January – May

Plan and hold 2 training sessions on collections care

January – May

Plan and hold 2 sessions on disaster planning

Spring

Plan and hold a working group meeting

Spring

Host a session at NCMC annual meeting to discuss C2C project

May – December

Plan and hold 2 training sessions on collections care

May – December

Plan and hold 2 disaster recovery team training sessions

Fall

Plan and hold a working group meeting

November

Participate in NCPC and Federation annual meetings to discuss C2C project

NORTH CAROLINA CONNECTING TO COLLECTIONS

SCHEDULE OF COMPLETION

MAY 1, 2010 – JUNE 1, 2012

2012

January – May

Upgrade and enhance web presence, review success of webinars

January – May

Plan and hold 2 training sessions on collections care

January – May

Plan and hold 2 disaster recovery team training sessions

Spring 2012

Plan and hold a working group meeting to review grant activities

Spring 2012

Host a session at NCMC annual meeting to discuss C2C project

January 2012

Investigate and propose creation of a permanent disaster planning coordinator position within DCR.

Connecting to Collections Implementation Grant Virginia Collections Initiative

In April 2009, Virginia was awarded a Statewide Planning Grant (SPG) through the Connecting to Collections Initiative. The Virginia Association of Museums (VAM) served as lead partner in collaboration with the Library of Virginia, the Mid-Atlantic Regional Archives Conference (MARAC), the Virginia Conservation Association, and the Virginia Department of Historic Resources on several projects designed to address the needs in conservation and collections care identified by the Heritage Health Index study in 2005.

A conscious decision was made to explore many different paths to achieving improvements in collections care so that the most promising could be identified for further implementation. Therefore a total of nine SPG projects were undertaken by the partners under the three major recommendations of the Heritage Health Index Report identified as priorities for Virginia:

- The provision of safe conditions for collections (Circuit Rider pilot project; Collections Forum pilot project; and Library Education Outreach)
- The development of emergency plans (complete a system of regional Museum Emergency Support Teams (MESTs); Lending Library and Online Resources; and Development of Disaster Plan Lockup statewide series)
- The marshalling of public and private support for collections care (media training seminars; an online “toolkit” of resources and templates for fundraising; and a coordinated statewide media campaign)

The partner team analyzed the results of these pilot projects following completion of the grant in summer 2010 and selected projects from the planning grant efforts that promised to provide the best sustainable means for tackling the needs addressed by the Heritage Health Index. To implement these projects, the original partnership was expanded to include Preservation Virginia and John Tyler Community College. A Technical Assistance Committee will also be created made up of representatives from the partner organizations, members of VAM's governing Council, and interested museum staff.

NEED AND RATIONALE

To determine the conservation needs in Virginia, the partner team conducted a survey in September 2008 with questions on collections care needs sent to collecting institutions in Virginia identified by the partners. The survey went to 700 museums, 71 archivists, and 500 libraries and had a 15% response rate. One goal of the survey was to help the partner team determine how best to provide assistance. 71% of respondents wanted specific object-based training courses for conservation and preservation; but 51% and 58%, respectively, felt that raising awareness with their board and the public, and offering technical assistance and mentoring would also be helpful. 42% of respondents said funding was crucial to better caring for their collections—not surprising, since 33% reported no money to spend on collections care at all. The survey revealed that while the vast majority of cultural organizations in Virginia have a staff person specifically assigned to care of collections (88%), most respondents to the survey felt that they needed more attention paid to those collections. Over half felt that the biggest need related to their collection was improved storage, and 44% felt that their current collections storage area was only “adequate.”

While the survey provided the statistical backup for designing our pilot projects, the evaluations of the pilot projects themselves provided us with the roadmap for moving forward with collections care education in Virginia. For example, in a survey of the marketing seminar participants, 100% agreed that there is a need for heightened awareness of the importance of collections care among donors, public agencies, staff, board, and the general public. 98.2% felt their museum would benefit from assistance in developing and marketing such a message.

