



Museums for America

Sample Application MA-251676-OMS-22
Project Category: Lifelong Learning

Vermont Historical Society

Amount awarded by IMLS:	\$136,585
Amount of cost share:	\$137,235

The Vermont Historical Society will capture, preserve, and share the stories of Vermonters during the COVID-19 pandemic, particularly those who worked on the front lines and shaped the state's response. The society will conduct 100 oral history interviews with government officials, health care workers, educators, retail workers, and others most directly affected by the earliest days of the pandemic. Project staff will work with an advisory committee to develop the list of interviewees and meet again during the midpoint to assess gaps. Staff will hire four field interviewers and provide training to collect the oral histories, which will also be used to create a book and a limited-series podcast. They will assess the project using qualitative and quantitative measures, including the number of oral history interviews produced and made accessible online; the diversity of people interviewed as well as their experiences shared; and the number of podcast downloads.

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion

When preparing an application for the next deadline, be sure to follow the instructions in the current Notice of Funding Opportunity for the grant program and project category to which you are applying.

1. Project Justification

Vermont gained national and global recognition for its handling of the COVID-19 pandemic. The Vermont Historical Society (VHS) will capture, preserve, and bring to the public the stories of Vermonters during the public health crisis, particularly those who worked on the front lines and shaped Vermont's response. In *Collecting COVID-19: A Vermont Story*, VHS will undertake a three-year project to collect oral histories from Vermonters who experienced the COVID-19 pandemic, including multiple perspectives and viewpoints, and will share those stories in a published book and through audio storytelling.

What need, problem, or challenge will your project address, and how was it identified?

When COVID-19 first appeared, historians, epidemiologists, government officials, and the media, both locally and nationally, turned to the 1918 influenza epidemic for answers for our public health response. They analyzed how the disease spread, the effectiveness of social distancing protocols, and advances in science and medicine. Thanks to public health broadsides, diaries, medical records, etc., we have a well-documented picture of the events of 1918-1919. In Vermont, Montpelier resident Dorman B. E. Kent kept a diary during the time with stories about illnesses, deaths, a census of the sick, relief activities, and social activities. Kent even recorded his own experience with influenza, "Awoke at 7:00. Sick, sick, sick. Didn't get up or try to. Had a high fever, an awful headache every minute all day & was sick to my stomach also. Tried to get Dr. Watson in the morning but he couldn't come & told us instead what to do. Greased cloths with inflamacene all day & put around throat & chest & held a bottle of hot water at throat most of the time." Kent's diary is preserved in VHS's archive and digitally accessible on our Digital Vermont website (<https://digitalvermont.org>). This excerpt gives a descriptive first-hand account of a Vermonter experiencing the flu and provides insights into the medical advice of the time. Without stories like Kent's and the foresight of donors and museums to preserve these materials, this important local information would be lost to time. These first-hand accounts are crucial to our understanding of past events – the people involved, the decisions made, and most importantly, the outcome of those decisions. It is important to record and preserve the stories of the COVID-19 pandemic as it unfolds, so we can provide a record of this time for both our own understanding and for future generations.

Vermont has several unique advantages that make it an ideal location for this type of collecting project. Throughout the COVID-19 pandemic, Vermont gained national attention for its response to the public health crisis – from low rates of infection to governmental transparency, from its high vaccination rate to bipartisan agreement on core principles of response (Supportingdoc1.pdf). Additionally, Vermont is both small enough to make this type of statewide project feasible and large enough to reflect diversity in its stories. Vermont shows examples of both a unified statewide approach to its public health response and reflects the uniqueness of each town and its people (Supportingdoc2.pdf).

VHS has a track record of success in engaging audiences through audio storytelling projects. As far back as the 1980s, VHS collected oral histories and used them in a radio series called "Green Mountain Chronicles" (<https://vermonthistory.org/green-mountain-chronicles/>), which continues to inform and provide relevance today. For example, at the beginning of the pandemic, Vermont Public Radio aired segments from our episode "The Flu Epidemic, 1918." The episode shared the voices of individuals who had survived the 1918 flu pandemic, including a man whose house was on the same road as a cemetery. He remembered lying in bed sick with the flu as a small child and hearing the horse-drawn hearse go back and forth all day. These experiences connected the 1918 flu epidemic with today's COVID-19 pandemic, showing how history can be used to find a common understanding.

