



STATE OF VERMONT
JOINT FISCAL OFFICE

MEMORANDUM

To: Joint Fiscal Committee members
From: Daniel Dickerson, Fiscal Analyst *DWD*
Date: September 26, 2018
Subject: Position and Grant Requests – JFO #2927 - #2928

Enclosed please find two (2) items, which the Joint Fiscal Office has received from the administration.

JFO #2927 – \$15,000 performing arts readiness grant from LYRASIS to the VT Secretary of State. The funds will be used to develop a Performing Arts Readiness network in Vermont. This will involve the hiring of a facilitator to bring together leaders from various arts organizations to develop policies and procedures for the network. The ultimate goal of this work would be to avoid losses of historical records in the event of an emergency. This is one-time funding meant to kick-start an initiative that would be funded by arts organizations without the need for ongoing state funds.

[JFO received 9/21/18]

JFO #2928 – \$450,000 from the U.S. Dept. of Labor to the VT Secretary of State. These funds will be used to augment a planned analysis of licensing criteria for certain career fields that fall within the oversight of the Office of Professional Regulation. Professions that will be examined during this project include, but are not limited to, barbers, cosmetologists, security guards, pharmacy technicians, registered nurses, funeral directors and real estate brokers. The project will take approximately three years and the federal dollars will be allocated at \$150,000 per year. The Office had previously budgeted state dollars for the entire scope of this project so the federal dollars will offset some of the state costs over the three year period.

[JFO received 9/21/18]

Please review the enclosed materials and notify the Joint Fiscal Office (Daniel Dickerson at (802) 828-2472; ddickerson@leg.state.vt.us) if you have questions or would like an item held for legislative review. Unless we hear from you to the contrary by October 10, 2018 we will assume that you agree to consider as final the Governor's acceptance of these requests.

JFO 2927

State of Vermont
 Department of Finance & Management
 109 State Street, Pavilion Building
 Montpelier, VT 05620-0401

[phone] 802-828-2376
 [fax] 802-828-2428

RECEIVED
 Agency of Administration
 SEP 21 2018
 JOINT FISCAL OFFICE

**STATE OF VERMONT
 FINANCE & MANAGEMENT GRANT REVIEW FORM**

Grant Summary: Grant of \$15,000 to develop a Performing Arts Readiness network. The funds will be used to hire a meeting facilitator tasked w/bringing leaders from diverse arts organizations together in developing network policies and procedures. The ultimate goal of the network is for reducing future damage(s) to historical records/assets in cases of emergency.

Date: 9/11/2018

Department: Secretary of State/Vermont state Archive and Records Administration

Legal Title of Grant: Performing Arts Readiness (PAR) New Network Grant Program

Federal Catalog #: N/A

Grant/Donor Name and Address: Performing Arts Readiness /Emergency Preparedness Planning Grants
 1438 West Peachtree Street NW, Suite 150, Atlanta, GA, 30309

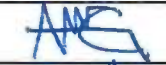

Grant Period: **From:** 8/1/2018 **To:** 9/1/2019

Grant/Donation \$15,000

	SFY 1	SFY 2	SFY 3	Total	Comments
Grant Amount:	\$15,000	\$0	\$0	\$15000	

Position Information:	# Positions	Explanation/Comments
	0	

Additional Comments: The intent of the grant is to establish the network, gain buy-in from organization leaders, and have said network exist as a voluntary system that is performed by, and funded from, the organizations. SOS noted that additional grants could be an option for operational costs that may exist beyond this grant's life, and do not feel the establishment of a network would represent ongoing costs for VT.

Department of Finance & Management		(Initial)
Secretary of Administration		(Initial)
Sent To Joint Fiscal Office	9/18/18	Date



SEP 12 2018

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JOINT LEGAL OFFICE

STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

BASIC GRANT INFORMATION				
1. Agency:	Vermont Secretary of State			
2. Department:	Vermont State Archives and Records Administration			
3. Program:	Emergency Preparedness			
4. Legal Title of Grant:	Performing Arts Readiness (PAR) New Network Grant Program			
5. Federal Catalog #:	N/A			
6. Grant/Donor Name and Address:	Performing Arts Readiness Emergency Preparedness Planning Grants 1438 West Peachtree Street NW Suite 150 Atlanta, GA 30309 funded through a grant from the Andrew W. Mellon Foundation.			
7. Grant Period:	From:	8/1/2018	To:	9/1/2019
8. Purpose of Grant:	In collaboration with the Vermont Arts Council, facilitate lead representatives from a diverse range of organizations through the process of developing a statewide emergency preparedness and response network for performing arts and cultural heritage organizations.			
9. Impact on existing program if grant is not Accepted:	If the grant is not accepted, the state of Vermont will not be able to develop an emergency preparedness and response network for arts and cultural organizations. There is no existing program explicitly dedicated to emergency preparedness: workshops, which are much in demand, have been given by the Vermont Historical Records Program Coordinator on an ad hoc basis. We risk preventable damage to Vermont's historical records and other cultural assets if we pass up this opportunity to intentionally develop a grassroots network for communication, training, and mutual aid.			
10. BUDGET INFORMATION				
	SFY 1	SFY 2	SFY 3	Comments
Expenditures:	FY 19	FY 20	FY	
Personal Services	\$14,971	\$0	\$0	Contracted Srvcs.
Operating Expenses	\$29	\$	\$	Refreshments
Grants	\$	\$	\$	
Total	\$15,000	\$	\$	
Revenues:				
State Funds:	\$0	\$	\$	
Cash	\$0	\$	\$	
In-Kind	\$0	\$	\$	
Federal Funds:	\$0	\$	\$	
(Direct Costs)	\$0	\$	\$	
(Statewide Indirect)	\$0	\$	\$	
(Departmental Indirect)	\$0	\$	\$	
Other Funds:	\$	\$	\$	

STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

Grant (source PAR)	\$15,000	\$	\$
Total	\$15,000	\$	\$

Appropriation No:	2230010000	Amount:	\$15,000
			\$
			\$
			\$
			\$
			\$
			\$
		Total	\$15,000

PERSONAL SERVICE INFORMATION

11. Will monies from this grant be used to fund one or more Personal Service Contracts? Yes No
 If "Yes", appointing authority must initial here to indicate intent to follow current competitive bidding process/policy.

Appointing Authority Name: James C. Condos Agreed by: jc (initial)

12. Limited Service Position Information:	# Positions	Title
	0	
Total Positions	0	

12a. Equipment and space for these positions: Is presently available. Can be obtained with available funds.

13. AUTHORIZATION AGENCY/DEPARTMENT

I/we certify that no funds beyond basic application preparation and filing costs have been expended or committed in anticipation of Joint Fiscal Committee approval of this grant, unless previous notification was made on Form AA-1PN (if applicable)	Signature: <u>James C. Condos</u>	Date: 9/5/2018
	Title: Vermont Secretary of State	
	Signature:	Date:
	Title:	

14. SECRETARY OF ADMINISTRATION

Approved: _____ (Secretary or designee signature) Date: 9/17/18

15. ACTION BY GOVERNOR

Check One Box: Accepted
 Rejected
 _____ (Governor's signature) Date: 9/18/18

16. DOCUMENTATION REQUIRED

Required GRANT Documentation

STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

<input type="checkbox"/> Request Memo	<input type="checkbox"/> Notice of Donation (if any)
<input type="checkbox"/> Dept. project approval (if applicable)	<input type="checkbox"/> Grant (Project) Timeline (if applicable)
<input checked="" type="checkbox"/> Notice of Award	<input type="checkbox"/> Request for Extension (if applicable)
<input type="checkbox"/> Grant Agreement	<input type="checkbox"/> Form AA-1PN attached (if applicable)
<input checked="" type="checkbox"/> Grant Budget	

End Form AA-1

(*) The term "grant" refers to any grant, gift, loan, or any sum of money or thing of value to be accepted by any agency, department, commission, board, or other part of state government (see 32 V.S.A. §5).

Co-Lead Organization #1 Information

Legal Name of Applicant Organization Vermont State Archives and Records Administration, a
Division of the Secretary of State

Website / Twitter / Instagram: <https://www.sec.state.vt.us/archives-records.aspx/>
<https://twitter.com/VTStateArchives>

Address 1: 1078 U.S. Route 2

Address 2: _____

City: Middlesex State: VT Zip Code: 05633

Applicant County: Washington

Contact Person Information for Co-Lead Organization #1

Onuf, Rachel Vermont Historical Records Program
Coordinator

Name (Last, First) Title

802-828-2204 / 978-413-7417 rachel.onuf@vermont.gov

Primary phone number | Other phone number Email address

Applicant Authorizing Official

Marshall, Tanya State Archivist

Name (Last, First) Title

802-828-0405 tanya.marshall@vermont.gov

Primary phone number | Other phone number Email address

Organization Profile for Co-Lead Organization #1

- NISP organization type code: 38 (best fit: the Secretary of State is an elected official)
(see attached list of National Information Systems Project organization type codes)
- Applicant Mission Statement:
It is the mission of the Vermont State Archives and Records Administration (VSARA) to provide, protect, promote, and preserve Vermont public records, in collaboration with other public agencies, for the benefit of the public we collectively serve.
- Please provide a link to or copy of applicant organization's most recent annual report or equivalent descriptive publication: <https://www.sec.state.vt.us/archives-records/about-us.aspx>

Co-Lead Organization #2 Information

Legal Name of Applicant Organization Vermont Arts Council
Website / Twitter / Instagram: <https://www.vermontartscouncil.org/> <https://twitter.com/VTArtsCouncil>
<https://www.instagram.com/vtartscouncil/>
Address 1: 136 State Street
Address 2: _____
City: Montpelier State: VT Zip Code: 05633
Applicant County: Washington

Contact Person Information for Co-Lead Organization #2

<u>Cunningham, Amy</u>	<u>Deputy Director</u>
Name (Last, First)	Title
<u>802-828-5423</u>	<u>acunningham@vermontartscouncil.org</u>
Primary phone number Other phone number	Email address