In the post-program evaluation of the Circuit Rider project, pilot sites were asked what their collections priorities were both before and after the site visits. Before the visits, “exhibitions” was listed as the top priority; after the visits, that had changed noticeably to “environment” and “staff training.” Also post visit, 100% of the sites had shared their assessments with their board, and begun implementing at least one of the recommendations given by the assessors. 80% had begun raising funds to work on an aspect of the collection. These results show the value of this personalized, hands-on approach, and how important it is to reach more sites in similar ways. In the post-program evaluation of the Collections Forum, 60% of participants felt more confident about their ability to understand proper care of collections. A similar number felt their confidence around the topic of de-accessioning had increased. Based on which breakout sessions were attended,

different participants learned about different topics, so another 44% were more confident about exhibitions, and 40% about collections policies. Individual participants had this to say (taken from post-program survey):

- “The collections forum reinforced the skills that I already possessed and gave me new ideas and resources to care for my collections. I can do this and be the voice for my STUFF.”
- “It was very clear from the participants that dealing with the collections that have been accumulated over many years in small local museums without any professional methods in place is a common and daunting problem, and these are the very resources that need to be preserved. The ideas and tools presented in these workshops will give the small, under-staffed museums the abilities to make sure their local community heritage is not lost.”
- “The Collections Forum will help me address issues that came up during our recent MAP Assessment. Many of our tough questions were answered at the Forum. Better still, I had the opportunity to meet new colleagues that I can call to answer our future questions.”

The process of developing and implementing the initial planning grant projects provided the first opportunity for all of these partners representing types of collecting institutions to work together. One of the lasting benefits of the SPG was therefore setting in motion the practice of collaboration on projects of common interest. The same partners – representing museums, libraries and archives – will be instrumental in fulfillment of the goals of the Implementation Grant should the Virginia proposal be accepted, as will our new partners: Preservation Virginia and John Tyler Community College (JTCC).

The partners held two planning meetings in summer of 2010 to review the results of the SPG grant projects and select priorities for an Implementation Grant based on those outcomes. Several projects were discussed under each priority area (disaster planning, marketing of conservation needs, and collections care). Each partner presented an evaluation of the proposed follow-up projects based on the perceived needs of his/her constituents, and we identified projects that consistently appeared as priorities. Four projects were thus selected: Disaster Lock-ups, Marketing of Conservation Needs (Top Ten Artifacts Awareness Campaign), Circuit Rider, and Online Collections Training. All grew out of the SPG experience, with one – Circuit Rider – being a direct continuation and institutionalization of what was considered to be the most successful project. The fourth project (Online Collections Training) will incorporate all three of the focus areas: collections care, disaster planning, and marketing. Each of the partners took on portions of the task of researching costs and other parameters for the four projects. VAM once again took the lead in compiling this information and creating a written proposal for submission, which was reviewed and approved by the partners.

PROJECT DESIGN (includes Sustainability considerations)

Circuit Rider – The primary project will continue the Circuit Rider (CR) program, where we send out a curator and archivist to do collections assessments for small museums. This program met with huge success during the SPG, when ten sites including museums, libraries and archives were served. We already have a host of sites clamoring for Circuit Rider assistance. Program evaluation by the partner team found that the program introduces basic collections stewardship standards; addresses the collections care and management needs of the individual museum with suggestions for site-specific actions and strategies; offers an outside consultation by “experts” useful for getting board members on board for necessary changes; gives short-term (1-2 year) prioritized needs that staff/board can practicably accomplish; and is standards based, so it can help museums determine readiness for collections Museum Assessment Program (MAP) and Collections Assessment Program (CAP) or StEPS (AASLH’s program of graduated standards).

The Implementation Grant will fund the visits of a CR team to ten sites each year of the grant period. The CR program is conducted like a “mini” Collections MAP assessment in that it addresses many of the same stewardship areas (the checklist is based on CMAP and CAP). In one area in particular, the program addresses MAP readiness: it helps small museums write a collections policy and stresses the importance of this key document. The CR program addresses CAP readiness and helps small museums develop preliminary strategies for improving collections care by identifying and prioritizing actions the museum can take to implement basic collections care improvements, and by providing templates and identifying resources the museum can use to draft basic collections policies, forms and procedures for adoption and implementation. The CR program also serves museums that may not yet meet CAP eligibility requirements in terms of staffing (have one full-time staff person or equivalent, either paid or unpaid, who oversees daily museum activities.)