Since 2017, VHS has produced a regular podcast in partnership with the Vermont Humanities Council called "Before Your Time." The podcast centers items from VHS collections to tell complicated stories about the past – using a traveling trunk to tell stories of immigration, a rug beater to tell stories of natural disasters, and ballot boxes to tell stories of evolving democracy. One of our most popular episodes, with thousands of downloads, featured oral histories collected through a previous project. We will use this same template for our planned podcast. In addition, the podcast has been recognized nationally as an excellent example of a museum podcast; VHS staff spoke about its process and philosophy as a key part of the "Podcasts" module in the Digital Empowerment for Small Museums Project, another IMLS-funded project. It is important for us to capture and share the experiences of Vermonters today, so Vermonters in the future can understand how past events continue to inform our present and future.

The Vermont Historical Society is well-positioned to lead this project due to our close cooperative relationship with state government, as well as our network of other nonprofit organizations, including the Vermont Humanities Council, Vermont Arts Council, over 190 local historical societies and museums, and 192 public libraries; educational institutions; community leaders; and statewide audiences. VHS completed a project of similar scope in 2016 through the IMLS grant, *Colleges, Communes, and Co-ops: 1970s Counterculture and Its Lasting Influence on Vermont*, for which we collected seventy-one oral histories,

dozens of objects, thousands of photographs and documents, and mounted the exhibit, *Freaks, Radicals & Hippies: Counterculture in 1970s Vermont*. Since the completion of our 1970s project, we have sustained benefits by growing our Digital Vermont platform (<https://digitalvermont.org>) which hosts the tangible results, including oral histories and archival materials, from that project. Digital Vermont allows researchers near and far to access digitized materials from our archival collections and use them to inform their work. Researchers have used materials specific to the 1970s project to produce two books, dozens of articles (both journalistic and academic), a film documentary, several podcast episodes, and continue to generate interest and use. Additionally, VHS used the equipment and training gained through the 1970s project to integrate oral history work in our research and interpretation, most notably through the exhibits *Anything for Speed: Automobile Racing in Vermont* (2018-2019) and *When Women Lead: Governor Madeleine Kunin of Vermont* (2020), as well as our ongoing podcast, *Before Your Time*, in partnership with the Vermont Humanities Council. In addition, VHS has an ongoing publishing program with an on-staff editor and successful track record of quality scholarship on Vermont history.

Who is the target group for your project and how have they been involved in the planning?

- 100-125 interviewees (first responders, government officials, healthcare professionals, social workers, new Vermonters, BIPOC Vermonters, those who recovered from COVID-19, educators, care facility residents, parents, artists, and more)
- Vermont's 648,560 residents (per the 2020 U.S. Census)
- VHS Staff (currently 11 full-time, 5 part-time employees)

In the winter of 2020, just before the COVID-19 pandemic, VHS conducted a long-planned statewide survey in partnership with the Castleton Polling Institute at Castleton University. VHS staff designed the survey alongside Castleton students to test the historical appreciation of Vermonters. We wanted to know how Vermonters felt about history – did they consider it a crucial part of their everyday lives? If so, how were they consuming it? How did the civic behaviors of someone who appreciated history differ from someone who was indifferent to the subject? The results gave us many things to consider and put into practice over the following years (Supportingdoc3.pdf). For the purposes of the project, two clear messages came through: the first, a strong majority of Vermonters preferred to get their history through books, and the second, Vermonters who appreciated history participated in their communities more often through voting, volunteering, and donating to charitable causes. An appreciation of history also correlated strongly with Vermonters who believed they could make a difference in their world. Even more impactful was their strong appreciation of *local* history – not just national stories, but intimate, personal, Vermont stories. The survey showed us our publishing program continues to have relevance, and our planned book, as an output of this project, reflects the expressed needs of Vermonters. Excerpting and editing our oral history interviews will allow us to engage a wider audience of Vermonters and will serve as an excellent project summary. In addition, sharing these firsthand stories will remind readers and Vermonters of the common human experience we shared throughout the public health crisis.