Applicant Authorizing Official

<u>Mittelman, Karen</u>	<u>Executive Director</u>
Name (Last, First)	Title
<u>802-828-5420</u>	<u>kmittelman@vermontartscouncil.org</u>
Primary phone number Other phone number	Email address

Organization Profile for Co-Lead Organization #2

- NISP organization type code: 16
(see attached list of National Information Systems Project organization type codes)
- Applicant Mission Statement:
Cultivate and advance the arts and creativity throughout Vermont.
- Please provide a link to or copy of applicant organization's most recent annual report or equivalent descriptive publication: <https://www.vermontartscouncil.org/about-us/annual-reports>

Network Information

1. Potential members of the network include local historical societies and museums, performing arts organizations, municipally owned town halls and opera houses, performing arts venues and special collections at colleges and universities, and state agencies. Specific organizations might include:

Barre Opera House
Bellow Falls Opera House, Bellow Falls
Bennington Museum
Brattleboro Historical Society
Brattleboro Music Center, Brattleboro
Canaan Historical Society
Casella Theater, Castleton State College
Catamount Film and Arts Center, Saint Johnsbury
CERF+
Dibden Center for the Arts, Johnson
Flynn Center for the Performing Arts
Hardwick Historical Society
Haskell Opera House, Derby Line
Henry Sheldon Museum of Vermont History
Hyde Park Opera House, Hyde Park
Latchis Arts, Brattleboro
Lost Nation Theater, Montpelier
MAC Center for the Arts, Newport
Main Street Arts, Saxtons River
Main Street Landing Performing Arts Center, Burlington
Middlebury College Mahaney Center for the Arts and Special Collections & University Archives
New England Youth Theatre, Brattleboro
Next Stage Arts, Putney
Northern Stage Company, White River Junction
Norwich Historical Society
Oldcastle Theatre Company, Bennington
Paramount Theatre, Rutland
Pentangle Arts Center, Woodstock
Shelburne Museum
Southern Vermont Arts Center, Manchester
Spruce Peak Performing Arts Center, Stowe
St. Johnsbury Athenaeum
Stone Church Arts, Bellows Falls
Town Hall Theater, Middlebury
University of Vermont Special Collections & University Archives
Vergennes Opera House
Vermont Jazz Center, Brattleboro
Vermont Performance Lab, Guilford
Yellow Barn, Putney

2. There has been some recent collaboration at the county level. The Cultural Heritage Emergency Response Network (CHERN) is an informal group representing cultural heritage institutions, public libraries, and historic sites in Addison County. Independent consultants, retired professionals, and first responders also participate, as do staff of the Shelburne Museum, who sneak over the border from Chittenden County. The group, which is coordinated by Joseph Watson of Middlebury College's Special Collections, gathers at least once a year for a program. Last fall over 30 people attended a presentation by Professor David Barrington about the fire at the University of Vermont herbarium in August 2017. The group is interested in being more active and in 2019 CHERN will host a four-part emergency preparedness and response training workshop in Addison County that will be led by the Vermont Historical Records (VHRP) Coordinator. This is a new position, based at the Vermont State Archives and Records Administration, that was created to provide support for and build networks among historical records and cultural heritage repositories.

Although there are no other known current cultural emergency preparedness and response networks in Vermont, there are many networks we can engage with to reach organizations we would like to have participate. The Vermont Arts Council has developed relationships with hundreds of arts organizations and performing arts venues over the years, via their grants for capital operating and program support to arts organizations and performing arts venues. In addition, the Vermont Archives Network, the League of Local Historical Societies and Museums (administered by the Vermont Historical Society), the Vermont Curators Group, and the Arts Presenters of Northern New England are all existing networks of cultural organizations that we will tap into to encourage participation.

In the more distant past, the Vermont Historical Records Advisory Board (VHRAB) has sponsored training opportunities for historical records repositories. The most recent iteration was the *Vermont Prepares* program of 2013-2015. VHRAB contracted with the Northeast Document Conservation Center (NEDCC) to offer five day-long regional emergency planning workshops and conduct 15 site visits to help institutions complete, review, and refine their comprehensive emergency plans. In 2009, the Vermont Alliance for Response network, known as VCHART (Vermont Cultural Heritage and Art Recovery Team), held a kick-off forum. There were a handful of subsequent meetings but when the chair retired, VCHART fell dormant.

3. **DRAFT** mission statement: The *Vermont Prepares* network prepares people involved in arts and cultural heritage work for emergencies and trains them how to respond in the event of a disaster to mitigate the impact and ensure that our communities recover quickly and grow more resilient.