A new element of the CR program over the SPG pilot will be the addition of environmental monitoring for the sites visited. A huge need in this area was one of the findings of the pilot. We will provide Circuit Riders with a set of monitoring equipment they can use while conducting site visits in order to provide environmental monitoring to the site staff and give some immediate feedback. This will introduce small and emerging museums and libraries to the importance and habit of

environmental monitoring and provide examples of what they can do inexpensively on their own and what they can aspire to as they grow. Small museums and libraries typically lack the funds to purchase their own equipment; the CR team will establish a baseline picture of the situation at the facility and we will provide environmental monitoring kits that sites may rent in order to compare results in different seasons or locations. We will purchase simple, user-friendly units instead of data loggers or recording thermo-hygrographs. For the most part museums borrowing these kits will be run entirely by volunteers or else have a very small staff without much time to spend on monitoring. We want to avoid delicate or bulky equipment that could complicate or increase the expense of shipping the kits back and forth from VAM. Circuit Riders will use a hand-held digital psychrometer for the temp/RH monitors, but we selected Jumbo Meters for the site kits (they're large, easy to see, easy to read, and hard to lose.) A list of the kit components, along with an analysis of the audience, purpose and criteria for selection is provided in the Supporting Documents.

The CR program is tailored to meet the needs of individual sites and offers an opportunity for site staff and board members to meet personally with the Circuit Riders in a supportive and consultative setting, rather than being "assessed," judged or measured. Six-month and one-year follow-ups from VAM will encourage accomplishments and offer some additional external accountability without undue pressure.

Sustainability The Implementation Grant will fund two years of Circuit Rider visits and reports, allowing us time to build a fund for continued support of the program once grant funds end. To fund that pot we have come up with several revenue-generating ideas which also serve a mission purpose:

- creation of VODcasts for download at nominal fee, 10-15 minute "How To" videos covering things like marking objects, dusting collections, preserving wedding dresses, making book covers, etc.
- archive of collections care webinars for download at a fee (see Distance Learning Webinars below)
- holding a "Circuit Walk" morning fundraiser at the annual conference – a fun, historic walking tour
- rental of environmental monitoring kits for site monitoring following initial visits

Online Collections Training – The second project to address collections care is the development of a two-pronged approach to collections training – a more structured academic approach and a less expensive, easily accessible series of instructional webinars. Both rely on distance learning technology. It is more and more difficult for museum staff and volunteers to take time away from their jobs to travel to workshops. Cost of such travel is also a limiting factor. Distance learning options will greatly expand the reach of training.

College credit: A survey of college-level courses/degree programs in Virginia revealed a serious lack of practical academic treatment of collections care issues. To begin to incorporate these issues into academic programs, we propose a series of online classes for in-depth training and accreditation for small historical societies, archives and libraries. For this project, we will partner with JTCC and their Department of Arts, Humanities and Social Sciences. The Implementation Grant partnership will develop curriculum resources, the content of the class modules, recruit the faculty, and structure and review the accompanying projects required of class participants. The college will provide distance learning capability for the classes via its Blackboard system, marketing for the classes, and guidance from its faculty.

One of the project personnel, Jennifer Thomas, currently serves as adjunct faculty at JTCC and will be the primary liaison with the college. She will develop new content for the classes and work with guest faculty. We will stay as close as possible to VAM's core strength, which is the provision of hands-on practical skill building, by creating assignments and final projects that will provide immediate, tangible results for students' organizations. There will be three classes, each worth one academic credit from JTCC. Students taking all three will receive three credits in Collections Management which can be counted toward the college's associate degree program and may be transferrable for four-year college credit (depending on school and degree program). They will also count toward the Virginia Certificate in Museum Management (run by VAM). The structure of these classes is planned as follows:

Class I: Collections Storage and Care

Modules: Storage Essentials; Policies and basic collection documents; Preventative conservation

Video Clips/ Guest Faculty: Outside webinars; Lee Langston Harrison; Jeanne Niccolls; Tour of storage facilities

Projects: Update own collections policy; Determine preventative conservation plan for one object

Class II: Disaster Planning and Response

Modules: Creating a Disaster Plan; Running Disaster Drills; Salvage after Disaster; Long Term Recovery
Video Clips/ Guest Faculty: Mary Andrews (salvage and recovery); Kim Watson (prep); Clip of museum staff discussing disasters they have faced

Projects/ Homework: Review their own plan against template; Run disaster drill; Read technical inserts

Class III: Marketing and Development for Collections

Modules: Prospect research; Proposal writing; Working effectively with the media

Video Clips/ Guest Faculty: Outside webinar; Donna Ransone, To Market

Projects: Write press release; Write grant outline

Sustainability To assure the widest dissemination and a long-term source of training, elements of the classes will be available for review and download from the VAM website after they air the first time (although not for academic credit). Some video portions of the classes will be edited to produce 3-5 minute “how-to” clips useful to those in need of the training on a particular issue or skill but for whom the full class is not necessary. In addition, these courses will be available to the entire Virginia Community College system. Further, it is the intention of JTCC, conditional on the success of these courses, to work with VAM in the development of a career track in museum studies which would also be available system-wide.