VHS began documenting the outbreak of COVID-19 in Vermont right at the beginning of the pandemic in March 2020. What began as a timeline of major events (first case in Vermont, first death, school closings, state of emergency, stay home order, etc.), quickly turned into a collection of press releases, news reports, photos of signage, and health statistics. With VHS closed and staff working from home, we realized we needed the public's help to document this time. In April 2020, we launched our COVID-19 Archive (<https://covid-19.digitalvermont.org>), asking the public to contribute photographs, stories, poems, and videos of their experiences living through the COVID-19 crisis in Vermont. From photographs of empty streets and empty shelves to closed signs on businesses, from children masking in schools to videos of staycations, Vermonters shared how their lives were changed by the stay-at-home order and the strict health regulations enacted in Vermont. Today, our COVID-19 Archive has 650 items, with new items shared by Vermonters every week.

VHS also began collecting physical objects emblematic of the COVID-19 pandemic. While many items remain in use, we have received donations including homemade cloth face masks, vaccine dose vials, face shields, hand sanitizer bottles, COVID-19 informational road signs produced by the State of Vermont, and an empty bag of King Arthur flour with a note saying, "During these unprecedented times, as we work to restock stores around the country, we're finding new ways to supply you with flour so that you can keep baking. To help bridge the gap until stores are restocked nationwide, we're offering this 3lb. bag of flour for a limited time." VHS relies on donations from individuals and organizations to tell the unique stories of Vermonters.

Like VHS, the Vermont Folklife Center took an early leadership role in documenting the unfolding events of the COVID-19 pandemic in Vermont. Their *Listening in Place* initiative focuses on four responses to the COVID-19 emergency: the creation of a crowd-sourced Sound Archive to document daily experiences during the pandemic, a series of online Virtual Story Circles, where Vermonters gathered remotely to listen and share, Virtual Vox Pops, short interviews recorded over the phone with VFC staff, and Show Us Your Masks! A project document homemade face masks created by Vermonters.

Collecting Covid-19 will bridge the initiatives of both VHS and VFC to collect and share the overarching experiences of Vermonters during the COVID-19 pandemic. Crowdsourced donations and stories show Vermonters already understand the importance of documenting and preserving our experiences with COVID-19. This project will build upon these initial accomplishments.

Who are the beneficiaries of this project?

- Public health and history researchers looking for primary-source materials related to Vermont’s pandemic response
- Greater Museum Field
- Future Researchers/Historians
- Future Vermonters/Americans

How will your project advance your museum’s strategic plan?

Collecting COVID-19 advances Strategy 3, “Vermonters will increase their knowledge of our state’s past and understand how their unique experience impacts and shapes this ongoing narrative. Guests will enrich their visit through deeper understanding of Vermont and its people,” of the Vermont Historical Society’s 2019-2024 Strategic Plan. VHS believes history is the collective story of society. Those stories can be shared individually or community-wide, with experiences continuing to evolve as new perspectives are added and as the perspective of time is applied. By capturing the present-day experiences of Vermonters living through the COVID-19 pandemic, we will preserve the unique stories of how Vermonters persevered and contribute to future discovery and contextualization.

Which program goal and associated objective of Museums for America for your project address?

Collecting COVID-19: A Vermont Story will respond directly to the Lifelong Learning category’s objective to “Support exhibits, interpretation, and digital media.” The principal aim of the project is to “empower” Vermonters by capturing their unique stories and experiences during the COVID-19 pandemic and share how these stories can inform our present and future. *Collecting COVID-19* will interpret these stories in a published book and through audio storytelling.

2. Project Work Plan

What specific activities will you carry out and in what sequence?

Schedule	Description (see Project Activities for details)
September 2022 – August 2023	Convene advisory committee (Activity 1)
October – December 2022	Hire and train field interviewers (Activity 2)
December 2022 – August 2023	Conduct interviews (Activity 3)
May 2023 – June 2023	Mid-point review (Activity 4)
September 2022 – October 2023	Publication planning (Activity 5)
September 2023 – May 2024	Manuscript writing and editing (Activity 6)
April – August 2024	Produce limited-series podcast (Activity 7)
September – December 2024	Release tangible products (Activity 8)
September – December 2024	Summative evaluation and initial sharing of results (Activity 9)

1. Convene advisory committee. In the fall of 2022, we will convene an Advisory Committee for a series of initial conversations to develop a first-pass list of 20-30 subjects for interview. The Advisory Committee will comprise of the following individuals: Tom McMurdo, Interim Vermont State Librarian; Richard Watts, Director of the Center for Research on Vermont; Melody Mackin, Abenaki educator, activist, artist, and VHS Board member; and Anna Noonan, President & COO of Central Vermont Medical Center (Supportingdoc4.pdf). We will prioritize our most obvious and easily accessible interviews – government officials, healthcare workers, educators, and those most directly affected by the earliest days of the pandemic in the spring of 2020.