4. As part of the planning process, the VHRP Coordinator met with CHERN in April to discuss their interest in making the network more active and whether they thought a statewide network is possible and desirable. Attendees included representatives from a college, historic site, museums, archives, towns, and a first responder. Based on the positive response from the dozen people present at the meeting, the Coordinator sent a

brief survey to the forty-five people on the CHERN mailing list. The survey asked if the respondent thought a statewide network was a good idea, and if so, what they thought the priorities of the network ought to be. Establishing a phone tree, having regular trainings, having a daylong meeting like the forum in 2009, and establishing regional caches of disaster response supplies were all cited as worthwhile activities. The survey went on to ask if the respondent would be interested in being involved in the creation and maintenance of a statewide network. Seven of the fifteen people who completed the survey were willing to participate; eight said maybe. Even if Addison County proves to be one of the more engaged regions of Vermont, those numbers make us feel optimistic about our ability to muster enough organizations to participate in the organizing group and sustain the network over time.

In the process of developing this proposal, the VHRP Coordinator met with staff members from the Vermont Arts Council (VAC), who agreed to serve as the other co-lead organization and to be part of the organizing group for the Vermont network. The Coordinator also met with Cornelia Carey and Meg Ostrum at CERF+. Although they are not able to commit CERF+ to a leadership role, they are thrilled at the prospect of having a statewide network in Vermont and would be happy to share information and resources. They recounted that last summer they tried to get some performing arts organizations and the regional commission in Windham County to use the *Cultural Placekeeping Guide* to establish a local network for emergency action. Even though these organizations have some institutional capacity, this was too much for them to undertake and they were not able to get the planning process off the ground. The hope is that this project will provide the structure and support that will make it possible for organizations that are willing to participate, able to participate. It would also be a great tribute to Meg and Cornelia's work on the *Cultural Placekeeping Guide* to use that tool as the framework for establishing and sustaining a network in their home state.

5. Letters of support (appended to application)

1. Cornelia Carey, Executive Director of CERF+
2. Jon Potter, Executive Director of Latchis Arts
3. Joseph Watson, CHERN and Middlebury College Special Collections & University Archives

Project Description

1. Impetus, goals, outcomes

As the Coordinator for the new Vermont Historical Records Program, Ms. Onuf has spent the past year, on a part-time basis, getting to know people involved with archives, historical societies, and museums across the state, and asking them how this program could support them. An overwhelming number have cited emergency preparedness and response as a priority. They want training, they want to know who to call for help, and they want to know what to do in the event of a disaster. The Coordinator has responded by giving workshops based on the NEH-funded series in Massachusetts,

Finding Common Ground: Collaborative Training for the Cultural Heritage and Emergency Response Communities, and she will continue to provide training.

However, there is an obvious need for a larger, more coordinated emergency preparedness and response program, and one that casts a wider net to encompass the needs of all cultural and arts organizations, including performance venues. As noted above, the statewide Alliance for Response has been inactive for years and several key people have retired. The fact that it did exist gives us hope that a statewide network, in a state as small as Vermont, can be reestablished and sustained. The smallness means that even with the mountains one can travel the length of the state in four hours. Vermont's population is also small, which is one of many reasons why it makes sense to include performing artists and studio artists in the network. There are a limited number of archivists, librarians, collections managers, and historic site managers in Vermont. For this to be a resilient network, we need to draw from a broader pool of people willing to engage with emergency preparedness. We need the theater managers, operations managers, and other back of the house personnel. This pool of people will also include first responders and Vermont Emergency Management staff members, who provide critical perspectives and expertise.

Another reason to include performing arts organizations is their focus on continuity of operations and being prepared for a potential emergency during an event. Collections and sites people tend to focus on... collections and sites. While this is important, these cultural heritage organizations should also be prepared to continue essential services, even if their existence is not as dependent on a resulting revenue stream. Many repositories also host events, and could be better prepared to respond to an emergency situation that might arise, whether it is a patron having a heart attack or an active shooter situation. Giving more weight to these aspects of preparedness will benefit all network members.

CERF+, a national organization that works with studio artists to help them prepare for and respond to emergencies, is based in Montpelier. CERF+ staff were deeply involved in the *Cultural Placekeeping Guide*, which we propose to use as we build the statewide network in Vermont. We are also excited to model a more expansive arts and cultural heritage network that includes not only arts organizations but individual artists. Although it is critical to build institutional commitment to the network to ensure sustainability, networks, at their heart, are made by the connections between individuals, so interested independent artists will also be welcome.

Goals

The main goal is to build a robust, dynamic network that can sustain itself, adapting as needed to ensure that it continues to meet the needs of the people and organizations it represents and serves. Too often, an initiative is launched without sufficient consideration of how it will be sustained over time and it soon goes dormant, or seems, in the virtual realm, to be caught in a state of suspended animation; not obviously moribund, but clearly not active. We are optimistic that the Vermont network will persist.

Two state agencies are serving as co-leads during the development phase and will continue to play key roles in the network. Other statewide entities will also be invited to participate. These include additional state agencies, like the Vermont Division of Historic Preservation, the State-Owned Historic Sites Program, and Vermont Emergency Management. The state's thirteen Local Emergency Planning Committees will be kept apprised of network activities and encouraged to take part. And the Coordinator of the VHRP will be able to focus on sustaining this network: keeping lines of communication open, information up to date and circulated, and organizing and offering training...and more training.

