

## 1. Statement of Need

With generous support from a 2010 IMLS Connecting to Collections Statewide Planning Grant, the Wisconsin Department of Public Instruction Division for Libraries, Technology, and Community Learning (DPI), the Wisconsin Historical Society (WHS), the Wisconsin Federation of Museums (WFM), the Wisconsin Library Services (WiLS), and the Midwest Art Conservation Center (MACC) became project partners to develop and conduct a study to assess the current conservation and preservation needs of Wisconsin museums, historical societies, libraries, archives, and other collecting cultural institutions

The goals of the study were to:

- identify conservation and preservation needs in Wisconsin collecting institutions;
- foster collaboration among Wisconsin collecting institutions;
- involve Wisconsin collecting institutions in the formation of a disaster preparedness and response network;
- form partnerships to support an implementation project that will benefit Wisconsin collecting institutions;
- articulate a prioritized plan of action to meet identified preservation needs

The WI CTC Advisory Committee and Planning Grant Partners submit this WI CTC Implementation Grant proposal with a request for funding from IMLS of \$210,409.40, plus a match of \$109,518.96 in order to meet the most urgent needs of Wisconsin's Collecting Institutions.

### • Analysis of Previous Statewide Planning Efforts:

An initial survey instrument was developed by the Midwest Art Conservation Center. MACC conservators and preservation specialists reviewed surveys and findings from past MACC initiated assessments, the Heritage Health Index, the Connecting to Collections assessments from Minnesota, and North and South Dakota, and had numerous dialogues with other states about their Connecting to Collections' findings and the effectiveness of their assessment instruments. After MACC's initial survey development, the Wisconsin CTC Planning Grant Advisory Committee members<sup>1</sup> met, reviewed and further refined the survey in order to make it as clear, straightforward, and useful as possible.

The most comprehensive listing available of Wisconsin collecting institutions was compiled for surveying. A WI CTC Planning Grant Contact Database was compiled by merging contact information for Wisconsin collecting institutions and collections managers from WI CTC Planning Grant Partner institutions. Ultimately, 1,055 institutions (museums, historical societies, tribal community collections, libraries, archives and living collections) were invited to participate in the survey.

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<sup>1</sup> Members of the WI CTC Planning Grant advisory committee were: Sally Drew and Mike Cross, Department of Public Instruction; Kelly Herold, Buffalo County Historical Society, Kathleen Mullen, Wisconsin Historical Society; Debbie Cardinal, Wisconsin Library Services and Wisconsin Heritage Online; Felice Maciejewski, UW-Library Consultant; Nicolette Meister, Logan Museum of Anthropology; Andrea Rolich, University of Wisconsin - Madison; Colin Turner, Midwest Art Conservation Center; Josh Ranger, UW-Oshkosh Library and ARC; Anna Stadick, UW-Parkside Archives and ARC; Jan Mirenda Smith, Bergstrom-Mahler Museum/WFM; Monique Tyndall, College of Menominee Nation Green Bay and Keshena; Nicolas Reynolds, Oneida Nation; Cathy Markwiese, Milwaukee Public Library; Stacy Stevens, T. B. Scott Free Library; Brady Roberts, Milwaukee Art Museum; and Janet Seymour, Wisconsin Historical Society.

The survey was conducted between January 7 and February 15, 2011 using an on-line survey tool. Each institution received an initial survey invitation and weekly participation-prompting emails describing the project and the survey. Members of the advisory committee further encouraged participation by sending the survey link to their members. During the survey period, 408 individuals from 391 Wisconsin collecting institutions responded to the online survey. This high participation rate of 37% lends credibility to the summary data in the needs assessment of Wisconsin's collecting institutions.

Following the survey's completion in February 2011, MACC and the Wisconsin CTC partner organizations organized and conducted regional, focus group meetings across Wisconsin with a selection of survey participants. These meetings encouraged open discussion to gather practical perspectives and effective methods for preservation and conservation care within the state. The meetings were held in Green Bay, Merrill, Madison, and Eau Claire during March and April of 2011. The focus group participants were geographically representative, from rural and metropolitan institutions, and represented many types of collections. In total, 35 directors and collection managers participated in these meetings.