Distance Learning Webinars in Collections Care: The second approach to training will be a series of 20 or more low-cost, one-hour webinars over the two-year grant period in order to reach a wider audience with training in crucial collections care, management and stewardship issues. We recognize that not everyone who could benefit from training will be in a position to pursue academic credit. Now commonplace and comfortable for people, webinars are an excellent means of providing direct training for the greatest number of participants. *Sustainability* Webinars will be archived and available for download long after the grant period ends. Accompanying materials may be updated as necessary, keeping the content in line with best practices and new technology.

The Project Coordinator will have primary responsibility for the development of the webinars including topics, speakers, set-up, ancillary materials to be available to participants (video clips, power point, reading lists, etc.), logistics, and working with the partner team and the Technical Assistance Committee to assure that the training needs of the various constituencies are being met (museums, libraries, archives). Topics in the following areas will be covered: collections care, inventory and storage; pest management; housekeeping for preservation; disaster prevention and recovery; protective use of archives; and fund raising for collections.

After a review of various online learning services, the partner team has chosen GoToTraining to produce the webinars. GoToTraining online training software enables interactive training sessions with up to 200 people at a time and is competitive with other software such as Learning Times, WebEx and Adobe Connect. It can be used by both Mac and PC users. In addition to seeing the presenter's screen, attendees can download the documents, images, media files and web links that we will make available and participate by chatting and raising hands. The main element that sold us on this program was the ability to break participants into small groups for interactive discussions and work; this format stays close to our in-person workshop format, giving the online workshop a bit of continuity with our regular programs. Upon completion of each webinar, training is analyzed using class evaluations and reports.

Disaster Lockups – One of the SPG projects developed three disaster plan templates (for very small institutions, small, and medium) and initial planning for workshops, or “lock ups” to encourage collecting institutions to actually complete plans for their organizations. The implementation grant would cover these workshops and a short webinar that participants from museums, libraries and archives would take first to prepare them for the Lockup and cover the information they would need to bring with them.

The partner team learned in the original survey and from subsequent interactions with SPG participants that the primary reasons an institution did not have a plan in place was that no one had assumed the responsibility to write one, or that they “just hadn’t ever gotten around to it.” Despite a common understanding of the importance and desirability of having a disaster plan in place, it often remains a low priority when staff members are already overwhelmed. Even so, 79.4% of the respondents reported having a written emergency plan. The team believes that given a limited timeframe and specific date dedicated to completing a plan, together with a “fill in the blank” template, we will have a good chance of nearing the goal of every collecting institution in the state having a disaster plan in place.

Participants in the Lockups will first attend a webinar that will go over in detail what will take place during the workshops, and what information they will need to bring with them to complete their disaster plans. It is anticipated that this webinar will be held live once, then archived for ongoing use by all Lockup participants on their own schedule. We will hold eleven Lockups around the state in order to make them easily accessible to everyone. Participants will learn crucial disaster prevention and basic preparation steps to take, best practices in collections risk analysis and management, and will choose one of the disaster plan templates based on the size of the institution and actually write a disaster plan for their institution – they will be “locked in” until they finish.

Leading these Lockups will be Kimberly M. Watson, an independent curator and consultant who worked with the team on the SPG disaster projects and developed the templates that will be used. She will also conduct the preliminary webinar. *Sustainability* The disaster plan templates, webinar, and information from the disaster prevention portion will be available for download on the VAM website. Versions of the Lockup will continue to be offered to members of the local Museum Emergency Support Teams (MESTs) established under the SPG as an agenda option for regular meetings.

Top Ten Endangered Artifacts – This new media relations effort results from the successful training program (CONSERVATION³) under the SPG grant that provided marketing and public relations education and tools to help member museums educate donors and the public regarding the importance of conservation and collection care. The ultimate goal of the program was to increase funding for individual museums across Virginia. The initiative offered a two-part seminar series that equipped each museum with the know-how for communicating with their respective audiences, developing a communications plan for spring 2010 fund raising, and an online toolkit with reference materials for future communications.