During a recent webinar for the Connecting to Collections online community, *Live and Learn: Collections Emergency Training and Lessons*, presenter Priscilla Anderson observed that within the cultural heritage community, the emphasis in recent years has been on writing disaster plans rather than participating in training. While having plans in place is important, and some of the training will be geared toward developing disaster plans and continuity of operations plans, training will also cover mitigation, response, salvage, active shooter, and Incident Command System implementation. The Federal Emergency Management Agency, Vermont Emergency Management, and the Local Emergency Planning Committees may provide some of the training.

Outcomes

The primary outcomes for this network are:

- A robust and diverse range of participating organizations are a part of the network.
- Participants have increased awareness of their colleagues and the emergency preparedness and response resources available.
- Participating organizations have created (or improved existing) emergency preparedness and response policies and procedures.

These outcomes apply equally to cultural heritage organizations, performing arts organizations, and artists. Another possible measure of the success of the network, which we hope does not ever happen, will be that there is an emergency that activates the network and the extent of the damage is clearly mitigated because the affected organizations were prepared and the network response was swift.

2. Marketing and communication strategies

We will employ a variety of marketing and communications strategies to seek participation both in the creation of the new network and once established, to notify potential audience members of particular resources and training opportunities. The two grant applicants will work together to create a targeted invitation list that includes up-to-date contact information for the state's museums, galleries, archives, performing arts venues, and other arts organizations. Specific communications channels and strategies include:

- We will contact past and current grantees from the Vermont Arts Council's long standing Cultural Facilities grant program. For more than 20 years, this grant program has existed to help Vermont nonprofit organizations and municipalities enhance, create, or expand the capacity of an existing building to provide cultural activities for the public. Generally, 12-15 grants are given out per year. This list of past grantees provides an exceptional variety of organizations (including municipalities and churches) that maintain venues for community and cultural use.
- We will contact members of the Vermont Creative Network, which is an initiative of the Vermont Arts Council to promote and advance Vermont's creative sector. A monthly e-newsletter, called "Notes From Outside the Box" can be used to communicate with this group. The 6 "zones" of the network may serve as useful regions for planning events and smaller sub-networks.
- The Vermont Arts Council has a bi-weekly "ArtMail" e-newsletter that goes out to several thousand readers. While this is a broader audience, increasing awareness of emergency preparedness and response among the general public is a worthy long-term goal.
- We will make use of other existing networks-- the Vermont Archives Network, the League of Local Historical Societies and Museums (administered by the Vermont Historical Society), the Vermont Curators Group, and the Arts Presenters of Northern New England to spread the word.

3. Plan of work and specific activities to emphasize work with the performing arts community

In close collaboration with the Vermont Arts Council, Rachel Onuf, Vermont Historical Records Program Coordinator, will serve as the project coordinator. Mary Margaret Schoenfeld will serve as our facilitator throughout this yearlong process (her biography is appended to this application). There will be a core group of no more than eight people, representing the primary types of organizations the network intends to serve. The core group will be responsible for moving the agenda forward in between meetings and must commit to participating in several Zoom meetings and phone calls and to attending the three organizing group meetings.

This core group will work to identify 30 to 50 organizations that should be involved in the larger organizing group, which will meet three times over nine months. Participating organizations may send different people to the meetings, if necessary. A note taker who is not a member of the core group will document what is said on the phone calls, Zoom meetings, and three in-person meetings; the project coordinator will review and edit the notes from the calls and the facilitator will review and edit the in-person session write-ups. Meeting will rotate to different regions and will take place at performing arts venues whenever possible.

Schoenfeld will base the content of the organizing group meetings on the *Cultural Placekeeping Guide*, which provides 11 steps for organizing a network that we intend to

follow. She will use this as a guide, adapting the process when that is appropriate for developing this particular network. Schoenfeld will also be open to adjustments to the process to ensure that all participants are included and that the needs of specific constituents, including the performing arts organizations, are heard and addressed as ideas about the actions the network will take evolve.

The project will culminate in a large community meeting that will take place in late August 2019, close to the anniversary of Tropical Storm Irene. This will be the official introduction of the *Vermont Prepares* network to the greater arts and cultural heritage community. Organizing group members will describe the network development process and the emergency preparedness and response actions that the network intends to take. There will also be time for people to share their stories of emergencies they have experienced and the lessons they learned.

4. How outcomes will be measured

Several measurable outcomes will indicate that this project has been a success.

- The ability to attract a robust and diverse range of organizations to participate in the core group (8), organizing group (30-50), and large community meeting (75+).
- The creation of a concrete and concise plan of action for the new network to follow.
- The commitment of a diverse core group of individuals and organizations to work on those action steps and remain engaged with the network.

Over time, additional desirable outcomes can be measured:

- The number of organizations and individuals who identify as members of the network increases.
- The number of Vermont arts and cultural heritage organizations who have created (or improved existing) emergency response policies and procedures grows.
- Emergency preparedness and response training is held regularly in Vermont.
- Arts and cultural heritage organizations, as well as individual artists, take advantage of training opportunities.