- **Summary of Broad Conservation Needs**

The data collected through the survey and focus groups revealed broad needs across a number of areas of preservation concern, namely:

**Disaster Preparedness:** Overwhelmingly, Wisconsin's collecting institutions are not prepared to successfully respond to emergency situations: 81% have no written disaster plan that pertains to their collections. That number rises to 95% of institutions without such a plan in the category of "annual budget under \$50,000."

**Collections Care Activities:** Among survey respondents, the majority perform environmental monitoring. There is a clear correlation between inclusion of preservation in a policy statement and resulting preservation activities: Over 70 % of collecting institutions perform environmental monitoring, but of those institutions who do **not** include preservation in their mission statement, less than 30% do so.

**Institutionally self-identified preservations needs:** Beyond the need for improving disaster planning and response (69% desire response training and 67% cited planning needs) the top needs of Wisconsin collecting institutions are to identify and address preservation and conservation needs by seeking outside funding (72%) and to improve or expand collections storage areas (69%). These same needs topped the list of self-identified "urgent" preservation needs. "Lack of staff time and knowledge" was identified as the greatest contributing factor in these needs remaining unmet.

**Conservation and Preservation Policy planning:** 77% of institutions have no budget assigned to preservation or conservation activities. Only 57% of collecting institutions reference preservation in their mission statement. Specifically, only 16% of libraries 25% of archives reference preservation in their mission statement.

**Preservation and Conservation Instruction/Networking:** Respondents would first desire on-site visits by preservation experts and individual instruction as methods of gaining conservation and preservation knowledge, followed closely by learning through webinars. In practice, as measured by the survey, the vast majority get their preservation knowledge from their network of peers, who themselves may not possess special preservation expertise.

**Institutional Resources:** The majority of respondents – 38% – are non-governmental, non-profit organizations which operate on a budget of less than \$50,000 per annum. More than 63% of Wisconsin’s cultural organizations are operating within budgets of \$100,000 or less each year and average fewer than 2 paid employees.

- **Identification of the specific conservation need(s) to be addressed**

The Implementation Grant will address the key, identified necessities shown above through three methods: It will provide risk assessment, disaster planning and response training. It will build a foundation for improved collections care which allows collecting institutions to better articulate preservation needs in order to seek outside funding. Finally, it will consolidate existing networks among regional collecting institutions and tap them into reliable preservation information sources. This is a self-sustaining way of improving and continuing to improve the basic level of collections care across Wisconsin’s collecting institutions. It also addresses these needs through instructional formats that will be the most practically useful, as indicated by survey respondents, as well as sustainable: educating staff from key regional institutions through workshops and encouraging the formation of regional disaster response networks.

As a result of the survey, “low cost practical steps” were identified. These address the preservation needs of Wisconsin’s collecting institutions and are easily attainable by small institutions. Project partners and advisory committee members have already begun working to address these needs. They have been conveyed to Wisconsin’s collecting institutions by the WI CTC Planning Grant Advisory Committee members. For example, the steps were presented at a meeting of WHS’ Area Research Center network of archival repositories (thirteen archives at Universities across the state) and to all Wisconsin collecting institutions that provide content to Wisconsin Heritage Online (WHO) through publication by the WHO wiki.

The low cost, practical steps are:

- Advocate to institutions’ Boards of Directors/Trustees and Administrations to include the words/concept of *preservation* within their organization’s mission statements – to begin governance engagement and dialogue on conservation/preservation issues.
- Encourage institutions to purchase low-cost water detector alarms (\$7-\$10) and place them in and around collection storage, exhibition and any known leakage locations – to immediately and inexpensively reduce one of the most common risks to collections.
- Encourage regular visits and inspections by institution staff/volunteers of their storage rooms/locations – to immediately and inexpensively reduce risk to collections from their highest reported cause of damage.
- Promote this short, simple list of reliable preservation/conservation information resources – to expand the knowledge base of collegial networks with quality, vetted information without confusion:
  - ❖ Canadian Conservation Institute (CCI) Notes
  - ❖ Midwest Art Conservation Center (MACC)
  - ❖ National Park Service (NPS) Conserve-O-Grams
  - ❖ Northeast Document Conservation Center (NEDCC)
  - ❖ Wisconsin Historical Society

## 2. Impact

- **How direct collections care, organizational capacity for collections care will be improved**
- **How specific audiences / users will benefit from the project**

With IMLS support, 200 institutions that currently do not have disaster plans will send staff to complete the series of three workshops. These staff will leave with disaster plans drafted for their institution in hand and with training in disaster response. Attending institutions will be required to participate in the statewide disaster planning and response listserv as regional contacts to share their planning experience and knowledge.