2. Hire and train field interviewers. During the same period, we will advertise our Field Interviewer positions (Supportingdoc5.pdf), with the goal of hiring four individuals by November 2022; training with the Vermont Folklife Center to take place in late fall or early winter (Supportingdoc6.pdf). We will also engage in background activities such as purchasing new equipment, preparing our digital and physical archives for an influx of new material, notifying all potential partners about the work, and holding internal staff meetings to clarify project goals and expectations.

3. Conduct interviews. Over the winter, spring, and summer of 2023, field interviewers will conduct interviews with those Vermonters identified by our staff and Advisory Committee. Staff will direct this activity, process interviews, maintain dialogue with the Advisory Committee, provide regular feedback to and supervision of field interviewers, and review logs and transcripts of oral history interviews for content. Staff will also conduct interviews as necessary, particularly those involving existing VHS relationships, i.e., Vermont state government. We will solicit post-interview surveys from all oral history interviews.

4. Mid-point review. At the halfway point in the late spring of 2023, with a goal of fifty interviews conducted, we will pause active interviewing and formally evaluate our progress to date. We will conduct qualitative interviews with a representative sample our interviewees and review post-interview surveys from participants. From these evaluations, we will refine both our interview process (offering further feedback to our field interviewers) and assess how our selection criteria is working in practice. We will debrief with our Advisory Committee to find and fill any narrative gaps in our process and selection. For example, we may find we need to solicit more interviewers on a particular aspect of the COVID-19 experience or connect with an individual representing a particular viewpoint. Following our evaluation process, we will complete the remaining half of oral history interviews by the fall of 2023.

5. Publication planning. We will contract author Garrett Graff to write a book based on stories from the COVID-19 oral history interviews (Supportingdoc7.pdf). Graff is a life-long Vermonter, experienced journalist, and acclaimed author who has already documented COVID-19 stories through oral history. His recent publication, *The Only Plane in the Sky*, is a New York Times bestseller that uses oral history to tell the stories of 9/11. Staff will work with Graff in year 1 to develop the structure of our planned book and make initial story selections for the manuscript. Staff will also begin planning for a podcast series that mirrors the book's narrative structure. Finally, we will review submissions to our crowdsourced COVID-19 archive for additional primary sources to incorporate into the book.

6. Manuscript writing and editing. Graff will work over the winter and spring of 2023-2024 to select interviews, edit them for clarity and length, conduct additional research, and eventually produce a written manuscript for publication. Graff will work closely with VHS staff, including VHS editor Alan Berolzheimer. In the late spring of 2024, Graff will turn in the completed manuscript to Berolzheimer for final editing, layout, and copyediting.

7. Produce limited-series podcast. In the summer of 2024, VHS staff will produce a limited-run podcast series that follows the book's narrative structure, uses audio from our oral history interviews, and incorporates archival audio from press conferences, news reports, etc. We will advertise for an undergraduate summer intern to assist with podcast production activities (Supportingdoc8.pdf). VHS staff will also finish processing all oral history interviews, preparing them for upload on our digital repository, Digital Vermont. At this point we will conduct quantitative analysis of our interview process and assess our progress toward project goals and objectives. We will compare our work to our projected timeline and totals.

8. Release tangible products. In August 2024, we will stagger the release of the tangible results of this project – publication of the book, weekly release of podcast episodes, and unveiling the COVID-19 oral history archive on Digital Vermont. This provides three unique mediums through which the public can consume and process the current lived experiences of the COVID-19 pandemic. As part of the project and beyond the period of performance, VHS staff will conduct outreach and programming using these primary sources, making sure various audiences (public, educators, students, researchers, etc.) are aware of their existence and know how to access them.

9. Summative evaluation and initial sharing of results. VHS will conduct evaluation activities throughout this project with various participants. At the end of the project, we will conduct summative evaluation to assess the number of oral history interviews accessible on VHS websites, the diversity of people interviewed and experiences shared, number of page hits on the online interview archive, sales of the book, number of downloads of the limited-series podcast, and experience and comfort of participants during the interviewing process. We will also gauge the reception of the book, podcast, and archive with the public by tracking mentions in the news media and requests for staff interviews, both locally and nationally. VHS staff will apply to

present sessions at regional and national conferences to share our collecting activities and project results with museum professional nationwide.

What are the risks to the project and how will you mitigate them?

1.Sensitivity. Each person's experience with the COVID-19 pandemic is unique, but all experiences hold some level of commonality and trauma. We are living through an event that will help define the 21st century. For this project to succeed, we need to interview individuals who most directly experienced that trauma, including healthcare workers, first responders, those who lost loved ones, and those who were ill. Those conversations will be emotional and difficult. Navigating them will require high levels of sensitivity, empathy, and trust; values that must be core to both our planning and implementation of this project. We plan to address this challenge in several ways. The Vermont Folklife Center specializes in dialogue on difficult topics and has experience in organizing oral history collecting projects around shared traumatic experiences, including natural disasters, institutional abuse, and cultural persecution. VFC will lead the training process for our Field Interviewers, ensuring sensitivity, empathy, and trust are the foundation of each interview, and will be an ongoing partner in the planning process as we consider how best to approach each aspect of this project.

Our Advisory Committee will also be critical to mitigating this risk. To speak with individuals from marginalized communities, we will need to establish bonds of trust, and will rely on our Advisory Committee, as members of these communities, for help in establishing these relationships and ensuring best practices.

2. We are still in the COVID-19 pandemic. Although we cannot predict the state affairs for the beginning of the granting period in September 2022, we can say with near certainty that COVID-19 will continue to play a role in our everyday lives. Interviewing is an intimate, personal experience, but the ongoing pandemic may require us to find creative solutions for the traditional face-to-face process. Each interviewee will need to assert their own comfort level based on personal circumstances, past trauma, and other factors. Solutions may include meeting interviewees in third-party locations (rather than homes), masking, disinfecting, and rescheduling. One of the silver linings in our experience with the pandemic is our increased fluency in a wide variety of mitigation measures, including the use of technology for remote programming and meetings.

Additionally, with the pandemic still unfolding, it is difficult to predict whether this project will be able to capture the events leading to the end of the pandemic as well as those of the beginning and middle. Our goal is to begin the process of collecting stories while memories are fresh, using the best knowledge we have at the time to identify stories and interviewees, and help establish understanding of the pandemic's early days. Our work during the granting period will set a foundation for COVID-19 collecting we can sustain and build upon in the future.

3.Overall timing. We know our timeline is ambitious. This project is based on our previous experience with both the granting timeline and interview process and have requested the necessary resources to successfully carry it out. However, delays are always a possibility. In our experience, we can address timeline challenges through constant communication with project staff and a willingness to adapt. To mitigate this risk, we have included several evaluation activities throughout the project to assess both quality and quantity of our work and ensure outcomes are met. In our previous IMLS *Museums for America* grant, *Colleges, Communes, and Co-ops*, we found that while some project activities took longer than anticipated, we produced more output than promised within the overall granting period. Additionally, we incorporated lessons learned from our previous grant, especially related to timing, into our schedule for this project's activities.

Who will plan, implement, and manage your project?

Amanda Gustin, Director of Collections & Access, as project director, will be responsible for the overall management of project activities and attend all meetings. She will also be directly involved in collecting high-level interviews, managing field interviewers, supporting Garrett Graff's work on the book, and producing the podcast. Shana Goldberger, PR & Sales Coordinator, will be responsible for all marketing materials and communications related to the project, including contacting Vermont media outlets. Teresa Greene, Collections Manager; Marjorie Strong, Assistant Librarian; and Kate Phillips, Cataloger & Metadata Librarian, will catalog new collections and process digital records, including the oral histories. Stephen Perkins, Executive Director, will provide institutional oversight of the project, with a specific focus on tracking the project's progress. Eileen Corcoran, Director of Outreach & Service, will assist the project by leveraging her established relationships with Vermont's over 190 local historical societies as the manager of the League of Local Historical Societies and Museums. Alan Berolzheimer, VHS editor, will assist with all publication activities and copyedit the manuscript. Our advisory committee will consist of local leaders who will provide oversight and guidance on project deliverables. Garrett Graff, independent journalist and author, will write the proposed manuscript.

What time, financial, personnel, and other resources will you need to carry out the activities?