Project Budget

Total Requested Amount: \$ 15,000

Vermont Placekeeping Network Budget

Daily Rate = \$1000/Hourly Rate - \$125

Hours reflect preparation time, implementation and follow-up

		Hours	Units	Cost
FACILITATOR				\$125
I. Project Preparation and Management				
1.1	Background Reading	5.0	1	\$625
1.2	Project Coordination with Project Contact	10.0	1	\$1,250
1.3	Session Writeup Editing	1.75	4	\$875
Project Preparation and Management SUBTOTAL		22.0		\$2,750
II. Process/Client Meetings				
2.1	5 Core committee phone calls	1.5	5	\$938
2.2	4 Zoom videoconferences with core committee	4.0	4	\$2,000
Process/Client Meetings SUBTOTAL		23.5		\$2,938
III. Onsite Meetings				
3.1	Meeting 1 ORGANIZING GROUP	12.0	1	\$1,500
3.2	Meeting 2 ORGANIZING GROUP	12.0	1	\$1,500
3.3	Meeting 3 ORGANIZING GROUP	12.0	1	\$1,500
3.4	Meeting 4 COMMUNITY MEETING	12.0	1	\$1,500
3.5	Meeting 4.5 ORGANIZING GROUP or CORE COMMITTEE - ONSITE	2.5	1	\$313
Onsite Meetings SUBTOTAL		50.5		\$6,313
FACILITATOR'S TOTAL HOURLY FEES		96.0		\$12,000
IV. Direct Expenses (estimates - to be billed at cost)				
4.1	Airfare	350.0	4	\$1,400
4.2	Ground Transport DC	25.0	4	\$100
4.3	Rental Car	200.0	4	\$800
4.4	Gasoline	10.0	4	\$40
4.5	Lodging (generally anticipate staying with family/friends - 3 nights @\$125 for reserve purposes)	125.0	3	\$375
4.6	Meals: daily per diem rate for Burlington per https://www.federalpay.org/perdiem/2017/vermont	64.0	4	\$256
FACILITATOR'S TOTAL DIRECT EXPENSES				\$2,971
FACILITATOR'S TOTAL COST				\$14,971
PRINTING COSTS				
	50 copies of the <i>Cultural Placekeeping Guide</i> , posters			\$150
MEETING SPACE				
	For 4 meetings			\$400
REFRESHMENTS				
	For 3 meetings of @50 people and 1 meeting of @75 people			\$500
STIPENDS				
	<i>Proposed, pending funding:</i> \$50 per person for each of 3 meetings: 30 people = \$4,500 up to 50 people = \$7,500			\$4,500- \$7,500
PROJECT'S TOTAL COST				\$20,521- \$23,521

Budget explanation

We are requesting \$15,000 from the Performing Arts Readiness Project to make it possible to create the *Vermont Prepares* network. This sum will cover the facilitator's fees and expenses, which are budgeted at approximately \$14,971. The co-leads feel strongly that investing in a facilitator experienced in working with arts organizations will set this network on a good path and is a wise use of funds. We will put the remaining \$29, plus any savings the facilitator might incur (by, for instance, staying with friends and family) toward some of the other expenses we anticipate wanting to cover. We will be actively seeking additional restricted funding opportunities to print copies of the *Cultural Placekeeping Guide* and posters, to compensate our hosts for meeting spaces, and for refreshments. All or most of these needs could be met by in-kind donations, if necessary, so our ability to proceed with this project is not dependent on acquiring additional funds. Ideally, we would also like to be able to offer modest stipends to organizations participating in the large organizing group to offset their travel costs. The co-leads are exploring options for securing a few thousand dollars for this purpose.

Facilitator biography

Mary Margaret Schoenfeld is an independent arts management consultant. Working primarily with arts funding agencies, foundations and art organizations, Schoenfeld provides facilitation and strategic planning services, provides program and project management, conducts training and provides technical assistance, conducts research, and develops and supports peer learning networks. Schoenfeld currently serves as National Coordinator for the six US Regional Arts Organizations, and represents them as a board member of the National Assembly of State Arts Agencies. She recently served as a consultant to Americans for the Arts' State Policy Pilot Program, where she worked with the Oklahoma Arts Council to facilitate a diverse, multi-sector group of participants over two years to develop arts education recommendations and priorities.

As coordinator for the National Coalition for Arts' Preparedness and Emergency Response, she managed the group's activities including coordinating calls for New York and New Jersey-area arts funders, nonprofits and emergency response representatives following Hurricane Sandy, and facilitated and drafted NCAPER's strategic plan in partnership with Meg Ostrum. Additionally, she has held positions at Americans for the Arts, the League of Historic American Theatres and the Vermont Arts Council. She has an MA in Public Affairs (Community and Economic Development) from the Humphrey School of Public Affairs at the University of Minnesota. A Vermont native, she lives in Arlington, Virginia.



June 27, 2018

Steve Eberhardt
Project Coordinator
Performing Arts Readiness Project
LYRASIS
1438 West Peachtree Street NW, Suite 150
Atlanta, GA 30309

Dear Mr. Eberhardt,

I enthusiastically endorse the Vermont Arts Council (VAC) and Vermont State Archives and Records Administration's (VSARA) proposal to develop a statewide emergency preparedness and response network for arts and cultural heritage organizations. As you know, CERF+ provides a safety net for studio artists throughout the country to ensure that they are ready for disasters and, to provide emergency relief if a disaster does happen. We are immensely proud of our role in producing the *Cultural Placekeeping Guide* last year and are pleased that it will be used to guide our home state's effort to build an emergency action network.