As a follow-up, we propose to institute an annual *Top Ten Endangered Artifacts* campaign, with museums submitting objects and a peer panel to review and select the top ten and honorable mentions (to extend the reach). The statewide media campaign under the SPG did not succeed because media contacts were not interested in the topic. We were told that there was “no hook”. A focus group of media contacts responded well to the concept of an awareness campaign based on a “top ten” list that would be visual and have compelling stories. Museums could use their status in efforts with donors or in grant applications. It will be a statewide effort, and media coverage will be geared toward all appropriate media outlets across Virginia, including social media, as a vehicle to communicate the need for continued private donations toward conservation.

As we did in the SPG, we will once again engage the marketing firm ToMarket, located in Richmond, to lead the effort. They are marketing and public relations experts, who have experience in generating successful media relations activities, and they were responsible for the SPG marketing activities and thus are already well-versed in the issues around conservation of collections. The scope of their work for the project will include: writing materials to educate editors and reporters and to pitch to local and regional media, including a press release, fact sheet, background material on VAM, organization of appropriate photography, and a long-lead publication advisory; creating custom media list to pitch this specific event to the appropriate media; distributing press materials and pitch story to media; follow up with reporters; coordinate interviews; help train partner team members for interviews as necessary.

We will be partnering with Preservation Virginia on this project. Preservation Virginia is a statewide historic preservation organization dedicated to saving, managing, and protecting historic places and developing preservation policy. Each year they produce a “Most Endangered Historic Sites” list to raise awareness of Virginia’s historic sites at risk from neglect and deterioration. We will be coordinating all marketing efforts between the two lists to create a complimentary awareness campaign for preservation. The timing of both campaigns – the Sites list in May and the Artifacts list in October – will provide appropriate bookends to year-round preservation awareness. There will also be opportunities to cross promote for the solicitation of nominations. Trends may be identified that could inspire workshops or tracks at both organizations’ conferences. We will also benefit from Preservation Virginia’s experience in seeking nominations, criteria for evaluating the submissions and then the actual announcement process.

One aspect of our endangered list project that differs from Preservation Virginia’s current project design is the incorporation of public participation in registering votes for the objects. The community involvement portion of this effort will be done through social media efforts by creating a new tab to the existing VAM Facebook page. This new tab will be home to a poll that will allow the community to vote on their favorite *Top Ten Endangered Artifacts*. The page will include a brief description of the artifact and/or a link to information about it on the VAM website, and information about VAM and a link to

our website. The strategy is to push individuals to the Facebook page to learn about the *Endangered Artifacts* campaign and the other Connecting to Collections grant projects. A matching poll on the VAM website will give an opportunity for non-Facebook members to participate. Heather Widener of Widener Consulting will be helping with the social media components of this project, as well as coordinating our work with ToMarket. Heather has extensive experience in social media marketing and has helped VAM with many communications and educational outreach projects for over six years.

Grant partners will receive regular reports on media contacts and results, as well as media clipping reports. These will be included in interim and final grant reports to IMLS. *Sustainability* The first year of the campaign (2011) will establish the program and define the proper protocol for the initiative. The second year of the campaign (2012) will refine the program and produce media lists and templates. With the mechanics in place, and the media familiar with the campaign, it will be possible for VAM and the Technical Assistance Committee to sustain an ongoing campaign past the second year.

PROJECT RESOURCES: BUDGET AND PERSONNEL (all resumes in Supporting Documents)

The partner team will serve as the overall advisory body for the Implementation Grant projects and will meet twice each year. The members are: Margo Carlock, Virginia Association of Museums; C. Diane DeRoche, Virginia Department of Historic Resources; L. Paige Newman, Mid Atlantic Regional Archivists Conference; John Metz, Library of Virginia; Fred Wallace, Virginia Conservation Association; Elizabeth Kostelny, Preservation Virginia; and Dr. Mikell Brown, John Tyler Community College. (See Partner Statement attachments.)

Key to the success of these implementation projects is the hiring of a full-time project manager to coordinate all aspects of the grant on a two-year, \$40,000/year contract. The Project Coordinator will have demonstrated ability in project management and working knowledge of museum, library or archival operations. He or she will work closely with the partner team on their individual project responsibilities and keep them informed on project progress, and will also be responsible for making sure that the various constituencies are made aware of all of the project opportunities for individual museums, libraries, and archives. (See Job Description in Supporting Documents.)