Total VHS staff time for this project is allocated at 0.7 (FTE) and distributed across eight staff members. We will hire 4 field interviewers to carry out most oral history interviews and will contract the Vermont Folklife Center to conduct oral history training and ongoing consultation. Garrett Graff, whose services account for 10% of the project budget, will write a book using our COVID-19 oral histories. 4 local leaders on the advisory committee will provide support through their participation in interviewee selection and evaluation activities. We will advertise for an undergraduate intern to assist with podcast production during the summer of 2024. Additionally, \$25,000 is allocated to purchase new oral history and backup equipment, and offset costs associated with the interviews, publication activities, and the podcast.

How will you track your progress toward achieving your intended results?

Project team meetings will allow continuous progress tracking against goals and deliverables, as provided in the “Schedule of completion.” As indicated above in the section on risks, a variety of factors will influence our timing on this grant, and we have built in a series of evaluation points throughout the project to ensure we achieve intended results. Communication and flexibility are key.

Internally, VHS uses Microsoft 365 for planning and tracking projects, allowing for fully integrated communications and planning. In a project of this geographic scope, access to these tools allows staff to stay in constant communication, upload and share documents instantaneously, back up files and other essential information, and accomplish work at any location. VHS staff are experienced in working in all corners of the state – we have partners amongst local historical societies in each town and are knowledgeable on the best spots for Wi-Fi and cellular service in our remote, rural state.

3. Project Results**What are your project’s intended results and how will they address the need, problem, or challenge you have identified?**

Collecting COVID-19’s short term goals are to collect the immediate, authentic stories of Vermonters during the COVID-19 pandemic. This will address the immediate need to record and preserve the stories of the COVID-19 pandemic, both for our own understanding and that of future generations. Researchers, Vermonters, and Americans, the ultimate beneficiaries of this project, will have access to primary source materials to learn how the COVID-19 pandemic continues to shape our present and future, and understand its role in Vermont’s story. The greater museum field will have a step-by-step guide on how to preserve and share the stories of their communities, for the COVID-19 pandemic and significant events in the future.

How will the knowledge, skills, behaviors, and/or attitudes of the target group change as a result of your project?

VHS staff will conduct both qualitative and quantitative assessment to evaluate project progress against the following project outcomes:

- Interviewees understand how their unique stories play a role in Vermont’s overarching narrative.
- Vermonters report increased connectivity to each other and their shared experiences during the global health crisis.
- VHS staff increase the quantity of COVID-19 oral histories, audio materials, and related collections accessible on our website.
- VHS staff feel increased self-efficacy in using oral history as tool in preserving and sharing Vermont’s history.

What products will result from your project?

Collecting COVID-19 will produce the following products:

- A foundational COVID-19 Oral History Archive containing an initial 100-120 audio interviews of Vermonters who experienced the COVID-19 pandemic.
- 100-120 audio logs and transcripts of the oral history interviews.
- A published book telling the story of COVID-19 in Vermont, using excerpts from the collected oral histories (print and eBook formats).
- A limited-series podcast of 6-8 episodes sharing the voices of Vermonters from our new archive.

How will you sustain the benefits of the project beyond the conclusion of the period of performance?

In addition to the above changes in attitudes, skills, and awareness, we will sustain project benefits through our ongoing commitment to the long-term storage, preservation, and sharing of materials collected. Like the 1918 influenza epidemic was to the 20th century, the COVID-19 pandemic is a pivotal event of the 21st century. In the museum and public history fields, the question of collecting contemporary objects and documenting current history is a challenging one, and we will use this

project to spark further conversation about the role museums play in collecting recent and contemporary history. This project is only the tip of iceberg in terms of its impact on Vermont history, and we will build on the partnerships, momentum, and successes of this project to continue collecting history as it unfolds.

	Sept 2024	Oct 2024	Nov 2024	Dec 2024
Oral History Interviews				
Select interviewees with Advisory Committee				
Hire & train Field Interviewers				
Ongoing consultation with Vermont Folklife Center				
Conduct oral history interviews				
Book Project: An Oral History of COVID-19 in Vermont				
Review year 1 work with author Garrett Graff				
Develop structure & make interview selection				
Edit interviews, write interstitial pieces, produce first draft				
Edit, layout, and copyedit book				
Publish book				
Promote & sell book, author appearances				
Podcast Series				
Script episodes to mirror book publication				
Edit audio & produce episodes				
Release podcast episodes				
Project Evaluation				
Advisory Committee meetings				
Mid-project interview evaluation				
Final project evaluation				
Project Administration				
Project Staff Meetings				
IMLS Reporting				