The support of the Performing Arts Readiness project, which will enable VAC and VSARA to hire a facilitator to lead the organizing group through the steps in the *Guide*, is essential for the network's creation. Last summer CERF+ approached performing arts organizations and the regional planning commission in one Vermont county about developing a network. Although they were interested, it was too much for them to undertake independently. A larger, more diverse group, within the structure of a facilitated process, is more likely to successfully complete the planning process and to come out the other side with a clear sense of what they want their network to be and the actions they want it to undertake.

Having two state agencies as the co-lead organizations may also be critical to getting the network off the ground and to sustaining it over the long term. The VAC can tap into their existing networks and deep knowledge of the state's arts organizations, including the performing arts. The Vermont Historical Records Program at VSARA is responsible for providing support to historical records repositories and their allies. This includes offering training and developing regional and statewide networks. Having the full-time VHRP Coordinator focused on education and nurturing connections will help the network stay vibrant and active.

Although the small staff at CERF+ must continue to focus on serving our primary audience, many of whom were affected by recent natural disasters, we are happy to advise the co-leads and share our expertise and resources we have developed for studio artists. We will also encourage Vermont artists to participate, both in the founding of the network and in maintaining it as a dynamic web of mutual aid and resourcefulness.

Best wishes,

A handwritten signature in blue ink that reads "Cornelia Carey". The signature is written in a cursive, flowing style.

Cornelia Carey
Executive Director



LatchisArts

June 27, 2018

Steve Eberhardt
Project Coordinator
Performing Arts Readiness Project
LYRASIS
1438 West Peachtree Street NW, Suite 150
Atlanta, GA 30309

Dear Mr. Eberhardt,

I am pleased to hear about Vermont's proposal to establish a statewide emergency planning and response network from Amy Cunningham at the Vermont Arts Council (VAC). The mission of Latchis Arts is to promote and host cultural activities for the benefit of local and regional communities and to preserve the Latchis Memorial Building for future generations. In 2003, in collaboration with the Preservation Trust of Vermont, we raised the funds to purchase this Art Deco masterpiece and the main theatre has been restored to its 1938 glory.

During the past 80 years, the Memorial Building has not been immune to disaster. In fact, its Grand Opening in 1938 was delayed for one day by the Hurricane of 1938. A number of small fires, and, recently, two instances where trucks ran into the theatre marquee have caused damage and loss of revenue. More critically, Tropical Storm Irene in 2011 flooded our basement seven feet deep, knocked out our electrical infrastructure and forced us to close for 42 days, dealing \$600,000 in damage to our building and our business, more than flood insurance could offset. We have been living with the impacts of that day in 2011 ever since.

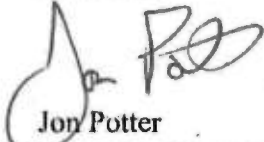
As the stewards of this structure, now so beautifully restored, Latchis Arts is eager to do all we can to protect the building and be better prepared when disaster strikes again. A statewide network that helps connect us to others who are available to assist in the event of an emergency, both in our own town and further afield, would be most welcome.

In addition to our care of the Latchis Memorial Building, we are also committed to providing leadership and advocacy for the arts and would consider taking a leadership role in this new network. Latchis Arts is affiliated with many arts networks and can use those connections to draw in other arts and cultural organizations in the greater Brattleboro area who might be willing to participate in training sessions. These might focus on mitigating risk, protecting our assets, keeping our staff and patrons safe, and recovering efficiently and effectively when there is an

emergency. Regular training will help our local organizations, individually and collectively, get back to fulfilling our missions and serving our communities as soon as possible after a disaster.

The Vermont State Archives and Records Administration is the co-lead on this project, along with the VAC. The Coordinator of the Vermont Historical Records Program (VHRP), based at the Archives, is responsible for building communities of support and offering free training, making it more likely that this network will continue to engage and connect its members well into the future. I urge the Performing Arts Readiness Project to approve this proposal to establish a statewide emergency preparedness and response network in Vermont.

Sincerely,



Jon Potter

Executive Director of Latchis Arts



Middlebury
Special Collections & Archives

Joseph Watson
Preservation Manager
Special Collections & Archives
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June 26, 2018

Steve Eberhardt
Project Coordinator
Performing Arts Readiness Project
LYRISIS
1438 West Peachtree Street NW, Suite 150
Atlanta, GA 30309

Dear Mr. Eberhardt,

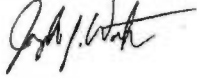
I am pleased to support Vermont's proposal to establish a statewide emergency planning and response network. For the past several years, I have coordinated the "Cultural Heritage Emergency Response Network" (CHERN), an informal group in Addison County. At least once a year we convene for a presentation, workshop, or tour. Participants represent an array of institutions, including academic special collections, historical societies, museums, historic sites, as well as serve as independent consultants and first responders. At our April meeting, attendees agreed that the network should become more active and we committed to hosting a series of emergency preparedness and response workshops in early 2019. Over the course of that training, participating institutions will conduct a risk assessment, engage with local emergency management, and draft (or revise) their institutional disaster plan.