We will also hire a part-time person at \$23/hour for 25 hours/week for 50 weeks/year (\$28,750) to provide all communications aspects of all grant projects. Heather Widener has worked on communications and education projects for VAM in the past, and has proven expertise in social media as well as email marketing and graphic design of promotional materials. She will provide social media components (Facebook, Twitter, Flickr) of the *Top Ten* project and outreach to history-related pages and groups; set-up of the technical side of the online distance learning webinars; and assist Museum Emergency Support Teams with communication and administer the MEST website. Widener will also develop collateral materials for dissemination of information on the IMLS Connecting to Collections initiative and all of the Virginia projects.

A Technical Assistance Committee will be formed of representatives from the partner organizations, members of VAM's governing Council, and interested museum staff to function as a resource of volunteers to help with the various projects. They will review applications of potential Circuit Rider sites, select sites for visits, and recruit archivists and collections managers to serve as Circuit Riders. The Committee will help with recruitment of webinar speakers, development of topics and content. As the Disaster Lockups are held in various locales, they will encourage the development of Virginia's Museum Emergency Support Teams (begun under the SPG). They will help recruit the members of the peer review panel for the *Top Ten Endangered Artifacts* and help with on-going marketing. Their contributions will be provided as match for the grant. Jeanne Niccolls, a Museum Collections Consultant who led the Circuit Rider SPG project, will serve as chair of this committee as well as provide the museum half of the CR team.

Grant oversight responsibility will be handled by VAM in its role as lead partner and provided as cost share. Financial oversight and administration will be provided by Margo Carlock, Executive Director. Carlock has been VAM's ED for over 16 years. During her tenure the Association has grown to one of the largest state museum associations in the country. She has worked on federal and state grants for over 30 years, and will ensure that the budget is adhered to, fiscal guidelines are followed, and financial reports are filed as required. Jennifer W. Thomas, VAM's Program Director from 2000-2009 and now Deputy Director, will provide oversight of grant programs and personnel and be responsible for timely filing of all grant narrative reports. Thomas spearheaded the creation of the first professional certificate program offered by a museum association. Prior to arriving at VAM, she held positions at history museums in Virginia and New York. Thomas will also serve as adjunct faculty responsible for course development and implementation with JTCC.

The Disaster Lockup project will be conducted by Kimberly M. Watson, an independent curator and consultant with disaster preparedness and risk management as a core interest. She developed the Lockup templates under the SPG, and has assisted VAM in its development of an emergency response network for museums in Virginia. For the Online Collections Training, faculty for Class I in collections care will be Lee Langston-Harrison, Director of Culpeper Museum of History (2 days at \$200); for Class II in disaster preparation and response will be Mary Andrews, Independent Conservator (2 days at \$300); for Class III in marketing collections needs will be Donna Ransone, Principal of ToMarket (\$1,500).

Two firms have been identified to provide professional services in furtherance of grant projects. Their company information, proposal itemization and letters of commitment are included in the supplementary documents, and budget itemization discussed in the Budget Justification section. Cinebar Productions, Inc. will be employed to do the videotaping of college course segments, webinar video segments, and technical assistance VODcasts. The two-year contract will total \$26,685 and will involve a videographer and audio technician. ToMarket, Inc. will be employed to provide marketing and media relations services for the Top Ten project. The two-year contract will total \$30,000 and will involve

Other Budget Considerations – In addition to consultant fees, there are other costs associated with the grant projects. Every effort was made to hold costs to a reasonable level while still sufficient to achieve grant goals. VAM has a track record of frugal grant administration, having come in under budget on every grant project in the past 16 years. These costs include: stipend and travel costs for the Circuit Rider program; stipend and travel costs for online learning faculty; purchase of a laptop computer for the Project Coordinator; a two-year subscription with GoToTraining; brochure production for dissemination of grant project information; participation in the Virginia Library Conference in October 2011 and 2012 by the Project Coordinator to promote participation in Circuit Rider and collections care training; and travel to the American Association of Museums conference in May 2012 to share project information and templates with members of state and regional museum service organizations.

OUTCOMES

All of the grant projects are designed to produce measurable changes in target audience knowledge, skills, attitudes, or behavior. A pre- and post-evaluation will be conducted with Circuit Rider sites to determine changes in collections status. We will also complete 6-month and 1-year follow-ups as a way to encourage sites to accomplish the CR recommendations. Feed-back from the follow-ups will determine a measure of success based on the percentage of CR recommendations accomplished in the first year. This will also serve as a check on the CRs to ensure the recommendations are practicable for the site to accomplish, so that the program can be continually refined based on outcomes.