The regional disaster planning groups and the statewide listserv are designed to be self-sustainable beyond the end of the project. Starting with this seed group of 200, participation in the statewide disaster planning and response listserv is targeted at 1500 people: one or more staff from as many as possible of the 1,055 institutions who were contacted about the initial planning.

Experienced members of the regional groups will educate new staff, while WHS commits to maintaining the disaster response listserv beyond the end of the Implementation Grant Cycle.

- **How the project results, findings, or products will be assessed**

To measure change across the state, a follow-up survey will be conducted online. Those staff who received the first Planning grant survey will be targeted for participation. Both the overall response to the follow-up survey and the sub-group of both first and follow-up survey respondents will be analyzed. These results will not only measure the success of the Implementation Grant, they will also inform the activities of the WI CTC Advisory Committee beyond the end of this particular grant project. The follow-up survey will repeat key questions from the Planning Grant survey in order to measure change in the areas of need addressed in the Implementation Grant: Conservation/Preservation policy planning; Disaster Preparedness and participation in the regional network; Preparation for grant writing; Self-assessment ability; Recent participation in conservation/preservation training.

- **How project activities and results will be shared with various audiences or users**

The Project Director, Project Coordinator, Project Partners and Advisory Committee members will share project activities and results with their constituents through the use of their broad written and electronic communication routes. These include WHS Columns newsletter (target audience: board members and staff of local historical societies); WHS's ARC and SHRAB member network (target audience: archival repositories); Wisconsin Public Library and the Wisconsin Valley Library Service list-servs (target audience: public libraries); the WiLS monthly e-newsletter (target audience: all Wisconsin libraries, academic, K-12 and public), WFM's newsletter, website and list-serv (target audience: museums) and the Wisconsin DPI's Connecting to Collections webpage (target audience: Public and School Libraries). Additionally, the Project Coordinator will prepare press releases which highlight grant activities and results, and the Federal and State roles in bringing the WI CTC Implementation Project to collecting institutions in Wisconsin.

### **3. Project Design**

- **Project Partners:**

The partnership nurtured during the implementation of the WI CTC Planning Grant: The Wisconsin Historical Society (WHS), The Wisconsin Department for Public Instruction, Division for Libraries, Technology, and Community Learning (DPI), the Wisconsin Federation of Museums (WFM) and Wisconsin Library Services (WiLS), will continue to lend their expertise and resources to address the needs of Wisconsin Collecting institutions during the Implementation Grant. Partners from 15 institutions also provided input into the

development of the Implementation Grant though a continuation of the Planning Grant Advisory Committee<sup>2</sup>, and are committed to lending time and expertise throughout the Implementation Grant.

- **Project Goals:**

The Wisconsin Connecting to Collections (WI CTC) Implementation Grant will address the greatest needs of Wisconsin's collecting institutions: the need for emergency preparedness and response training, the need for collecting institutions to build a foundation for improved collections care, and the need to tap institutions into reliable preservation information sources.

- **Project Design:**

There are three major components to the WI CTC Implementation Project to be carried out between November 2012 and November 2014. The first is holding a series of courses to address disaster readiness in five regions of the state; the second is statewide promotion of activities to build a foundation for collections care beyond promotion of the "low-cost practical steps", notably training in the use of a preservation self-assessment tool, the; the third is to solidify the existing networks of information about conservation and preservation activities and help those networks tap into reliable sources of information.

- **Project Curriculum:**

To address the practical needs of Wisconsin institutions the following three workshops will be provided to key collections managers and curators on a regional basis across the State over the course of a year. Each of the three workshops will be held in Oshkosh, Eau Claire, Prairie du Chien, Kenosha, Wausau and Ashland and will accommodate 40 staff in each series of courses from 40 institutions. The project coordinator will convene an online "meeting" of the advisory committee to choose representatives from diverse, active, and potentially influential in terms of outreach, regional collecting institutions for attendance at the workshops.

June 2013: Workshop - *Conducting a Risk Assessment* - A 1-day workshop on how to conduct an institutional and collections risk analysis for both natural and man-made disasters, including determining the probability of flooding and fire; reviewing site location and logistics for potential hazards; examining building systems and design for potential dangers; identifying weather risks, pest infestations; managing a mold invasion; identifying, locating and storing potentially toxic materials; and identifying other factors that pose risks to buildings and collections. This presentation of steps to mitigate potential risks should be used in an overall institutional and collections Disaster Preparedness and Emergency Response Plan. Participants take part in a practical exercise involving risk analysis at the host institution site and will receive the tools to self-conduct the assessment at their own institution.

October 2013: Workshop - *Writing a Disaster Plan* - A 1-day workshop on how to write a Disaster Preparedness and Emergency Response Plan, including incorporating the concepts and completed risk assessment from the previous *Conducting a Risk Assessment* workshop. Participants leave with a draft plan ready for final completion and adoption at their own institution.

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<sup>2</sup> Members of the WI CTC Implementation Grant advisory committee were: Martha Berninger and Lisa Weichart, Department of Public Instruction; Kelly Herold, Buffalo County Historical Society; Kathleen Mullen and Janet Seymour, Wisconsin Historical Society; Emily Pfothner, Wisconsin Library Services and Wisconsin Heritage Online; Nicolette Meister, Logan Museum of Anthropology; Andrea Rolich, University of Wisconsin - Madison; Josh Ranger, UW-Oshkosh Library and ARC; Anna Stadick, UW-Parkside Archives and ARC; Claudia Jacobsen, Milwaukee Public Museum/WFM; Monique Tyndall, College of Menominee Nation Green Bay and Keshena; Nicholas Reynolds, Oneida Nation; Cathy Markwiese, Milwaukee Public Library; and Stacy Stevens, T. B. Scott Free Library;

April/May 2014: Workshop - *Disaster Response: The Critical First 48 Hours* - A 1-day workshop on how to respond to a disaster during its first 48 hours. Coordinated, educated response during the first 48 hours can make difference in saving significant numbers of collection artifacts. Topics covered: implementing the institution's disaster plan; documenting a disaster; staff safety versus collections salvage; responding to and informing the public; putting a response team into action; dealing with local, state and Federal officials; insurance and insurance adjusters; and paying for a disaster. Lecture and PowerPoint will be complemented with practical, hands-on salvage exercises and role-play.

### **Project Staff:**

An Implementation Grant Project Coordinator will be hired and under the direction of the Project Director, will schedule the above courses and work towards addressing the second of Wisconsin collecting institutions' greatest needs: the need to build a better foundation for improved collections care. To do this, the Coordinator will:

- Design and present conference Workshops for “low-cost practical steps” and use of Preservation Self-Assessment Tool to be held at the ten regional local history workshops conducted by WHS, as well at the annual meetings of WiLS, WFM and the Wisconsin Library Association (WLA).
- Train workshop attendees in the use of a Preservation Self-Assessment Tool, to set a foundation for improved collections care by better understanding preservation as an action that can be as small as dusting a vitrine, and by helping small institutions better articulate their preservation needs.
- Set up, provide content for and maintain Statewide Disaster Planning and Response Listserv. This list-serve will connect Wisconsin collecting institutions with good, reliable information and with each other before a disaster takes place.
- Promote the inclusion of *preservation* in institutional mission statements: contact the governing body of each collecting institution by mail to advocate for the inclusion of preservation in their organization's mission statement. Consultant will provide concrete examples of how this inclusion has benefitted other collecting institutions.
- Coordinate a networking session at the conclusion of each third regional workshop for participants to seed a regional disaster response network
- Serve as a resource as institutions begin their disaster planning and Preservation self-assessment.
- Work with the WHS, DPI, WLA and WFM to have their websites reflect the short, simple list of good quality preservation information and the “low-cost practical steps.”
- Contact the governing bodies of Wisconsin's collecting institutions again to build on the essential first steps for building an improved foundation for collections care (inclusion of *preservation* in mission statements, use of self assessment tool) to promote the essential, third step of developing a long-range conservation plan. Resources such as sample mission statements will be distributed, as well as information on federal grants that these institutions may apply for, such as IMLS's preservation assistance for smaller institutions.
- Conduct follow-up survey of the 1,055 collecting institutions that were involved in the WI CTC Planning Survey.

### **Project Resources: Personnel, Time, Budget**

The WI CTC Implementation Grant will be led by staff from the Wisconsin Historical Society with support from project partners. Wisconsin Historical Society Preservation Coordinator Kathleen Mullen will serve as project director to provide grant and financial oversight (10% of time for duration of project). Other regular duties impacted by this 10% allocation of time will be deferred, as possible, or taken over by other department staff. Mullen currently directs a staff of 10 FTE employees and provides oversight for a budget of \$500,000 per annum.

A Project Coordinator will be hired by the Wisconsin Historical Society under the State of Wisconsin's archivist classification, to schedule meetings, develop subject specific workshops, coordinate the tools to disseminate preservation information throughout the state to our audience of collecting institutions (100% of time), for 20 months at \$22 per hour with benefits. Office space and support will be provided by the Wisconsin Historical Society. The Project Coordinator will have demonstrated ability in project management and working knowledge of the operations of collecting institutions.

The three day disaster planning and response workshops will be contracted to a professional preservation education vendor, such as the Midwest Art Conservation Center. The Wisconsin Historical Society plans to contract with the Midwest Art Conservation Center or an equivalent preservation services provider, through the state procurement process, to provide the courses described in the grant proposal.

The WHS, DPI, WiLS and WFM will offer access to their constituent organizations and provide time, space and promotion for workshops to be held at their annual meetings in 2013 and 2014. Representatives of these organizations will spend at least 8 hours each over the course of the project to participate in advisory board meetings, review project materials and communicate grant activities to their constituents. All advisory board members will meet two times a year for two hours on-line to review and comment on progress. These meetings will be hosted by WHS for the duration of the Implementation project. This staff time and virtual meeting space will be contributed as cost share.

The partner representatives are Kathleen Mullen (WHS), Emily Pfothenauer (WiLS), Martha Berninger (DPI) and Claudia Jacobsen (WFM). Information about these individuals is included in the partnership statements and attached resumes.

### **Budget:**

The WI CTC Implementation Grant Planning Committee requests \$118,483 over two years in salary and benefit costs for the project coordinator, as well as \$7,041 for travel, mailing and list-serv management costs to support various aspects of the Coordinator's work towards the goal of meeting the three top needs of Wisconsin's Collecting institutions: the need for disaster planning and response, the need to set an improved foundation for collections care in small institutions and the need to solidify existing networks of collecting institutions staff expertise, and tap those networks into reliable sources of information. \$85,000 is requested to provide intensive training for 200 staff from 200 institutions across the state for attendance at each of three workshops on risk assessment, disaster salvage and response.

The WI CTC Implementation Grant Advisory Committee and affiliates will provide \$128,137 in cost-share, for a total match of over 1/3 of the project costs. This share is provided through a significant amount of affiliates time spent on the project, the time given to workshops by collecting institution attendees, donated meeting rooms, as well as small cash match for refreshment at the workshops. Partner and Advisory Committee member time is estimated at the mean hourly salary rate of curators (\$21.86/hour, which falls in between the mean hourly rate of librarians and archivists) as calculated by the U.S. Bureau of Labor Statistics for the state of Wisconsin. Attendees at the regionally held local history workshops, workshops held at the annual meetings of WFM, WLA and WiLS, and the series of disaster planning courses will donate 5520 hours of work time to attend this training, not including travel. Their time is calculated at the low mean salary rate (\$13.87/hour) for "Education, Training and Library Workers, All Other" for the state of Wisconsin, again as determined by the U.S. Bureau of Labor Statistics.