Even as we strive to make our regional group more active, I am excited by the prospect of a broader network that could offer support to our group and to other regions. Addison County has the only emergency response network in Vermont. Coordination at the state level makes sense in our small state, and with the creation of the Vermont Historical Records Program (VHRP), based at the State Archives, Vermont has a great opportunity to develop such a network. The VHRP Coordinator has a mandate to build communities of support and to offer free training such as this workshop series, which is the kind of focus and activity that will sustain the network over time. The VHRP makes it much easier for CHERN to agree to host and participate in training. I don't have to develop a proposal, identify a presenter, and seek funding to make it happen – all in addition to my full-time job.

I am also enthusiastic about the idea of joining forces with performing arts organizations in Addison County and across Vermont. Members of CHERN have expertise in managing collections that they can bring to the network; performing arts organizations place an emphasis on continuity of operations and event management that would be good for us collections people to consider more seriously. Even in a relatively dense (for Vermont) population center such as Middlebury, having a greater number of organizations in the network will

mean there are more people prepared for and ready to respond to a local emergency, which will increase the likelihood of a more successful outcome. This will be even more true in rural areas, where an affected organization might need to cast a wider net when seeking assistance. And both types of organizations, arts and cultural heritage, have been shown to be critical to community resilience in the event of a disaster: the speed with which they rebound is an indicator of how quickly and well the broader community will recover. We ought to join together and I encourage the Performing Arts Readiness Project to make this possible by supporting Vermont's proposal to establish a statewide network.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph Watson". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Joseph Watson
Preservation Manager, Special Collections & Archives Associate



August 28, 2018

Ms. Marlene Betit
Office of the Secretary of State
128 State Street
Montpelier, VT 05633-1101

Dear Ms. Betit:

I am pleased to inform you that the LYRASIS and the Performing Arts Readiness (PAR) Steering Committee have approved an award of \$15,000 to support the Vermont Prepares network. These funds are provided for use over approximately one year to implement the plan described in the proposal submitted by you on June 29, 2018. A check from LYRASIS for the full award is enclosed.

Please note the following terms of this grant award:

- **Period:** Project activities will be completed and award funds expended by August 2019, as specified in your proposed plan of work.
- **Use of Funds:** Award funds must be used specifically for the approved project. They cannot be used to reimburse expenses incurred prior to the date of this award letter, to support lobbying or political activities, or for overhead or capital/construction expenses. Award funds may be used only for approved budget lines. Variances in excess of 20% of the total award and use of funds for new budget lines must be approved in advance by LYRASIS. Any award funds not expended at the conclusion of the project shall be returned to LYRASIS.
- **Reporting:** An interim performance report is due to LYRASIS by February 15, 2019, describing progress, challenges, and plans for the remainder of the project period. Final performance and financial reports are due to LYRASIS by September 15, 2019. The final performance report will describe accomplishments, challenges to and/or changes from the original plan, outcomes and impact of the project, and network sustainability plans. The final financial report will account for all expenditures in relationship to approved budget lines. LYRASIS/PAR staff may contact the project director(s) for informal updates between formal reports.
- **Intellectual Property:** Your interim and final reports may be shared, in whole or in part, with the Andrew W. Mellon Foundation, which provided support for this grant-making program. Non-confidential portions of your final performance report should be provided to the public under a Creative Commons attribution license to allow open access to your project results. LYRASIS reserves the right to re-distribute reports so licensed.



- **Record-keeping:** You should retain documentation relating to this award according to your organization's policies, but for at least three years following submission of final reports. LYRASIS, The Andrew W. Mellon Foundation and/or their designees reserve the right to conduct, upon reasonable notice, on- or off-site audits of financial accounting and other documents relating to the grant.
- **Public Announcements:** If a special announcement is to be made of the award, LYRASIS requests an opportunity to review in advance the initial proposed release. LYRASIS may use the organizational names and logos of the Vermont Prepares network, Vermont State Archives and Records Administration, and the Vermont Arts Council in public announcements and presentations associated with PAR. If logos are not publicly available, PAR staff will be in touch with you to obtain the appropriate image.
- **Miscellaneous:** This award is personal in nature to the Vermont State Archives and Records Administration and the personnel and activities identified in the proposal and is not assignable without the advance written approval of LYRASIS. LYRASIS reserves the right to recover the full amount of the award not expended in accordance with the terms of this letter. There is no need for a counter-signature, as your organization's deposit of the award funds will constitute acceptance of the terms.

I will be your primary contact regarding this project and you can reach me as noted below. On behalf of the PAR initiative and its Steering Committee, I wish you every success in your project.

With best regards,

Thomas F.R. Clareson

Thomas F.R. Clareson
PAR Project Director
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www.performingartsreadiness.org