It is notoriously difficult to deliver outcome-based evaluation on online learning because generally all that are available are statistics on numbers of people who signed on. One other reason we chose GoToTraining for delivery was that evaluations are built into the online courses and webinars to include how participants intend to use the materials, and we plan a 6-month follow-up to assess actual steps taken. These post-program evaluations for each class and webinar will ask questions designed to determine how their new knowledge will change how they work on a daily basis. Disaster Lockup outcome will be judged by the number of completed disaster plans as a result. As public awareness is the goal of the Top Ten campaign, success will be measured by the number and distribution of resulting media stories and hits on social media sites and our website. Our marketing consultant will provide a regular report on media placement as well as clippings. A follow-up survey of Top Ten “winners” will assess success in securing funding for endangered objects and other progress on conservation issues.

We will send the Project Coordinator or other staff member to the 2012 AAM conference to share project information, webinar curriculum resources and video training modules, Circuit Rider checklists and templates, and the Top Ten program process and deliverables with members of state and regional museum service organizations who may be interested in replicating one or more of these programs. In addition, we will send announcements of all online training to the listserv of the National Alliance of State Museum Associations (NASMA) for distribution in their states for interested parties to join in. All webinars created under the implementation grant, including the disaster preparedness one, will be archived and available for general download from the VAM website. We will also share these materials so that they may be available on our partners’ websites.

IMLS Connecting to Collections Implementation Grant Schedule of Completion for Virginia

YEAR ONE -- APRIL 2011 THROUGH MARCH 2012

Activity	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Circuit Rider Planning/Eval Recruiting Site Visits		█ █ █						█ █ █				
Online College Courses Course Dev. Videotaping Class I Class II Class III		█ █		█					█ █ █			█
Online Webinars Planning/Eval Videotaping Webinars		█ █		█ █						█ █		
Disaster Lockups Planning/Eval Pre-webinar Lockups (6)		█ █								█ █		
Top Ten Endangered Arts. Planning/Eval Media Review Announce Mktg.workshop		█ █										
Dissemination Activities Brochure Library Conf. AAM/NASMA		█										

**IMLS Connecting to Collections Implementation Grant
Schedule of Completion for Virginia**

YEAR TWO – APRIL 2012 THROUGH MARCH 2013

Activity	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Circuit Rider												
Planning/Eval	█											
Recruiting	█	█										
Site Visits		█										
Online College Courses												
Course Dev.		█										
Videotaping Class I			█									
Class II		█										
Class III				█								
Online Webinars												
Planning/Eval		█										
Videotaping		█										
Webinars												
Disaster Lockups												
Planning/Eval		█										
Pre-webinar			█									
Lockups (5)												
Top Ten Endangered Arts.												
Planning/Eval		█										
Media												
Review												
Announce												
Mktg.workshop												
Dissemination Activities												
Brochure												
Library Conf.												
AAM/NASMA												

BUDGET FORM - PAGE FOUR

Section B: Summary Budget

	\$ IMLS	\$ Cost Share	\$ TOTAL COSTS
1. Salaries and Wages	137,500.00	21,339.50	158,839.50
2. Fringe Benefits	0.00	974.80	974.80
3. Consultant Fees	15,700.00	4,600.00	20,300.00
4. Travel	11,420.00	1,255.00	12,675.00
5. Supplies and Materials	3,885.00		3,885.00
6. Services	59,237.00	3,950.00	63,187.00
7. Student Support			0.00
8. Other Costs	9,521.00	23,730.00	33,251.00
TOTAL DIRECT COSTS (1–8)	237,263.00	55,849.30	293,112.30
9. Indirect Costs	8,000.00	35,934.39	43,934.39
TOTAL COSTS (Direct and Indirect)	245,263.00	91,783.69	337,046.69

Project Funding for the Entire Grant Period

1. Grant Funds Requested from IMLS	245,263.00
2. Cost Sharing:	
a. Cash Contribution	23,250.00
b. In-Kind Contribution	68,533.69
c. Other Federal Agencies*	
d. TOTAL COST SHARING	91,783.69
3. TOTAL PROJECT FUNDING (1+2d)	337,046.69
% of Total Costs Requested from IMLS	72.77%

* If funding has been requested from another federal agency, indicate the agency's name: