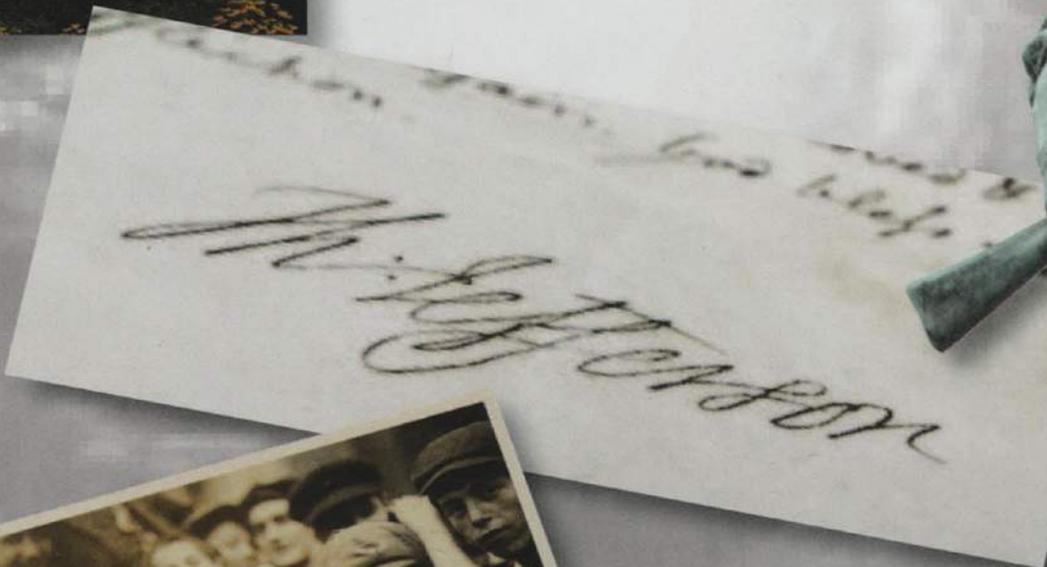


Mitigation for Memory

A Disaster Mitigation Framework for Cultural Resources

December 2014



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- The Massachusetts Board of Library Commissioners (MBLC)
- The Massachusetts Archives

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EXECUTIVE SUMMARY

Cultural resource collections are vulnerable to a variety of hazards that may lead to damages such as mold growth from flooding and roof leaks. You may be aware of effective disaster response strategies and of the need to work closely with emergency response personnel, but do you know how to assess risks and mitigate hazards prior to a disaster? Many institutions find this challenging, and *Mitigation for Memory* can provide a starting point for education.

What are the goals of *Mitigation for Memory*? Certainly it seeks to empower and motivate cultural institutions to address their own hazard mitigation needs, but it also takes a larger view, giving you tools to reach out to the larger cultural community and emergency managers to facilitate cooperative hazard mitigation activities for cultural resources.

You can use these tools at the local community level or on a larger scale, depending on your situation. If you have an existing emergency planning network for cultural resources in your metropolitan area, region, or state, you may approach a *Mitigation for Memory* project in that context. If you do not have such a network, begin in your local community and build from that over time.

What tools does the *Mitigation for Memory* flexible framework provide?

Community meetings bring together local cultural resource caretakers and emergency managers to talk about mitigation, preparedness, and response efforts for cultural resources. Ideally an initial meeting will develop into an ongoing series as networks and relationships are built.

In one-day **mitigation training sessions**, cultural resource caretakers learn how to identify and plan mitigation strategies to reduce risks, and emergency managers learn about the special needs of historic properties, documents, and other at-risk materials.

Outreach to local or regional planning agencies is intended to educate the planning entities about the cultural, social, civic, and economic impacts that cultural resource institutions have on the community at large and to argue that their needs must be considered in community mitigation planning.

As with emergency response, effective risk assessment and hazard mitigation has its foundation in the local community. You can begin with a meeting or training in a single community, or perhaps a group of smaller communities with common issues. One thing may lead to another: a community meeting may result in a mitigation training, which may generate enthusiasm for more community meetings. On the other hand, a presentation to a mitigation planning entity may generate interest in one or more community meetings, which in turn may help incorporate cultural institutions and historic properties into an existing local (municipal or county) mitigation plan, leading to enhanced resiliency.

Keep your goals in sight and never discount what can be accomplished from a small beginning. You can do a great deal to safeguard cultural resources in your own community, even with limited resources. Just the act of raising awareness can make a big difference in protecting cultural resources, and building stable, long-lasting relationships with emergency managers and other local officials is equally valuable.

Work with the resources you have and begin with what you can do now, keeping in mind the overall goals of *Mitigation for Memory*, which are to look at hazard mitigation and preparedness with fresh eyes and to work cooperatively with emergency management officials to achieve your goals.

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INTRODUCTION

Across the United States, many cultural resource collections are stored in vulnerable locations like basements or attics, where they are at risk from flooding, roof leaks, and subsequent mold growth. It is also true that even collections not stored in obviously vulnerable locations can be at risk from large-scale disasters and unexpected hazards.

Awareness and education are crucial to mitigating damage and loss. There are many low-cost or no-cost activities that will substantially reduce risks to cultural collections. Actions to reduce risk are best taken prior to an emergency, but post-emergency analysis and mitigation of an event's effects on lives and property promotes community resiliency. Taking action to reduce damage goes a long way toward minimizing the physical, psychological, and financial impact of emergencies, large or small.

Do you see a need for hazard mitigation in your own institution, in your local community, and/or in nearby communities with similar issues? Do you have an existing emergency preparedness and response network for cultural resources in your state, region, or metropolitan area that might help you address these needs? If not, how might you organize a project for your own community?

What Are Cultural Resources?

Cultural resources are individual objects and collections with artistic, educational, historic, scientific, or social importance to a community. They might be housed in libraries, archives, museums, public records repositories, or historic sites. They might include furniture, textiles, archaeological specimens, works of art, books, archives, etc.

The broader term **cultural resources and historic properties** includes the historic built environment as well. Historic properties may or may not contain cultural resources.

Hazard mitigation and emergency planning for cultural resources can (and should) happen at both macro and micro levels. At the macro level planning may involve communities, large metropolitan areas, regions, or even entire states working together, while at the micro level one or more individual institutions can work to reduce risks specific to their building(s) and collections. Keep in mind that even small-scale hazard mitigation and emergency preparedness activities can make a big difference in protecting cultural resources.

If you do not have an established emergency preparedness network and/or funding resources to rely on, much can still be accomplished at the community and institutional levels. Activities at the institutional or community levels can also provide a solid basis for future work, planting the seeds for cooperative hazard mitigation and emergency planning on a larger scale.

Wherever you begin, the *Mitigation for Memory* framework can help organize and focus your efforts. COSTEP MA,¹ with a FEMA-funded grant through the Massachusetts Emergency Management Agency, developed this framework. It is ambitious in scale to inform various strategies and their effectiveness. You should certainly NOT feel that you need to replicate it exactly. Work with the resources you have and begin with what you can do now, keeping in mind the overall goals of *Mitigation for Memory*, which are to look at hazard mitigation and preparedness with fresh eyes and to work cooperatively with emergency management officials to achieve your goals.

¹COSTEP MA – Coordinated Statewide Emergency Preparedness in Massachusetts – is a state cultural resource emergency planning network that evolved from a Heritage Preservation Alliance for Response forum held in Boston in 2003 and from serving as a pilot project for the Northeast Document Conservation Center's COSTEP project.

The Need to Partner with Emergency Managers

Emergency managers have standard structures in place for response to local, in-state regional, and/or state-wide emergencies. When a disaster occurs, emergency managers have the authority to acquire and allocate resources and services, and to direct overall recovery activities within the affected area. Thus it is critical for cultural institutions to work through this established structure to ensure that they receive emergency assistance more quickly with minimal confusion and duplication of effort.

What is true for emergency response is also true for hazard mitigation and emergency preparedness. Emergency management officials at the federal, state, and local levels coordinate activities to prevent, mitigate, and prepare for emergencies. Hazard mitigation and emergency planning for cultural resources will be most effective if they are integrated into these existing structures and activities.

Each state is required by the Disaster Mitigation Act of 2000 (DMA 2000) (P.L. 106-390) to have a state hazard mitigation plan that must be updated every three years for the state to receive Federal Emergency Management Agency (FEMA) grant assistance. The DMA also requires that states examine and encourage local hazard mitigation planning. Structures to accomplish this differ from state to state, but most commonly local mitigation plans are coordinated at the county level or by regional planning entities within a state. See Appendix B for a more detailed description of how federal, state, and local hazard mitigation structures work together.

How do Emergency Managers Define Mitigation and Preparedness?

(These definitions are taken from FEMA training sessions; see Appendix A for a Glossary with additional terms.)

Hazard: Events or physical conditions that have the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss.

Risk: the estimated impact a hazard event would have on people, services, facilities, and structures in a community, and the likelihood of a hazard occurring.

Hazard mitigation: sustained actions taken to reduce or eliminate long-term risk to people and property from hazards and their effects.

Emergency preparedness: a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response.

Terms to Know

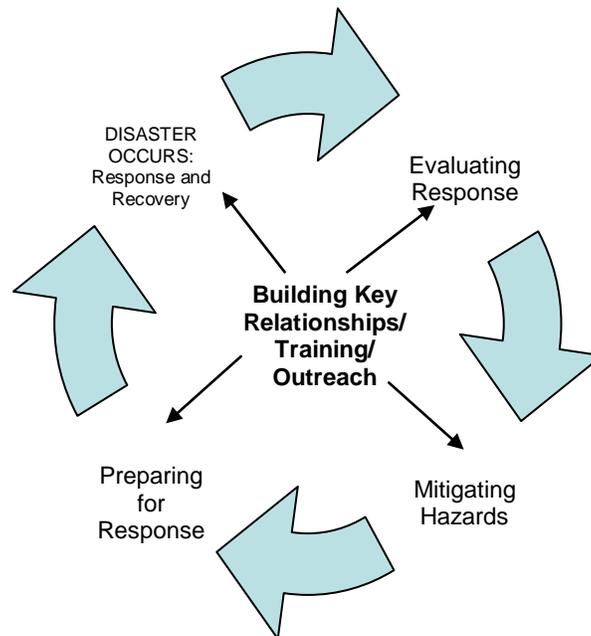
First Responders: Professionals dispatched by the 911 system, such as police and firefighters.

Emergency Managers: Professionals who coordinate disaster mitigation, planning, preparedness, response, and recovery as part of a local, county, regional, state, or federal agency.

The emergency planning process is cyclical: when a large-scale emergency occurs, response leads to evaluation, which leads to hazard mitigation, preparedness, and planning for the next emergency. Building and sustaining key relationships, facilitating emergency preparedness training, and reaching out to the larger community are ongoing.

Remember that boundaries between mitigation, preparedness, and response are fluid. You may try to prevent a disaster from occurring, or you may undertake mitigation activities in direct response to a disaster that has already occurred. Your mitigation activities will certainly complement and flow into preparations for disaster response.

The Emergency Planning Process



At the federal level, grant programs address both pre-disaster mitigation projects and post-disaster projects. In fact, in recent years a large number of mitigation projects have been made possible throughout the United States due to grant money made available after state-level disaster declarations. (The COSTEP MA *Mitigation for Memory* project was funded by a Hazard Mitigation Grant Program grant.) Disaster declarations also set in motion requirements to update state and local hazard mitigation plans within a certain period of time. While it is always the best scenario to prevent disaster, it is also true that some of the most effective mitigation can be done after a disaster has occurred, making clear what needs to be done.

Tips for Working with Emergency Managers

When working with emergency management and hazard mitigation personnel, keep in mind the following general principles:

- Realize that while the first priority of emergency managers is to save lives, they are also concerned with protecting property and other resources within their communities. To get their “buy-in” you must communicate to them the important role that cultural institutions play in the recovery and revitalization of communities.
- Make the process of integrating cultural resources as easy as possible for emergency managers. The cultural community is only one of many constituencies emergency managers serve; they have many competing responsibilities and demands. In particular, local community emergency management officials often serve as the fire or police chief in addition to their emergency response, mitigation, and preparedness duties.
- Communicate the needs of your community’s cultural collections efficiently and in a unified voice. Working within existing systems of communication is essential, as is understanding how to “speak the language” of emergency management.

- Be persistent. You might encounter resistance from emergency managers who are overwhelmed by multiple tasks and/or don't yet recognize the importance of cultural resources. You might sometimes encounter local political issues that are beyond your control. Your first efforts to network with emergency managers may not succeed, but remember that it only takes one meaningful contact to begin a productive relationship.
- Figure out how to make your interactions with emergency managers a two-way street. If you as a group of cultural institutions are asking for something from emergency management personnel, what can you offer in return? Do your organizations have resources that might be helpful in an emergency, such as space, staffing, or Internet access?

How Mitigation for Memory Can Help

Mitigation for Memory is a flexible framework that provides building blocks to help you educate emergency managers and cultural custodians about hazard mitigation and emergency preparedness for cultural collections, leading to enhanced community resilience.

It emphasizes working at the local level, offering tools to help cultural heritage institutions identify potential risks and develop mitigation plans in cooperation with emergency managers and municipal and regional planners. Specifically:

***Mitigation for Memory* helps you facilitate cooperation between the cultural community and emergency managers.** Whether you are working within your own community, or have a developing statewide program or regional/metropolitan planning group, the framework guides you toward the next steps. You will learn how to create new or build on existing relationships with emergency managers and how to maintain those relationships over time.

***Mitigation for Memory* helps you organize mitigation work at both macro and micro levels.** At the **macro** level you will work with one or more communities (or in a larger area), while at the **micro** level you will work with individual institutions to plan their own mitigation strategies. Work done at each level will strengthen the others, as emergency managers become more aware of the needs of their local cultural community and cultural institutions begin to see how they fit into the larger picture of emergency planning.

***Mitigation for Memory* helps you identify effective strategies to encourage hazard mitigation and emergency preparedness for cultural resources.** The framework provides you with concrete, useful tools to further your goals. Strategies include hazard mitigation trainings, developing communication tools to raise awareness, and/or holding community meetings to establish ongoing cooperation.

***Mitigation for Memory* helps you generate ideas that will work for your situation.** The framework activities are easily adaptable and applicable to many situations. Examples from the COSTEP MA project are intended to spark ideas for adapting the strategies to work in your community.

Within the overall emergency management community, hazard mitigation duties and responsibilities are held by a wide range of officials: local emergency managers, county emergency managers, regional planning agencies or commissions, state level hazard mitigation and emergency planning personnel, and regional and national Federal Emergency Management Agency (FEMA) and Department of the Interior (DOI) personnel. Ultimately, cultural institutions as a group must take responsibility for creating relationships and building networks at all levels. This will increase the chances that the cultural resources that document and define your communities will survive disasters both large and small.

HOW TO USE MITIGATION FOR MEMORY

Just as “all politics is local,” hazard mitigation and emergency preparedness efforts for cultural resources must have education and activity at the local level as their foundation.

Mitigation for Memory provides suggestions for coordinating mitigation activities at all levels. If you know there is an established emergency planning network for cultural resources in your state/region/municipal area, that network may provide a starting point. But even if there is no such network, you are strongly encouraged to begin at the local community level. There is a great deal that can be accomplished to safeguard cultural collections and buildings locally, even if you have limited funding and resources.

Mitigation for Memory provides “case study” examples and tips from the COSTEP MA project, both within the text and in sidebars; you should use these as jumping-off points to generate ideas that will be effective in your own community.

Where to Begin

Local and regional planning, emergency management, and community structures differ greatly from state to state. Thus, efforts to integrate cultural resources into existing hazard mitigation structures will vary in different geographic areas. Whether you begin in your local community or take a larger-scale approach, *Mitigation for Memory* can help you achieve success.

Starting points for a *Mitigation for Memory* program may include:

- **A state, regional, or large metropolitan area–level emergency preparedness program for the cultural resource community.** A number of established programs may exist in your area:
 - **A COSTEP program.** The *COSTEP Framework* provides a blueprint for organizing statewide emergency response and hazard mitigation for cultural resources. It can help you create partnerships with emergency managers and build relationships among the different types of institutions that make up your state’s cultural community. It will also help you set goals for statewide response and mitigation for cultural resources, and help you decide what strategies to use to implement your statewide goals.



COSTEP, at www.mass.gov/mbic/costepma, was developed as a pilot project in Massachusetts from 2006 to 2009 through a grant from the Institute of Museum and Library Services (IMLS).

- **A State Heritage Emergency Partnership (SHEP) program.** The *SHEP Framework* will provide a blueprint for establishing a state-level network of cultural agencies working with their emergency management agency to address the preparedness needs of the cultural agencies’ constituents. Developed by Heritage Preservation in support of the Heritage Emergency National Task Force, the project was also funded by IMLS. The *SHEP Framework* will be available at www.heritagepreservation.org/shep.



- Alliance for Response programs.** Launched in 2003 by Heritage Preservation, Alliance for Response is a series of one-day forums designed to link key cultural heritage and emergency response representatives, leading to new partnerships and local projects. Alliance for Response fosters cooperation among cultural organizations, influences local planning efforts, and enhances the protection of cultural and historic resources.



A number of cooperative disaster networks have been formed in areas where Alliance for Response forums have been held. Some of these are based in larger metropolitan areas, while others cover portions of states or even entire states. For a list of Alliance for Response networks, see http://www.heritageemergency.org/?page_id=49.

- The IMLS Connecting to Collections program.** This program was launched in 2007 in response to concerns raised by the 2005 IMLS-sponsored Heritage Health Index Report. Connecting to Collections provided conservation grants to individual states for collections care projects, organized several national forums, and provided access to conservation and preservation resources. Not all state projects focused on emergency preparedness, but their collaborative efforts may provide a foundation for an emergency preparedness network. A list of collaborating organizations in each state that participated in Connecting to Collections programs is provided at http://www.ims.gov/collections/impact_state_by_state.aspx.



- A group of interested institutions and/or emergency management officials in a local community or group of communities.** If cultural resources in your institution or community have been affected by an emergency necessitating interaction with local emergency managers, you may be able to use this opportunity to build ongoing relationships and facilitate hazard mitigation. Or you may become aware of the need for hazard mitigation prior to a disaster and proactively reach out to work with other cultural institutions and local emergency managers.

Overview

Mitigation for Memory consists of several “building blocks” that can be used in different combinations according to the needs of the group using the framework. The framework provides suggestions for using the building blocks to complement one another, but those suggestions can and should be modified to fit your specific circumstances.

Mitigation for Memory Building Blocks

- Community Meetings.** An umbrella term to designate meetings that initiate a dialogue between cultural resource institutions and emergency managers about mitigation, preparedness, and response efforts for cultural resources. They may involve a single municipality or a group of smaller communities. Ideally the initial meeting will develop into a series of ongoing meetings as networks and relationships are built, and a Cultural Triage Officer (CTO) will be identified who can act as a liaison between the community’s cultural resource institutions and emergency managers.
- Hazard Mitigation Training Sessions.** One-day training sessions, perhaps with participants chosen from the community meetings, that educate and inform caretakers of cultural resources and local emergency management professionals. Cultural resource caretakers learn how to identify and plan mitigation strategies to reduce risks, and emergency managers learn about the

special needs of historic properties, documents, and other at-risk materials. Additional benefits include improving networking among different organizations, associations, and agencies and even generating enthusiasm for participation in future community meetings.

- **Outreach to Local/Regional Mitigation Planning Entities.** The community meetings building block will initiate dialogue about protecting cultural resources among cultural caretakers and emergency managers. However, to integrate cultural resources formally into local hazard mitigation plans you must reach out to whatever planning entities are responsible for coordinating those plans in your area. The format of this outreach may differ according to circumstances, but the primary goal is to educate the planning entities about the cultural, social, civic, and economic impacts that cultural resource institutions have on the community at large and to advocate for their inclusion in mitigation planning.

Use these building blocks as a starting point. You could begin with a single meeting and use that to build interest in additional programs, or you could carry out several activities simultaneously. One thing may lead to another: community meetings may result in mitigation trainings, which may generate enthusiasm for more community meetings. Or presentations to mitigation planning entities may generate interest in community meetings, which in turn may help incorporate cultural institutions and historic properties into existing local and regional mitigation planning.

Over time you will want to cast the net over and over again, with the goal of eventually pulling in all the possible players for each building block. As you progress, you will also want to evaluate your programming to analyze what is working and what is not, and to plan for future events.

Who Should Participate

Building relationships among cultural resource organizations, emergency managers, hazard mitigation officials, municipal and regional planners, and municipal officials is perhaps the most important – and the most challenging – goal of a *Mitigation for Memory* project. There is no one formula for success in building these relationships, nor is it an activity that will ever be “finished.” One of your goals, however, should be to formalize the relationships you create in some way, so that the work you do in building relationships is not lost when a particular person leaves their job. This section aims to give you a wide range of possibilities for whom to include in this ongoing process, as well as suggestions for levels of participation for different types of organizations and officials.

The process of identifying and bringing together those entities that should be working together will require persistence over time. If you initially get no response (or even a negative response) from some participants that you would like to include, **do not let this stop you from initiating your *Mitigation for Memory* project.** Begin the conversation with those who are willing and eager to participate and work with them on strategies to bring in others in the future.

Levels of Participation

From the outset, remember that not everyone will be able to, or need to, participate in *Mitigation for Memory* at the same level. Institutions and organizations on both sides of the cultural resources/emergency management equation will have different levels of commitment depending on their circumstances. While the ultimate goal is to pull in as many cultural organizations as possible, it is also crucial for those involved at a higher level to keep in mind that many smaller cultural institutions may never be involved (or need to be involved) at more than a basic level. Also remember that although your ultimate goal is to have wide community representation, starting small and gradually bringing in others can be an effective strategy. It is far better to start small and demonstrate incremental success than overreach and fail.

- **Some will be involved at the state/regional/metropolitan area level.** These participants will have more of a “big picture” perspective and will be involved if you are planning a larger-scale *Mitigation for Memory* project. On the cultural resources side, they are likely to be from larger institutions that provide support and time for participation in professional organizations and activities outside the institution. They can include representatives from the state’s cultural agencies. On the emergency management side, these will mostly likely be representatives from planning and/or mitigation units at the state emergency management agency or perhaps county- or regional-level staff if your project encompasses a smaller geographic area.
- **Some will be involved at the community/municipality level.** Some cultural resource participants involved at this level will be organizers – professionals who unite to form the steering committee or a Cultural Triage Officer (see the section on Community Meetings in this framework for more information). Others may take part in community meetings but won’t have the desire or resources to lead mitigation and planning activities. On the emergency management side, it is very important to have the municipal emergency management official (or local hazard mitigation official if there is one) as part of the community leadership team. Also consider involving a representative from the county or regional planning entity as appropriate; this will depend on how local hazard mitigation plans are prepared in your area (see the section on Regional Planning Meetings for examples of organizational models).
- **Some cultural caretakers will be involved solely at the institutional level.** These participants may attend community meetings but need to limit their involvement for a variety of reasons. They are nevertheless an important part of the process. The goal is simple: provide an understanding of the “big picture” of hazard mitigation and emergency response for cultural resources, help them understand how they fit into it, and cultivate their willingness to participate as needed (e.g., to communicate their needs through appropriate channels and address some of their own mitigation and preparedness issues). A long-term goal may be for them to participate in cooperative mitigation and planning activities with other local institutions.

Who Should Be Involved

- **The leadership group/steering committee for cultural resources emergency planning within a community, metropolitan area, region, or state.** This is the key group that will establish a *Mitigation for Memory* program. This group may be pulled together within a community, from a group of communities working together, through statewide organizations such as a state library/state archives, through a COSTEP program, through an Alliance for Response meeting, or in other ways.
- **A *Mitigation for Memory* project coordinator (volunteer or paid).** This position may or may not be needed, depending on the scope of your project. It is more realistic to split tasks among a number of volunteers if your project is relatively small and limited to one community. If you are undertaking a larger project (either with multiple types of activities or covering a larger geographic area) there are many advantages to having one or two people coordinate all events. Chiefly, it will be easier to create and maintain relationships within and among communities, as well as to pull in individual cultural institutions that may have a hard time understanding the purpose and scope of the project at first.
 - Keep in mind that if you undertake a larger-scale *Mitigation for Memory* project, your project coordinator’s job will be increasingly time consuming. In that case you may need to secure funding for a paid coordinator.

- **Local community emergency management and/or hazard mitigation planning officials.** You will probably not find a dedicated hazard mitigation planning position at the local level. These tasks are most often the responsibility of the local emergency management office, and may or may not have received priority attention thus far. In general, the extent of local (e.g., city, town, or county) hazard mitigation efforts will depend on the resources available to the local community and on whether or not the community regularly encounters emergency events such as flooding or tornadoes.
 - Community emergency management officials (may be part-time)
 - Other local official(s) responsible for hazard mitigation
- **Local politicians or government officials.** They can play an important role in recognizing and supporting hazard mitigation and emergency preparedness within the community. In some communities local mayors have been instrumental in moving hazard mitigation projects forward.
 - Mayor
 - Local legislators
 - Town administrator, selectmen
 - Other municipal officials as appropriate
- **Individual cultural institutions.** Specific types of institutions and organizations that should be invited to the table are listed in the Community Meetings section.
- **Regional planning entities.** Planning structures vary greatly by state; you will need to determine how local community mitigation plans are put together in your state. You may include:
 - Local mitigation planner
 - County official in charge of hazard mitigation planning
 - Regional planning agency/committee/commission representative
- **Federal, state, and/or regional emergency management/hazard mitigation planning representative(s).** All states have a state hazard mitigation officer (SHMO) and are required to have a state hazard mitigation plan. The Federal Emergency Management Agency (FEMA) also has mitigation and planning functions. See Appendix B for a full explanation of federal, state, and local mitigation structures and requirements. You may include:
 - FEMA regional office representative (see Appendix C for a list of FEMA regional offices)
 - State Hazard Mitigation Office representative (also see Appendix C for a list of state hazard mitigation officers)
 - Other state emergency management personnel as appropriate

Tip from the COSTEP MA Project

As you begin to build relationships with emergency managers, local officials, and other cultural resource institutions, keep in mind that relationships should be from office to office, not just person to person. You do not want the results of your hard work to evaporate due to personnel changes. Useful strategies may include formalizing the relationship in some way (perhaps through a written agreement or mention in a job description) or simply making sure that you are not interacting with just one person within an office or institution.

Tips for Funding

Do not allow the potential cost of a *Mitigation for Memory* project keep you from initiating it. While expenses for a large-scale project can be significant, there is much you can accomplish on a smaller scale at little to no expense. Gradually building from one activity to another can also spread out expenses so that they become more manageable. This section summarizes some of the potential expenses and makes suggestions both for minimizing them and for funding those expenses that are necessary.

Potential Expenses

Local Community Projects. If you are starting with a single community meeting or training, you should be able to depend largely on volunteers who donate their time to organize the event and on donations of various types. Possible expenses include:

- *Costs associated with meeting space rental, refreshments (depending on the length of the meeting), and publicity materials (flyers/pamphlets/agenda).*
Much publicity can be done by word of mouth on the local community level, with organizers contacting institutions they are familiar with and asking those institutions to notify others. At community meetings handouts can be minimized; it should be sufficient to provide an agenda, list of participants (so they can contact each other), and a basic flyer describing the goals of the program.
- *Costs associated with trainings.* You may need funds to pay a trainer experienced in emergency preparedness for cultural resources, unless you can find someone local who has the necessary knowledge and experience and is willing to donate their time. If funds are needed, perhaps the institutions spearheading the project would each be willing to make a small contribution, or perhaps another source of local funding can be found. Handouts may also be needed for the trainings, if they are not provided by the trainer.

Larger-Scale Projects. These might be projects ranging from a series of community meetings or trainings in a larger geographic area to a more ambitious coordinated program of community meetings, trainings, and/or regional planning meetings. These types of projects require a more extensive commitment of both time and resources. Possible expenses include:

- *Meeting arrangements.* Arrangement needs are similar for any kind of meeting or training, but needs/costs are multiplied by the number of events. You will probably be able to arrange for donated meeting space, but costs for refreshments will need to be addressed. If more extensive handouts are needed, it may be more of a challenge to find donated copying services.
- *Additional publicity materials.* The value of effective publicity materials that pull together the goals of the program and can be used for promotion should not be underestimated. This is particularly true for a larger-scale project, where participants that you do not know, and who have never heard of the project, must be approached. Having a recognizable logo, attractive flyers or pamphlets that clearly describe the project, or even a videotaped introduction to the

Case Study: COSTEP MA

The COSTEP MA project produced a variety of publicity materials that were distributed at community meetings and trainings. These included a video describing COSTEP MA and encouraging protection of cultural resources, a brochure, an emergency response wallet card, and several flyers.

View the COSTEP MA video and other publicity materials:



project can go a long way toward raising awareness among the constituencies you are trying to reach (see sidebar).

- *Staffing.* If your *Mitigation for Memory* program reaches a point where volunteer organizers feel overwhelmed, you may need to hire a project coordinator whose responsibility it is to organize and carry out all elements of the project. Another possible solution might be to find funding to pay an honorarium and/or expenses to those organizers who have been solely volunteering their time.

Possible Sources of Funding

You will certainly need to think creatively when it comes to funding mitigation education and outreach, but always keep in mind that there is much you can do at the local level with minimal funding.

For local community projects, explore possibilities for local donations of in-kind services such as meeting space, refreshments, or copying. Also consider other avenues for funding, such as through your municipality, from private foundations in the local area, or community funding opportunities at the regional or state level. The key to finding local funding is to emphasize the important role that cultural resources play in the life of the community (both economic and otherwise) and to raise awareness of what the loss of those cultural resources might mean.

Unfortunately, there are very few options for funding large-scale mitigation education and outreach projects for cultural resources. The Federal Emergency Management Agency (FEMA) has several mitigation-related grant programs, but the only one to which non-profit institutions can apply is the Hazard Mitigation Grant Program (HMGP), which provides funding for post-disaster hazard mitigation projects and planning.

After a major disaster declaration in a state, up to 15 percent of the total disaster grants awarded by FEMA may be provided for mitigation through the HMGP. Because some mitigation activities are difficult to evaluate using FEMA-approved cost-effectiveness methodologies, the 5 Percent Initiative was established. Under this initiative, 5 percent of the 15 percent of disaster declaration grant funds earmarked for mitigation can be provided for grant projects that are not traditional “bricks and mortar” mitigation measures. The COSTEP MA *Mitigation for Memory* project was funded under the HMGP’s 5 Percent Initiative, but additional funding for similar projects elsewhere is unlikely given the program’s need to fund a wide range of mitigation activities.

Consider putting together a larger-scale mitigation education and outreach program gradually, using local funding for each component part, or look at other options such as state or regional funding, which will vary according to your location. See Appendix C for general funding resources that may be of use.

COMMUNITY MEETINGS

All emergency response happens first at the local level, and mitigation activities must begin there as well. In many local communities, emergency managers whose first responsibility is response are also the ones tasked with risk mitigation, either before or after a disaster occurs.

It is crucial, therefore, that communities mobilize to build and maintain ongoing relationships among emergency managers, municipal planners and officials, and cultural custodians. To that end, a key part of any *Mitigation for Memory* project is a series of community meetings to initiate a dialogue about mitigation, preparedness, response, and recovery efforts for the community's cultural resources.

The community meetings should emphasize the need to develop mitigation strategies to minimize damage in the future and enhance the community's ability to recover. They should highlight efforts that have already been undertaken to protect cultural resources in the larger state, region, or metropolitan area.

Community meetings can focus on a single community or they can be held in multiple communities simultaneously as part of a larger project, but one of the most important lessons learned from the COSTEP MA *Mitigation for Memory* project was that a single meeting in a community will not be sufficient to accomplish the project goals. Follow-up meetings are essential to pull in additional participants, cement relationships, and develop mitigation activities.

This section sets out practical recommendations for organizing, hosting, and following up on community meetings.

Objectives for the Community Meetings

- Mitigate loss to cultural heritage collections by making cultural institutions aware of existing emergency preparedness and mitigation structures in their in their areas so they can create more resilient communities.
- Facilitate communication about mitigation among emergency management directors (EMDs), town officials, hazard mitigation representatives, regional planning representatives, and cultural heritage staff.
- Educate emergency management professionals and cultural custodians about the importance of risk analysis and mitigation of those risks for cultural collections.

Scope of the Community Meetings

Your first task is to determine your basic approach to the community meetings. You may cast your net wide or decide to be more focused; either is a valid choice. Always consider your available resources, both staffing and budgetary, when making these decisions. If your resources are limited, don't hesitate to begin with just one small meeting and build from there.

Some issues to consider when determining scope:

- **Timeline.** Will your project take place in a short period of time, or will it be more drawn out? This may depend on whether you have grant funding or whether you are putting the project together from

existing resources. It may also depend on what will work best in your state/region/area, or what will work best for your leadership team. A shorter, more limited project may be more practical to begin with and can always be followed up. On the other hand, a more ambitious initial project may have more impact, if it can be carried out successfully.

- **Number of meetings.** Will you have initial meetings in different communities simultaneously, or will you focus on one or two communities where you will do more intensive follow-up before moving on to other communities? You may decide to have a larger number of meetings in multiple communities with a goal of “spreading the word widely,” or you may focus on one meeting in a single community that can be used as a basis for future efforts. Either approach may be appropriate depending on your situation.
- **Larger or smaller target audience.** How large will your meeting(s) be? How many attendees are you looking for? Obviously your ultimate goal is to reach all of the possible participants that you have identified, but you may choose to invest resources in putting together an ambitious meeting that includes many of those people at one time, or you may choose to begin with a more targeted meeting, perhaps inviting a few key players.
 - A related issue is your approach to publicity for the meetings. Investing in more extensive publicity will require additional time and money (e.g., making phone calls or walking a historic area to hand-deliver flyers), but may result in more attendees and more interest in the project. It is certainly also a valid approach to do basic publicity and then try to pull in others to the project subsequently. It is certainly true that one approach or the other may be more appropriate and effective in different situations.
- **Brief or extensive meeting.** How long will your meeting be? How will it be structured? Suggestions for specific topics to address are given in the following sections, but you will first need to decide on the best general approach for your situation. Do you feel that short (e.g., one- or two-hour) community meetings are the best way to begin? This might make it easier to attract participants, but you won’t be able to cover as much material, so you will need to plan carefully what information should be included. Or will you have a longer (half-day to whole-day) meeting that conveys your message in more depth and provides an opportunity for breakout sessions that would facilitate additional planning? If you can get good participation, such a meeting can be a “special event” in your community and may give your project momentum.

Overall, your approach to the community meeting(s) will likely depend on political and practical factors that are unique to your situation.

Choosing Communities

- **Decide what constitutes a community for the purposes of your project.** The most obvious answer is a municipality, and this will often be the best setting for community meetings. In less-populated areas or in areas where several municipalities face similar risks and situations, however, it may make more sense to hold a combined meeting. Your leadership team must make these decisions, keeping in mind that if your project covers a larger geographic area, different choices may be made in different parts of that area.
- **Choose specific communities for the meetings, considering the following:**
 - **Geographic distribution.** If you will be working with more than one community, the communities should be chosen so that meetings are geographically distributed throughout the area covered by the project.
 - **Local interest in emergency preparedness among cultural organizations.** If one or two institutions have experience and/or interest, they may be able to help to pull in others.
 - **Vulnerability to specific hazards.** Communities that are clearly at significant risk (e.g., coastal communities, communities subject to frequent wildfires) may be good candidates for raising awareness of the danger these risks pose to cultural resources.
 - **The availability of sites willing and/or able to hold a meeting.** Practical considerations must also be taken into account. If all the available meeting spaces that are large enough are booked well in advance in a particular community, you might need to consider another location altogether.
 - **Personal contacts with the leadership team.** All organizations have many needs and activities competing for their time and attention. Any contacts that members of the leadership team have in a community can be very helpful in gaining an early “foothold” to organize a meeting.

Case Study: COSTEP MA

With the assistance of a three-year FEMA Hazard Mitigation Grant Program grant, COSTEP MA was able to hold 16 community meetings, with at least one meeting in each regional planning jurisdiction, and at least three in each of the Massachusetts Emergency Management Agency’s (MEMA’s) four regions.

Meetings were held in the following Massachusetts cities and towns:

Amherst (MEMA Region 4)
Arlington (Region 1)
Blackstone (Region 3)
Charlton (Region 4)
Essex/Gloucester/Newbury (Region 1)
Fitchburg (Region 4)
Framingham (Region 1)
Harwich (Region 2)
Haverhill (Region 1)
Ipswich/Rockport (Region 1)
Lexington (Region 1)
Natick (Region 1)
New Bedford (Region 2)
Northampton (Region 3)
Sandwich/Bourne/Mashpee (Region 2)
South Hadley (Region 3)

Choosing Meeting Sites

- When selecting a meeting site within each community, consider the following:
 - **Size of the community and/or anticipated number of attendees.** In some cases a smaller function room may be sufficient, but in larger towns a large auditorium may be needed.
 - **Personal contacts.** If one or more members of the planning team are familiar with a town or community, you may be able to secure meeting space at local cultural institutions through personal connections. Similarly, if members of the planning team are involved with the emergency management community, perhaps meeting space can be secured in one their facilities.
 - **Type of site.** A default meeting space is likely to be the community's public library, since libraries often have meeting rooms specifically designed for use by the community. Be aware, however, that library spaces may be booked for weeks or even months in advance in areas where the library plays a central role in the community. Also consider alternative sites, such as:
 - Museums (art, science/ technology, children's, natural history, etc.)
 - Libraries (academic, special)
 - Archives
 - Churches
 - Historical societies
 - Historic sites
 - Emergency management facilities
 - Municipal buildings

Case Study: COSTEP MA

For the Natick, MA, community meeting, the police chief enthusiastically offered up the emergency command and control center as a meeting site. Holding the meeting in a space rarely seen by the general public and directly connected to emergency preparedness lent the meeting a greater degree of gravitas

Participants

Certain types of participants should be considered critical to the success of the first meeting in a given community. While community meetings can be successful without the presence of these individuals, a

Mitigation for Memory program in that community is much more likely to thrive when those individuals are present from the beginning. You will need to locate the people who are interested in mitigation and preparedness, are motivated to keep the program moving forward, and have the contacts in the community to make that happen.

It may be necessary to put extra effort into contacting these critical participants via phone, email, or intermediaries who can exert influence and verify the credentials of the leadership team (and the larger emergency planning program for cultural resources in the state, region, or area, if such a program exists).

Key participants from within the community (critical individuals are marked in bold) might include:

- **Emergency management official.** The presence of the local official in charge of hazard mitigation and emergency preparedness is important enough that your choice of a community may depend on whether this person is receptive to the idea of holding a *Mitigation for Memory* meeting.
 - Please note that there is no standard job title for this position. Some titles you might encounter include: emergency planner, emergency management coordinator, emergency management system director (EMS director), emergency preparedness coordinator, emergency services director, emergency management director (EMD), or emergency preparedness specialist.
 - Also note that in small communities the emergency management official in charge may have additional roles in the community; emergency management is often the responsibility of the police chief or the fire chief.
- **Public library director**
- Curator or director of the local historical society
- **Clerk's office** (in some municipalities this may be the city or town clerk, village clerk, or even the county clerk)
- Municipal parks and recreation office
- Municipal cemetery office
- Local chamber of commerce
- Local historical commission
- Local fire and police (if not already represented by the emergency management office)
- Local government elected official(s). These might include the mayor, selectmen, or county government officials.
- Representatives from any museums or historic properties in the town
- Representatives from any college or private libraries or archives
- Representatives from local churches, synagogues, or other houses of worship

Tip from the COSTEP MA Project

Community meetings will be more successful if cultural institutions within a community have pre-existing ties to each other before the meeting, as well as a good understanding of the important economic role they play in their communities through tourism.

Note: While religious institutions should be contacted in any case as part of the effort to be inclusive, another objective here is to make sure historic records they hold, such as those for baptisms and marriages, are included in community emergency planning. Thus, houses of worship that do not maintain such records should be welcome to attend, but may not necessarily be on the invitation list.

- Any other institutions that may be suggested by pre-meeting contacts. These might include community theaters, medical archives, fraternal organizations, and other outliers that would benefit from participation in the *Mitigation for Memory* model.

Other participants:

- **Leadership team representative(s) from any emergency preparedness networks for cultural resources that may exist in your state/region/metropolitan area.** If there are emergency planning activities for cultural resources that are happening under the auspices of existing state/regional/area networks, a representative should attend the community meeting(s) to describe those activities.
- **State or federal emergency management representative(s).** This may be someone from the state emergency management agency or a representative specifically from the state hazard mitigation team, or a representative from FEMA or the Department of the Interior (DOI).
- **Representative(s) from regional planning entities.** This may be a county official or a representative from a regional planning agency/commission in charge of coordinating the drafting of local hazard mitigation plans.

Tip from the COSTEP MA Project

Upon initial contact, many Emergency Management Directors (EMDs) and cultural caretakers were unfamiliar with COSTEP MA and worried that it was a for-profit private company seeking new customers in a business transaction. The idea that assistance was being offered for no cost was occasionally met with some suspicion! This position was countered through persistence and repeated assurances.

Institutions also worried that participation in COSTEP MA would require too much of a commitment in time and/or resources. Through more persistence and the occasional endorsement by a peer recognized by the reluctant participant, most of these contacts became active members of the COSTEP MA community, some even becoming COSTEP MA's most vocal advocates.

See Appendix D for a sample form to be used to keep track of contacts you have made for the community meeting(s). These forms could be kept in a binder, or a database could be designed to maintain this information. Resources for identifying participants may include:

- **Personal contacts.** The leadership team will likely have extensive contacts from previous work with cultural resource institutions. This is an excellent way to identify participants who will have a strong interest in the project.
- **State emergency management website.** This website will usually contain a list of local emergency management officials and their contact information.
- **Municipal website.** This will usually provide lists of municipal offices and their contact information. It may also have links to local sites of interest to visitors, which can lead to various private nonprofit cultural organizations such as museums and historic sites.

- **Chamber of commerce/tourist board** (in person or website). These may provide information on local places of interest that include cultural resource organizations.
- **Interfaith council.** A good place to start when trying to identify houses of worship, which can be difficult to contact due to limited Internet presence and office hours.
- **General Internet searching** (Wikipedia, Google searches, etc.)

Outreach/Publicity

Once potential participants have been identified, you must focus on contacting them and encouraging them to attend the initial community meeting. Be aware that this may be one of the most challenging aspects of a *Mitigation for Memory* project and will require a significant investment of time and effort.

Even if you have a well-established state, regional, or metropolitan area cultural resource emergency planning network (such as COSTEP MA or Alliance for Response), you may still find that many cultural institutions, and certainly most local emergency managers, are unfamiliar with it. If you are starting from scratch in your community, you will need to educate potential participants about emergency planning and hazard mitigation, and explain why it is important enough for them to attend a meeting about it. It is particularly important to get “buy-in” from the head of the local emergency management authority.

Specific steps to take in publicizing the community meeting(s) include:

- **Contact by email (or letter) the core list of contacts who have been identified from researching the community.** Information to include in the email is listed below (see Appendix D for a sample email/letter from the COSTEP MA project):
 - Provide background information on the credentials of your leadership team and/or emergency planning network.
 - Announce the intent to hold a community meeting in the near future, typically 4–6 weeks from the date of the email/letter.
 - Provide a specific date and ask participants to save the date.
 - Let potential participants know a follow-up email will be coming about two weeks prior to the meeting.
 - Ask participants to share this information with anyone they feel should be made aware of the meeting.
 - Provide them with contact information in case they have questions and encourage them to contact the meeting organizers with any suggestions for others in the community who should be invited.
- **Two weeks prior to the meeting, send a formal invitation via email or letter to each potential participant.** The invitation should include date, time, speakers, and the meeting agenda, if possible (see below). RSVPs should be requested and participants should be invited to bring guests. This will encourage anyone who wishes to attend at the last minute, or who might know an individual or

organization that was missed in the original outreach effort. Note: If you are providing food for the community meeting, you will need to ask for definite RSVPs or provide additional food “just in case.”

- **Additional strategies to encourage greater participation in community meetings are:**
 - Distribute flyers advertising the meeting in historical and/or tourist areas of the community.
 - Hold in-person “pre-meetings” to familiarize local politicians, government officials, and emergency managers with existing cultural resource emergency planning networks and with the topics to be discussed at the larger meeting.
 - Provide a press release to the local press and invite them to the full community meeting (and possibly to any pre-meetings).
 - Ask a local politician (e.g., the mayor, local representatives) to introduce or officially open the meeting. Their approval of the project can be very influential in the community.

Logistics

Logistics will vary depending on the size and scope of your community meeting(s). Issues to consider include:

- **Equipment/space.** At a minimum you will need standard audiovisual equipment to enable the presenter(s) to give a PowerPoint presentation. You may also need separate equipment to show video. If you are having a longer meeting with a lot of participants, you may need additional meeting space for break-out sessions.
- **Sign-in and nametags.** Be sure to provide a sign-in sheet to collect up-to-date contact information for attendees, including those who may have decided to attend at the last minute. If possible, provide pre-printed nametags, along with blank nametags to be used by last-minute attendees.
- **Food.** For a short meeting (1 or 2 hours), refreshments are not necessary, but keep in mind that they are always appreciated. If your meeting will be more than 2–3 hours long, it is a good idea to offer refreshments or a meal.

Case Study: COSTEP MA

Handouts provided in the community meeting packet:

- COSTEP MA brochure
- COSTEP MA emergency response wallet card
- A handout detailing a typical Emergency Management command and control structure
- A handout delineating how COSTEP MA and the Cultural Triage Officer fit into the existing emergency management structure
- A “next steps” handout suggesting how to continue the COSTEP MA initiative within the community
- A handout describing the Northeast Document Conservation Center’s 24-hour emergency help line
- A business card from the COSTEP MA representative hosting the meeting
- A brochure from the US Dept. of Agriculture explaining the details of the Massachusetts Comprehensive Emergency Management Plan (CEMP) Annex 11 covering cultural resources
- COSTEP cultural resources inventory form

NOTE: See Appendix D for links to the “next steps” handout. See the COSTEP MA website for other publicity materials:



- **Handouts.** The following types may be useful:
 - A summary of what you hope to accomplish with the community meeting(s) and with any other related activities (such as trainings)
 - Information about existing emergency planning activities for cultural resources in your state/region/metropolitan area
 - General information about emergency planning resources that might be available within your area (such as emergency hotlines for cultural resources, local emergency management command and control structures)
 - Suggestions for community meeting follow-up activities
 - If a PowerPoint is being presented, a handout that summarizes the slides used
- Consider distributing copies of Heritage Preservation’s “Working with Emergency Responders” poster to all participants, available



from Heritage Preservation.

Tip from the COSTEP MA Project

The COSTEP MA project used images and video to emphasize its message in several ways. An introductory video about COSTEP MA was produced, as well as several PowerPoint presentations for use in community meetings and regional planning meetings.

In addition to conveying the importance of safeguarding cultural collections in an accessible way, these presentations could be adapted and used by different presenters in various situations.

Meeting Agenda/Topics for Discussion

Depending on the size and scope of your community meeting, you may or may not choose to provide a written agenda. The structure of the meeting will be specific to the state, region, or metropolitan area, and to the particular community, but the suggested components of the meeting are described below.

For a basic, short meeting, include:

- **An introduction by the local emergency management director or other local official such as the mayor.** This is desirable to facilitate “buy-in” from all parties involved.
- **Introduction of all participants.** All participants should introduce themselves, specifying what institution they are from (cultural resource managers) or what their role is in the community (emergency management personnel). If state-level or regional-level emergency managers and/or other local officials are present, they should be introduced as well.
- **A presentation on the importance of protecting cultural heritage collections.** If you are able to do this using a PowerPoint presentation or even a video, images can be very effective for this type of presentation.

- **A presentation on any cultural resources emergency planning efforts that already exist within your state/region/metropolitan area.** While the primary focus of the meeting should be on the community and its needs, it is also important to place your project in context with other related activities as appropriate.
- **A question/answer/discussion period.** This is crucial to identifying participants' concerns and questions and to building relationships among attendees. It is very important to listen to any needs that are voiced by the community participants and to discuss ways these might be met. In addition, specific follow-up meetings and/or activities should be planned.

If possible, this discussion should identify someone who is willing to act as a Cultural Triage Officer (CTO) for the community. The CTO will be the primary liaison between cultural resource institutions and community emergency managers, both for hazard mitigation/preparedness and emergency response.

Desired characteristics for a CTO include:

- **Someone who wants to do it.** This seems self-evident, but this role requires a significant investment of time, effort, and dedication.
- **Someone who has the support of their institution.** CTO responsibilities can be time-consuming, since the CTO serves a crucial role in facilitating further training and activity in the community.
- **Someone who lives in the community.** One of the CTO's responsibilities is to facilitate communication with emergency services during a disaster. It will be necessary for that person to be on site in the community to receive, gather, and communicate up-to-date information.

For a longer meeting (or for subsequent follow-up meetings), also consider including:

- **A presentation on risks that are specific to the community (with examples) and current local response plans.** This might be presented by the local emergency management official and/or local fire or police officials (in some cases these may be one and the same).
 - Introduce attendees to FEMA's "Mitigation How-To Guides" and FEMA's Hazard Mitigation Planning website to help identify their risks and develop mitigation actions to reduce losses:



- Introduce attendees to Heritage Preservation's *Field Guide to Emergency Preparedness and the Emergency Response and Salvage Wheel*, which can be used not just for disaster response, but also for designing mitigation projects.

- Provide ideas for planning ahead to work with local recovery vendors in the event of a disaster that damages cultural resource collections and/or buildings.
- **A presentation from representatives of local cultural resource sites or organizations.** If local organizations have experience with disasters or emergency planning, hearing their perspective can be very helpful to others who have not yet undertaken emergency planning.

- **A presentation on statewide/regional/area emergency management structures and response procedures.** This should be given by a state-level emergency management official if possible.
- **A presentation on integrating cultural resources into the state hazard mitigation plan.** This may be given by a member of the leadership team, perhaps with assistance from state, regional, or local hazard mitigation planning officials.
- **A presentation on integrating cultural resources into the state emergency management plan.** If this has been done successfully in your state, include specifics about how it was achieved.

Case Study: COSTEP MA

COSTEP MA successfully worked with state emergency managers in Massachusetts to create a formal addition to the state Comprehensive Emergency Management Plan (CEMP) that includes cultural resources in existing response systems, providing coordination of federal, state, local, voluntary, and private resources to assist, preserve, and protect cultural and historical institutions and resources before, during, and after natural or man-made disasters.

See the COSTEP MA website at www.mass.gov/mbhc/costepma, under Forms and Documents, for a copy of the CEMP Protection of Cultural and Historical Resources Annex.

Evaluation and Follow-Up

A primary goal of the community meetings is to create momentum so that hazard mitigation and preparedness activities will continue in the community over time and relationships among cultural resource institutions and emergency managers will continue to develop. An initial *Mitigation for Memory* project can “jump start” activities, but the community itself will have to keep them going. Meeting evaluation and follow-up activities are both essential to maintaining momentum.

Evaluation

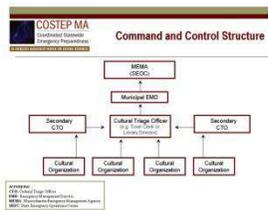
Formal or informal evaluation can provide helpful information for improving future meetings and planning additional activities. If you are starting *Mitigation for Memory* on a small scale with one or two community meetings, evaluation may consist of an informal quick debrief among the meeting organizers. If you are undertaking a larger-scale project, however, you will want to use evaluation forms to collect responses from the participants. You can either ask them to fill out evaluation forms at the end of the meeting or you can follow up with evaluation forms via email or mail later on. Each method has advantages and disadvantages; on-site evaluation will get more responses, but follow-up evaluation will allow participants to digest the information and consider how they might be able to use it. See Appendix D for a sample evaluation form that can be adapted.

Follow-Up Activities

The COSTEP MA project clearly showed that one community meeting could make an excellent start, but it was not sufficient in itself to establish a *Mitigation for Memory* program. An ongoing series of community meetings will be needed, and if at all possible at least one additional meeting should be scheduled at the close of the initial community meeting. Brainstorming other future activities at that first meeting can also help maintain momentum.

Follow-up activities may be short-term or long-term, basic or more ambitious. If needed you can appoint a steering committee of interested individuals from the initial community meeting that will devise a plan for moving forward. You should consider the following activities to move the hazard mitigation and emergency planning process along:

- **Appoint a Cultural Triage Officer (CTO) for the community and include the CTO in the local emergency management structure.** As already noted, this person acts as a liaison between cultural resource institutions and the local emergency management official in charge, both before and during an emergency. Knowing that they will be primarily interacting with one person from the cultural community in a disaster (cutting down on the number of calls for help they receive) reduces the burden on local emergency managers and provides an incentive for them to collaborate on *Mitigation for Memory*.
 - **One you have appointed a CTO, work with the head of local emergency management to put a command and control structure in place** that includes the CTO and specifies what will happen if cultural resources are damaged in a disaster. COSTEP MA has been successful in doing this; see <http://www.mass.gov/mbhc/costepma> (under Forms and Documents) for their Command and Control Structure.



- **Maintaining communication among the participants.** This might take the form of regular meetings, email/listserv communication, informal discussions, etc. It will be helpful to form a small leadership team for the community, perhaps led by the CTO, ideally including both cultural resource and emergency management representatives.
- **Engage additional cultural resource and emergency management personnel** who were not present at the initial meeting.
- **Enter into a dialogue with the head of local emergency management** to identify risks and vulnerabilities faced by local cultural institutions.
- **Facilitate training and education** on disaster preparedness/mitigation and develop disaster plans for local cultural resource institutions. Possible events to hold in the community might include an annual informational meeting, a hazard mitigation training, or a tabletop disaster exercise. A local *Mitigation for Memory* website could provide links to local/regional/state-level emergency management trainings, hazard mitigation or disaster planning workshops for cultural resources, and other emergency planning resources.
- **Devise a cultural resources inventory form** that cultural institutions can use to describe their buildings and collections for local emergency managers. It should point out any hazards within the collections that emergency managers should be aware of ahead of time and it should include services they can provide to the community in the event of a disaster (e.g., meeting space, electricity via generator). COSTEP MA has developed a form that collects this information; see <http://www.mblc.state.ma.us/costepma> (under Forms and Documents) for two different formats, one for cultural institutions and one for municipal offices.

- **Help institutions develop relationships with emergency response vendors**, perhaps on a cooperative basis among institutions within the community (see sidebar).

See Appendix D for a sample “Next Steps” handout to give participants at the end of the initial community meeting.

Case Study: COSTEP MA

COSTEP MA put together a detailed article on establishing relationships with disaster recovery vendors. It is crucial for institutions to put vendors on contract (usually more than one, since vendors are often overtaxed during a disaster event) and set up accounts ahead of time. Three New England states have disaster recovery vendors on state contract: Massachusetts, Connecticut, and Rhode Island.

Find “Establishing Relationships with Disaster Recovery Vendors” at www.mass.gov/mbic/costepma, under Resources.



MITIGATION TRAINING SESSIONS

The second building block of *Mitigation for Memory* is one or more mitigation training sessions aimed at cultural resource and emergency management professionals. Cultural resource caretakers will learn how to identify and plan mitigation strategies to reduce risks and emergency managers will learn about the special needs of historic properties, documents, and other at-risk materials. The opportunity for one group to see things from the other group's perspective will lead to new insights and activities.

The mitigation trainings can be held subsequent to one or more community meetings, to build on the information given and the relationships made there, or they can be held first, as a vehicle to develop interest in holding one or more community meetings in particular localities.

Objectives of the Trainings

- To include both caretakers of cultural resources and local emergency management professionals in the workshops, with the goal of having each group look at risk management through new eyes.
- To teach caretakers of cultural resource collections how to identify risks and plan mitigation strategies for their buildings and collections.
- To inform emergency responders of the special needs of historic properties, documents, and other at-risk materials.

Scope of the Mitigation Trainings

As with the community meetings, your first task is to decide how you will approach the trainings. Will you commit to several trainings, or begin with one? Will the training be a one-day or a multiple-day event? Will you try to cover a wide or a limited geographic area? How many institutions do you want to reach with the trainings? As with other parts of *Mitigation for Memory*, your decisions will depend on staffing, resources, and circumstances. Some issues to consider include:

Case Study: COSTEP MA

Trainings were held in four Massachusetts locations over the course of three months:

- The House of Seven Gables, Salem (April 15)
- The Harwich Community Center, Harwich (May 5) (evaluated nearby historic house)
- The Northampton Historical Society, Parsons House (June 12)
- Worcester Polytechnic Institute Library & Archives (June 25)

- **Number of trainings.** The COSTEP MA project held four training sessions, one in each of the four Massachusetts Emergency Management Agency (MEMA) regions. There are a number of advantages to this approach: you can cover a larger geographic area, you can reach more participants, the instructor can use the same basic agenda for each training, and you can hold each training at a different type of cultural institution, allowing you to draw in different types of participants. However, beginning with only one or two trainings is certainly a viable option, particularly if your resources are limited and/or your project covers a limited geographic area.

- **Length of trainings.** The COSTEP MA project trainings

lasted approximately six hours, including breaks and lunch. A training of that length is highly recommended because it is difficult to give participants a meaningful experience in less time. A key part of the training is a walk-through of the host site, which is time intensive but should not be omitted. It would certainly also be possible to hold a longer training (particularly if the training takes place at a host site with multiple buildings and types of collections, such as a historic site), but that obviously presents additional issues in terms of staffing and resources.

- **Requirements for trainers.** It would be ideal to have an expert on cultural resource collections and an emergency management professional conduct the training together. However, the COSTEP MA project found this impractical, since getting emergency managers to attend as participants was sometimes a challenge in itself. Keep the cooperative teaching model in mind, however; it could be considered as an option for future trainings once stronger relationships with emergency management personnel have been developed.

Desired characteristics of a trainer include:

- Significant experience in hands-on emergency planning and response. The ability to provide concrete examples (do's and don'ts) of risk mitigation and emergency planning for different types of institutions is crucial.
- Knowledge of museums and historic sites as well as libraries and archives. Cultural institutions vary greatly, so the trainer must be able to speak knowledgeably about different situations.
- Knowledge of building issues (historic and non-historic buildings) as well as collections. Many risks to cultural resources involve building issues, and some of these risks must be addressed differently in historic and non-historic buildings.

Tip from the COSTEP MA Project

Be sensitive to the fact that personnel from the host institution(s) might become uncomfortable with the walk-through process. Due to the nature of workshops and trainings, the process can begin to feel as though participants are searching for failings and faults.

Maintain good communication with the host institution throughout the process. Assure them that their institution was chosen precisely because it could withstand such close examination. Also be sure the instructor emphasizes that the majority of participants will be facing similar (or more serious) issues back at their own institutions.

It may also serve as an incentive that the institution is essentially receiving a free risk assessment. This can provide a good starting point for beginning or updating the institution's own risk management program.

Choosing Training Sites

- Distribute training sites geographically within the state, region, or area your project covers.
- Choose a sites or sites that are representative of the cultural institution types you are targeting. If you will hold several trainings over a short period of time, each should be held at a different type

of site. This will allow participants to choose the host site that best matches their own needs and experiences.

- The sites chosen must be willing and able to host a walk-through evaluation of their building/site by the trainer as part of the workshop.
 - Select a site that has two or three different buildings, or at least different areas, so that the participants can be split up into smaller groups for the walk-throughs.

Participants

The target audience for mitigation trainings is similar to the community meeting audience, but there is less need to carefully manage the invitation list (except to limit each workshop to a reasonable number of participants). Specifically:

- Limit each training workshops to no more than 35 participants, since the walk-through evaluation is impractical with a larger number of participants.
- Types of cultural resource institutions to target for the trainings typically include:
 - Public library
 - Local historical society
 - Municipal clerk's office
 - Museums
 - Historic properties
 - College library and/or archives
 - Private/corporate library and/or archives
 - Local churches, synagogues, or other houses of worship
- Types of emergency management/hazard mitigation participants that could be targeted for the trainings include:
 - Local emergency management officials
 - Local hazard mitigation officers (if not already represented by the local emergency management office)
 - Local fire and police (if not already represented by the local emergency management office)
 - County emergency management and/or hazard mitigation officials
 - Representatives from any regional planning entities in charge of coordinating local hazard mitigation plans

Outreach/Publicity

The mitigation trainings may cast a wider net for participants than do community meetings, which are more geographically focused. Thus publicity may be approached somewhat differently; rather than sending email invitations to potential participants, broader notices could be sent out that will reach larger groups of people.

- Publicity strategies for the trainings may include:
 - Publicity by statewide or regional cultural resource agencies via websites or Facebook
 - Email announcements to emergency managers and responders from lists provided by state or county emergency management officials
 - Listserv announcements via library, archives, and museum professional organizations
 - Promotion by the host site via its website, and/or through Facebook or Twitter
 - Direct emails to institutions and organizations identified through personal contacts
 - Word of mouth
- You may need to devise strategies specifically to encourage local emergency managers to attend the trainings. They have much to contribute to the discussion, but they have many competing responsibilities and may need to be convinced of the importance of the trainings. See the sidebar for some suggested strategies from COSTEP MA.

Tip from the COSTEP MA Project

At the COSTEP MA trainings, the ratio of cultural resources participants to emergency management participants was on average 8:1, with one exception where it was closer to 5:1.

Strategies employed to encourage emergency manager attendance were:

Personal contacts. This is most successful when a training is tied to a specific community where the organizers are familiar with local emergency personnel.

Providing incentives. Emphasize how the training and community meetings will make emergency managers' jobs easier. CTOs can help streamline communication with the cultural resource community during disasters and cultural resource institutions can provide useful services such "port in a storm" space, including electricity via generators, for the general public in a disaster.

See Appendix E for sample publicity materials for mitigation trainings.

Logistics

As with the community meetings, some logistical issues must be considered:

- **Registration.** Due to the limit on the number of participants, **pre-registration must be required.** A free registration service such as Eventbrite can be used, or a host site or sponsor may have a

website that will accommodate online registration. As noted above, a certain number of spaces should be reserved for emergency management personnel.

- **Equipment/space.** At a minimum you will need standard audio-visual equipment to enable the presenter to give a PowerPoint presentation. You will also need flip charts for recording participant observations and comments during the discussion period, so that everyone can see them.
- **Sign-in and nametags.** Provide a sign-in sheet to collect up-to-date contact information for attendees, including those who may be attending at the last minute. If possible, provide pre-printed nametags.
- **Food.** For a day-long meeting, morning coffee, light breakfast, and lunch should be provided.
- **Handouts:**
 - Copies of any PowerPoint slides that are used. Participants appreciate not having to rush to copy down the content of slides as they are being shown.
 - Copies of the Risk Evaluation and Planning Tools (from Heritage Preservation, at <http://www.heritagepreservation.org/REPP/TGS.html>) that are being used in the workshop: the *Risk Prioritization Worksheet* and the *Walk-Through Checklist*.
 - Handouts on emergency planning, describing the contents of an emergency plan and the stumbling blocks institutions encounter when preparing plans.

See Appendix E for sample mitigation training handouts.

Training Session Agenda and Activities

This section provides detailed recommendations for how to conduct the mitigation training sessions, which are based on the trainings done as part of the COSTEP MA project. While the trainer will certainly need some discretion in putting the training together, the basic elements and points for discussion given below should be included.

Overall Goals

- Involve emergency managers in a hands-on evaluation of a collections-holding institution to make them aware of the needs of cultural collections.
- Encourage cultural resource participants to look at their building and collections through fresh eyes.
- Show participants how to conduct risk assessments of collections-holding institutions, including historic sites, using Heritage Preservation's Risk Evaluation and Planning Program (REPP) tools.
- Help participants prioritize the risks they find and create a plan for mitigating them.

- Provide tips on improving emergency planning, communication, and response in anticipation of the next disaster.

Training Session Outline

- **Introduction, background, and experience of the instructor.**
- **Introduction to emergency management for cultural resources.** A general overview, which may include brief disaster case studies.
- **Introduction of participants.** Participants should briefly introduce themselves and their institution, summarize their institution’s risk mitigation and emergency planning activities, and indicate what they hope to learn from the training session.
- **Short presentation on case histories of disasters.** Discuss how their effect might have been reduced with risk mitigation efforts (if this has not been covered in the first sections above).
- **General discussion of how to analyze risks using the Heritage Preservation REPP tools.**
 - Give a brief history of the Risk Evaluation and Planning Program (see <http://www.heritagepreservation.org/REPP/index.html>).
 - Point out that the tools include the original application form and site questionnaire that were used for the REPP pilot project. Recommend that participants take the time when they get back to their institution to fill them out, since they will elicit much useful information for the risk assessment process. Note: these forms are not feasible to use during the training, largely because the host institution would probably not be comfortable sharing (and should not be asked to share) such detailed information about its staffing and programs.
 - Briefly review the *Walk-through Checklist* that will be used by the groups to evaluate the host site.
 - Briefly review the *Risk Prioritization Worksheet* to be sure participants understand how it is used to rate the risks that will be found on the walk-through and figure out how to prioritize them. Point out that it is helpful to consider the expenses required to mitigate the various risks. Some might be addressed with currently available funds, while others may need to wait for next year’s budget or even for a capital project.
- **Walk-through of the host site building(s) using the *Walk-through Checklist*.**

Tip from the COSTEP MA Project

When splitting participants into groups for the walk-through, have them count off by “1-2-3.” Then all number ones are in the first group, and so forth. Since people who know each other tend to sit down together, this should result in the participants being in groups with relative strangers who will have different experiences and outlooks. It is particularly important to have an emergency management representative in each group, if possible.

Case Study: COSTEP MA

The training session walk-throughs resulted in engaging and lively conversations on various subjects. One session focused heavily on the issues of access for emergency personnel, sheltering in place in a weather emergency, and “acceptable risk” regarding a historic tree in the garden that potentially threatened one on the historic buildings on the campus. Another gravitated more towards issues of security for both visitors and collections. The third and fourth focused on fire safety as a primary concern, related to older electrical systems and other fire hazards.

- Split into two to three groups, with no more than 8–10 people in each group. Groups should look at both the interior of the building (including the boiler room, security systems, stacks, public spaces, etc.) and the exterior.
- If the site has two or three separate buildings (such as a historic museum, or a town where the historical society and library are in close proximity), have each group evaluate a separate building. If necessary, groups can evaluate different parts of one building in turn.
- A staff member of the host site should give a brief orientation to the building(s) and collections. As part of this introduction, the staff member could point out a couple of “fake collection priorities,” such as an “important” picture hanging on the wall. This can then be used later during the discussion of risk management and emergency preparedness.

- **Small groups return and report their findings to the larger group.** Encourage them to speak out and be honest (but constructive!). Point out that the host institution is looking for input and that each participant is likely facing very similar risks at their own institution. Points to make during the discussion include:
 - Point out that it can be helpful to have new eyes look at a building, since they may notice things that have been missed by staff who see them every day.
 - Emphasize the importance of having local emergency management personnel visit your site prior to a disaster. Hopefully this can be reinforced by emergency managers present among the participants.
 - Share some case studies illustrating that although many risks are common to a variety of institutions, every institution has some unique risks.
- **Second walk-through of the building.** The groups do the same walk-through again, but each participant is assigned a different role by handing out pre-printed name tags. Possible roles might be a disabled person, a member of the Board of Trustees, a grandmother with a child, a mother with a stroller, etc., or real-life emergency managers might go through as curators, librarians, or archivists, and vice versa. This activity continues the theme of looking at the building and collections with new eyes to identify risks that may not have been noticed previously.

Tip from the COSTEP MA Project

At the first mitigation session the second building walk-through was a part of the afternoon session, but it sent the training over its time limit.

At subsequent training sessions the same exercise was done, but “virtually.” The participants were assigned new roles and walked through the building again in their heads. This turned out to be a workable alternative and resulted in a productive discussion.

- **Review of the *Risk Prioritization Worksheet*.** The trainer picks ten items from the Risk Prioritization Worksheet with potential mitigation solutions (due to time limitations, they cannot all be addressed) for the group to discuss. Ask the participants how they would rate each risk for the institution, based on their experience in the walk-through(s). Usually different participants will see the risks differently, so the discussion can be very helpful in gaining new perspectives.
- **Review the rest of the REPP tools again, including the tip sheets.** Encourage the participants to use them at their own institutions.
- **Brief closing presentations on the basics of emergency preparedness and planning for cultural resources:**
 - Contents of an institutional Emergency Operation Plan (place primary focus on documentation and communication strategies).
 - Overview of the Incident Command System (ICS). What it is, how it works, and what it means for cultural institutions.
 - Overview of psychological factors in a disaster. The purpose is to make participants aware of the ways in which these factors influence everything else that happens in an emergency.

Recommended Basic Contents of an Emergency Operations Plan

- Emergency Quick Guide (a flip chart, for first response by paraprofessional staff)
- Emergency Operations Plan (more detailed, for professional staff)
- Utilities (a standalone, consisting of locations/floor plans/photographs to assist in shutting off utilities if needed)
- Collection Priorities (e.g., what should be saved first, how the fire department will know what and where they are, and how to retrieve them). This should include floor plans, photographs, and instructions, and should be shared with emergency responders ahead of time.

Evaluation and Follow-Up

As with the community meetings, your goal is to give training sessions that have lasting effects on the participating institutions. If you are only conducting one or more training sessions in a specific community, you may have a quick debriefing to determine what worked and what might be changed next time. If you have a larger-scale training program, you will want more formal evaluations. You should also consider what follow-up activities you might conduct to build on the training sessions.

Evaluation

- **Provide participants with an evaluation form at the time of the workshop to gather their initial thoughts.** This should be brief and to the point. It should ask about logistical items (format of the day, handouts, etc.), topics covered (more? less? different?), and what participants plan to do with the information when they return to their institution.

- **Send a follow-up evaluation to the attendees several weeks after the training session** to see if they have applied any lessons learned at the session. This could be done online through a program such as Survey Monkey. See Appendix E for sample follow-up questions.
- **Do not be discouraged if institutions do not appear to have a lot of concrete accomplishments as a result of the training(s).** The value of raising awareness of hazard mitigation and emergency preparedness issues should not be underestimated. Many participants may never have considered these issues before. Increased awareness is well worth the investment in training, since it can lead to small changes (and quicker response to emergencies) that will have lasting positive effects on the safety and security of cultural resources.

Follow-up Activities

Consider planning additional trainings/meetings to follow up on concerns raised by the training participants, perhaps organized by the Cultural Triage Officer (CTO) or the *Mitigation for Memory* leadership team. Possible events might include:

- Wet books recovery workshops
- General disaster planning workshops
- Monthly meetings for community institutions on writing a disaster plan

Case Study: COSTEP MA

After the four training sessions in the COSTEP MA project, a follow-up survey was sent to the 100 participants several weeks later. Of those who responded, the responses were split. Some respondents had fully embraced the training and were proceeding to conduct self-evaluations with their new knowledge. In fact, several of them contacted the trainer to ask him to assist them in conducting risk evaluations. Other respondents, however, had been confronted with a lack of funding or a reluctance to engage in prevention activities on the part of upper management.

Many participants expressed an increased awareness of potential threats they had never considered before and were grateful to know there were resources available to help in a disaster of which they were previously unaware.

REGIONAL MITIGATION PLANNING

Holding community meetings and hazard mitigation trainings as described elsewhere in this framework is an excellent beginning to increasing awareness and implementing hazard mitigation on the macro and micro levels in your community. However, the formal process of including cultural resources in local community hazard mitigation plans is more complicated than it might seem.

While hazard mitigation, like emergency response, must be centered at the community level, in many cases a formal hazard mitigation plan is put together not by a town or city working on its own but as part of a coordinated effort at the county or other regional level. Therefore, you must reach out to these county or regional-level planning agencies to educate them about cultural resources.

Most importantly, as with emergency managers, your interaction needs to be a two-way street. Like emergency managers, planning entities have a multitude of responsibilities and constituents. If you are asking them to address the mitigation needs of cultural resources as part of their planning, you must convey to them the value (economic, social, historical, cultural, civic) that cultural resource institutions provide to their communities.

Objectives

- Build relationships between cultural resource leadership teams for emergency preparedness (at the state, regional, and/or local levels) and regional planning entities with responsibility for coordinating local hazard mitigation plans.
- Educate and inform regional planning entities about the hazard mitigation needs of cultural resource collections and how they impact community hazard mitigation plans.
- Convey the importance of cultural resources to the economic, social, cultural, and civic life of their communities.
- Lay the groundwork for more in-depth future interactions with regional planning entities.

What You Need to Know about Regional Planning Entities

The Disaster Mitigation Act of 2000 (DMA 2000) (Public Law 106-390) is the legal basis for Federal Emergency Management Agency (FEMA) mitigation planning requirements for state, local, and tribal governments. These requirements are a condition of receiving FEMA mitigation grant assistance, which is administered by the states through the Hazard Mitigation Grant Program (HMGP), the Pre-Disaster Mitigation grant program (PDM), and the National Flood Insurance Program (NFIP). See Appendix B for more details about how federal, state, and local levels work together on hazard mitigation.

DMA 2000 amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Stafford Act) by repealing the previous mitigation planning provisions and replacing them with a new set of requirements that emphasize the need for close coordination of mitigation planning and implementation efforts among state, local, and tribal entities. DMA 2000 also established a new requirement for local mitigation plans and authorized up to 7 percent of HMGP funds available to a state for development of state, local, and Indian tribal mitigation plans.

In most states, local communities lack the staff and resources to develop hazard mitigation plans without some type of assistance. Thus each state hazard mitigation office has developed a strategy for providing funding and/or technical assistance to local communities. These strategies can vary significantly from state to state, so you will need to learn about the mitigation planning structure in your state to determine how your outreach efforts should be targeted. The two most common situations are that local hazard mitigation plans are devised with the assistance of a regional planning commission or agency, or they are devised at the county level for the communities within that county.

You should also be aware that there also may be municipalities and large organizations such as universities or university systems in your state that apply directly for FEMA funding through the state to produce their own hazard mitigation plans, sometimes with the assistance of outside consultants. If this is the case, these plans are evaluated by the state hazard mitigation office to ensure that they are integrated with any multi-jurisdictional or regional plans in the area.

Case Study: COSTEP MA

The Massachusetts State Hazard Mitigation Team (SHMT) has developed a strategy to assist Massachusetts communities in developing hazard mitigation plans; this strategy utilizes existing regional planning agencies (RPAs). The SHMT funds RPAs through the Pre-Disaster Mitigation grant program and the Hazard Mitigation Grant Program (pre- and post-disaster funding) to facilitate local community hazard mitigation plans.

Since the RPAs have professional planners on staff and they have extensive knowledge of the communities in their regions, they are able to provide a wide range of planning initiatives for local communities. Unlike many other states, Massachusetts is fortunate to have a State Hazard Mitigation Planner position. This position not only coordinates the updating of the state hazard mitigation plan but also works with the RPAs and local communities to provide technical assistance for hazard mitigation planning.

Massachusetts has twelve regional planning agencies, of which six were targeted in the *Mitigation for Memory* project, at least one in each of the four Massachusetts Emergency Management Agency (MEMA) regions in the state. Presentations were made to:

- Merrimack Valley Regional Planning Authority
- Metro West Regional Collaborative (a sub-regional division of the Metropolitan Area Planning Council)
- Cape Cod Commission
- Central Massachusetts Regional Planning Commission
- Pioneer Valley Planning Commission
- Southern Berkshire Regional Emergency Planning Commission (a subcommittee of the Berkshire Regional Planning Commission).

The presentations were given by the *Mitigation for Memory* project coordinator and introduced COSTEP MA and its activities, as well as pointed out the value (economic and otherwise) of cultural resources to their communities and the vulnerability of cultural resources to various hazards.

The interactions with the regional planning agencies were originally envisioned as a series of meetings between the *Mitigation for Memory* leadership team, MEMA and RPA representatives, cultural custodians, and town planners, but this model proved too ambitious. The multiple responsibilities and interests of the RPAs made it a challenge even to gain space on existing meeting agendas for COSTEP MA, much less to initiate separate meetings that would be attended by RPA representatives. The strategy was retooled to consist of presentations at existing RPA meetings to introduce COSTEP MA and the *Mitigation for Memory* project. These were well-received and began the process of building relationships that will lead to further cooperation in the future.

Making Contacts

Since hazard mitigation is far from the only responsibility of counties or regional planning agencies, just making effective contacts with these entities may be challenging.

Regional planning entities have additional responsibilities that may include planning for affordable housing, community design, use of natural resources, economic development, and transportation. Counties also have a variety of duties in addition to any emergency management/hazard mitigation tasks, which might include assessment of property, maintenance of roads, administration of election and judicial functions, and (increasingly) programs relating to economic development, planning and zoning, and many other issues.

Methods for Identifying Contacts and Initiating Relationships

- **Reach out to your state hazard mitigation staff.** Every state has a state hazard mitigation officer (SHMO). See <https://www.fema.gov/state-hazard-mitigation-officers> for a list. This person is usually located within the state emergency management office, which may itself be a stand-alone agency or part of another state department (e.g., public safety, military, natural resources). Ask for recommendations for contacts within the regional entities that assist with planning.
- **Become familiar with the section on local mitigation planning coordination in your state hazard mitigation plan.** Every state is required to have a state hazard mitigation plan and to update it periodically. Every plan is required by law to include a section that describes the process and timeframe by which local hazard mitigation plans will be reviewed, coordinated, and linked to the state hazard mitigation plan. The state plan must also explain the process by which it encourages development of local plans. These sections will discuss the various methods by which the state channels federal funds toward local development of plans.

See the following sidebar with examples of state strategies for local hazard mitigation planning to get an idea of how various states structure the local hazard mitigation planning process.

- **Identify and contact agencies, counties, or commissions that will be receptive to your message.** Perhaps these might be entities that cover regions with significant hazards or that have undergone significant disasters. Perhaps they cover regions with well-known cultural collections or historic sites and/or well-developed cultural commissions. Some large planning agencies have sub-regions, in which case it may be more productive to start on a smaller scale.

Examples of State Strategies for Local Hazard Mitigation Planning

California – Plans are prepared by cities, counties, and special districts, which are a form of local government created by a local community to meet a specific need, such as sewage, water, or cemetery management.

Colorado – Local plans are primarily prepared at the county level, with a few additional tribal, municipality, and special district plans.

Florida – A Local Mitigation Strategy (LMS) is prepared by each of the state's 67 counties.

Georgia – Primarily county and multi-jurisdictional based; also has a Disaster Resistant University program, in which large university campuses produce their own plans that are annexed to the plan of the county in which they are located.

Illinois – Plans are prepared primarily at the county level, with a few single jurisdictional plans.

Minnesota - Works through Regional Development Commissions to produce county-level plans.

Mississippi – Has an MOU with the ten planning and development districts in the state to assist small communities without the capability to develop and implement hazard mitigation plans. Larger communities apply for FEMA funds directly through the state.

Nebraska – The state's Natural Resources Districts (NRDs) lead the process of developing local hazard mitigation plans. There are 93 counties in Nebraska, but only 23 NRDs, so the regional approach is much more cost effective.

New Jersey – Produces primarily county wide multi-jurisdictional plans; there are also eight single jurisdictional self-funded municipal plans.

New York – Produces multi-level jurisdictional county-level plans; regional planning entities exist, but the State Hazard Mitigation Team doesn't work through them.

North Carolina – Has made recent changes to roll municipal level plans into county plans and further up into regional plans encompassing several counties. This allows local governments to pool their resources and create better plans.

Oklahoma – Local jurisdictions with limited resources are encouraged to partner with larger jurisdictions in a multi-jurisdictional plan, with assistance from the 11 Councils of Governments (COGs).

Rhode Island – Mitigation plans are prepared solely at the municipal level, under the supervision of the local city or town emergency management agency.

Texas – Works through 24 regional councils of governments; in Texas county governments have limited powers. Regional councils of governments are voluntary associations of local governments formed under state law.

Vermont – Vermont has no county government and local mitigation plans for individual towns are developed through the 11 regional planning commissions in the state.

Topics for Presentation/Discussion

Your initial contact with the planning entities is most likely to be a presentation at one of their regular meetings. Items to cover include:

- **Existing cultural resources emergency planning and mitigation efforts within the state/region/metropolitan area.** Explain these activities in a brief and straightforward way, emphasizing practical tools that have been developed to assist in mitigation, response, and planning. Describe any community meetings and/or mitigation trainings that you have held or plan to hold in the future.
- **The importance of protecting cultural heritage collections.** A PowerPoint presentation is probably the best means of conveying this information briefly. Be sure to include the following (and provide a handout of slides used) in this presentation:
 - A basic introduction to different types of cultural resources and cultural heritage institutions in the area covered by the planning agency or county.
 - Convey the idea that cultural resources

Tip from the COSTEP MA Project

The presentation at the Merrimack Valley Planning Commission in Massachusetts used a cultural database developed by the New England Foundation for the Arts to illustrate the economic impact of cultural non-profits and cultural businesses on specific towns in the region.

Local economic impacts calculated by the database ranged from just over \$200,000 to more than \$2 million.

ideas for follow-up activities that will further your goals.

- **Planning for specific follow-up meetings/activities.** Suggest community meetings and/or cooperative trainings, or otherwise offer your expertise to assist in preparing or updating local

Tip from the COSTEP MA Project

Your presentation will be more effective if you are able to arrange to be on an RPA program with related topics. For example, at one RPA meeting the COSTEP MA presentation was preceded by a speaker on the expansion of the flood plain map, which could not have been a better segue. Conversely, at another meeting the main topic of discussion was potential community response to a suspected case of Ebola. On that day, and rightly so, the focus of those present was not on COSTEP MA. More common was a middle ground, where the COSTEP MA presentation was one of many unrelated topics addressed at the meeting, and thus found it difficult to capture the audience's full attention.

represent the collective memories and shared experiences of a community. These can be non-material but critical losses in a disaster. These collective memories are very important to the civic pride of a community.

- Demonstrate the practical economic impact that cultural resources have in a community. Cultural organizations and cultural tourism can put a great deal of money into the community, both directly and indirectly. Stress that the speed with which cultural institutions come back affects how quickly the entire community recovers.

- Emphasize the need to recover municipal and other government records in the event of a disaster. These are needed to carry out critical day-to-day government business.

- **A question/answer/discussion period.** Even if this is short, it is crucial to determining whether the audience understood what you were trying to convey and to generating

hazard mitigation plans and providing resources for emergency preparedness and response. In at least one case in the COSTEP MA project RPA presentations, the planning commission offered meeting space and assistance with trainings or other events, as well as suggested that future community meetings be “piggybacked” with the RPA’s list of towns and cities that are about to begin a review of their hazard mitigation plan. This same RPA also sent a representative to one of the COSTEP MA project’s mitigation training sessions.

Follow-Up Activities

The initial presentations to regional planning entities will begin to build relationships, but these relationships must be developed further over time. Suggestions for future activities include:

- Attendance by the *Mitigation for Memory* leadership team at additional regional planning meetings, to reinforce the message that cultural resources must be protected.
- Participation of regional hazard mitigation planning representatives at community meetings and mitigation trainings.
- Day-long workshops in which a particular community works with their regional hazard mitigation planning representative to work in-depth to incorporate the needs of the community’s cultural heritage institutions into the community’s hazard mitigation plan.

CONCLUSIONS

A *Mitigation for Memory* project does not have to be ambitious in scale, but it should be innovative in its approach, encouraging relationships between cultural caretakers and emergency managers who have not interacted on a regular basis before. It should provide opportunities for both groups to look beyond their own perspective and view risk assessment, hazard mitigation, and emergency preparedness for cultural resources through fresh eyes. This helps foster more resilient communities.

Emergency managers will learn about the needs of cultural resource collections and about hazardous items that might be included in cultural resource collections. They will be able to convey what they expect and need from cultural institutions in an emergency situation, and they will certainly have helpful suggestions to mitigate risks to collections and the buildings that house them.

Cultural resource institutions will learn what local emergency managers do in terms of mitigation planning, preparedness, and emergency response. They will have a better understanding of how they fit into overall emergency management structures, as well as more awareness of the risks facing their buildings and collections.

It is hoped that cooperative efforts will ultimately lead to the inclusion of cultural resources in local, regional, and even state level hazard mitigation plans, but do not set yourself goals that are overwhelming. If you have the resources, such as an established area, regional, or even statewide network for cultural resources emergency preparedness, by all means pursue an ambitious *Mitigation for Memory* program of multiple meetings, trainings, and outreach events. If you don't have such a network, or if you are faced with limited resources, make a start with what you do have.

Talk to others in your cultural community about the importance of hazard mitigation. Seek out local emergency managers and other officials, both to communicate the needs of the collections in your care and to let them know how you might make their jobs easier in the event of a disaster. Any interaction you can have with them prior to an emergency occurring will be helpful; the worst place to exchange business cards is at the site of a disaster!

Make sure the relationships you build are office to office, not just person to person (so that they will endure beyond personnel changes), and be persistent. Try to "institutionalize" your *Mitigation for Memory* project by appointing a Cultural Triage Officer for the community. This person can act as a point person with local emergency managers and help the cultural community organize additional events and mitigation/preparedness trainings, all of which will keep the project's momentum going. You may be surprised at what can develop over time from just a single community meeting.

APPENDICES

Appendix A: Glossary of Terms

TERMS USED IN THE MITIGATION FOR MEMORY FRAMEWORK

(“use for” and “see also” references are provided.)

Archives - (also archive, archival)	Can refer to one or more collections or institutions, or to the profession of administering those collections or institutions. 1. Materials created or received by a person, family, or organization, whether public or private; 2. Permanent records; 3. The division within an organization that maintains the organization's records of permanent value; 4. An organization that collects archival records; 5. The building (or portion thereof) that houses archival collections.
Cemetery	A burial ground or graveyard.
Collection	A group of materials with some unifying characteristic, or that have been assembled from a variety of sources; an artificial collection; OR the holdings of an institution or repository.
COSTEP MA	Coordinated Statewide Emergency Preparedness in Massachusetts. An affiliation of cultural stewards from the public and non-profit sectors and emergency managers from municipal, state, and federal governments. Its purpose is to build and foster a statewide emergency planning process that serves the cultural and emergency management communities and addresses disaster prevention, preparedness, response, recovery, and mitigation.
Cultural resources	Individual objects and collections with artistic, educational, historic, scientific, or social importance to a community. They might be housed in libraries, archives, museums, public records repositories, historic properties, houses of worship, cemeteries, or other repositories. They might include furniture, textiles, archaeological specimens, works of art, books, archives, records, etc.
Cultural Triage Officer (CTO)	A member of the cultural resource community within a municipality or other governmental unit who acts as a liaison between cultural resource institutions and the local emergency management official in charge, both before and during an emergency.
Disaster	An event that results in significant/major loss of, damage to, or destruction of cultural resources and/or historic properties. Can also be defined as an emergency that has gotten out of hand, perhaps because it happened when no one was present to respond.
Disaster Mitigation Act of 2000 (DMA 2000)	The Disaster Mitigation Act of 2000 (DMA 2000) (P.L. 106-390) amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), which was signed into law in 1988 and amended the Disaster Relief Act of 1974. It was designed to reinforce the importance of mitigation planning and put into place requirements for pre-disaster hazard mitigation planning at the state and local levels.
Electronic records/resources	Data or information that has been captured and fixed for storage and manipulation in an automated system and that requires the use of the system to render it intelligible by a person.

Emergency	Any incident, whether natural or manmade, that requires responsive action to protect human life, cultural resources, and/or historic properties. If an emergency is not responded to quickly, it may become a disaster.
Emergency management	Organized analysis, planning, decision making, and assignment of available resources to prevent, mitigate the effect of, prepare for, respond to, and recover from the effects of emergencies. Use for: <i>Disaster preparedness and response</i> <i>Emergency preparedness and response</i>
Emergency management cycle	The cycle of emergency management has four phases: mitigation, preparedness, response, and recovery. Ideally hazards are mitigated and response plans are put in place prior to an emergency, but once an emergency occurs, response and recovery lead to additional hazard mitigation and preparedness activities with the goal of preventing future emergencies and improving readiness.
Emergency managers	Officials usually affiliated with city, county, state, or federal government who play a coordinating role before, during, and after emergencies and disasters. Use for: <i>Emergency officials</i>
Emergency operations plan (EOP), or Comprehensive emergency management plan (CEMP)	The ongoing plan maintained by a state, locality, or individual institution for responding to a wide variety of potential emergencies involving cultural resources and/or historic properties. Use for: <i>Disaster plan</i> <i>Emergency plan</i> <i>Emergency preparedness and response plan</i>
Emergency planning	The planning activities undertaken to prevent, prepare for, respond to, recover from, and mitigate emergencies and disasters. Use for: <i>Disaster planning</i> <i>Disaster mitigation planning</i>
Emergency preparedness	A state of readiness to respond to a disaster, crisis or any other type of emergency situation. See also: Emergency management cycle
Emergency response	Actions taken to save lives and prevent further property damage in an emergency situation. Actions may include warning/evacuation, search and rescue, providing immediate assistance, assessing damage, and initial repairs to damaged infrastructure. The focus of response is on meeting basic needs until more permanent and sustainable solutions can be found. See also: Emergency management cycle

Hazard	A source of potential danger or damage; may be manmade or natural.
Hazard mitigation	<p>Actions taken to reduce or eliminate long-term risks to human life, cultural resources, and/or historic properties. Addresses both natural and manmade hazards.</p> <p>See also: Hazard, Risk, Risk analysis, Emergency management cycle</p> <p>Use for: <i>Mitigation</i> <i>Risk management</i></p>
Hazard mitigation plan	A systematic description of hazards facing a particular state, locality, or institution, and a description of actions to be taken to minimize vulnerability to identified risks.
Hazard mitigation team	A group of individuals or representatives from organizations or agencies with an interest in mitigation planning at the local, regional, or state level. These might include hazard mitigation officials, emergency management officials, environmental or other agencies, businesses, private or nonprofit organizations, and private citizens.
Historic sites	An official location where pieces of political, military, cultural, or social history have been preserved due to their cultural heritage value.
Historical society	An organization that seeks to preserve and promote interest in the history of a town, area, time period, or subject.
Library	A collection of published materials, including books, magazines, sound recordings, DVDs, etc., OR the building used to house such materials.
Local Government	A county, municipality, city, town, township, village, or other public entity. Includes Indian tribes or authorized tribal entities, or in Alaska a Native Village or Alaska Regional Native Corporation.
Museum	A public or private nonprofit agency or institution organized on a permanent basis for essentially educational or aesthetic purposes that owns or uses objects, cares for them, and exhibits them to the public on a regular basis.
Place of worship	A specially designed structure or consecrated space where individuals or a group of people such as a congregation come to perform acts of devotion, veneration, or religious study.
Public record	Information created or received by a government agency in the course of business that is preserved for future reference.
Record	1. A written or printed work of a legal or official nature that may be used as evidence or proof; a document. - 2. Data or information that has been fixed on some medium; that has content, context, and structure; and that is used as an extension of human memory or to demonstrate accountability. - 3. Data or information in a fixed form that is created or received in the course of individual or institutional activity and set aside (preserved) as evidence of that activity for future reference.
Records management	The administration of records throughout their life cycle, including creation, use, handling, control, maintenance, and disposition.

Recovery	<p>The process of returning to a normal or to an even safer situation after an emergency.</p> <p>See also: Emergency management cycle</p>
Repository	<p>Any type of organization that holds cultural resource collections, including archives, libraries, museums, historical societies, and historic properties.</p>
Resilience, community	<p>The ability of a community to resist, absorb, recover from or successfully adapt to adversity or a change in conditions. Specifically, the ability of community systems, infrastructures, government, business, educational entities, and citizenry to resist, absorb, recover from, or adapt to an adverse occurrence that may cause harm, destruction, or loss. Also encompasses the capacity of a community to recognize threats and hazards and make adjustments to improve future protection efforts and risk reduction measures.</p> <p>(adapted from Department of Homeland Security Risk Lexicon, September 2008)</p>
Risk	<p>The negative effect of a particular hazard event on human life, cultural resources, historic properties, and/or services provided by an institution.</p>
Risk assessment	<p>Evaluation of risks that might cause injury, damage, or loss; calculation of the probability of occurrence and the expected consequences for identified risks. As a result of analysis, risks are often described as high, moderate, or low.</p> <p>Use for: <i>Hazard Identification and Risk Assessment (HIRA)</i> <i>Hazard Vulnerability Analysis</i> <i>Risk analysis</i></p>
Stafford Act	<p>The Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L. 93-288, as amended, describes the programs and processes by which the federal government provides disaster and emergency assistance to state and local governments, tribal nations, eligible private nonprofit organizations, and individuals affected by a declared emergency or major disaster. The Stafford Act covers all hazards, including natural disasters and terrorist events. Stafford Act declarations are made by the President at the request of the FEMA Regional Administrator for the affected state or region.</p>
State Hazard Mitigation Officer (SHMO)	<p>The individual in charge of the state hazard mitigation office, which facilitates the preparation of the state hazard mitigation plan and administers the distribution of federal mitigation funding to local communities.</p>
Vital records	<p>Records containing information essential to the survival of an organization in the event of an emergency or disaster.</p>
Vital statistics	<p>Public records required by law that document significant life events, such as births, deaths, and marriages.</p>

Appendix B: Federal, State, and Local Hazard Mitigation Systems

Hazard mitigation (assessing risks and reducing their impact) differs from emergency preparedness and response in that it focuses on decreasing the impact and expense of an emergency rather than on how to get through it safely. Hazard mitigation is one of the many emergency management responsibilities of local communities, states, and the federal government. This section provides an overview of the hazard mitigation responsibilities at each level.

Federal Level

The federal government has a number of programs that are designed to help states and their communities reduce their risks from specific types of disasters. These include the National Flood Insurance Program (floodplain management, flood mapping, and flood insurance), the National Dam Safety Program, the National Earthquake Hazard Reduction Program, and the National Hurricane Program.

The Federal Emergency Management Agency (FEMA) administers several mitigation grant programs:

- **Hazard Mitigation Grant Program (HMGP):** Provides grants to implement long-term hazard mitigation measures following a major disaster declaration. Its purpose is to reduce the loss of life and property and to allow mitigation to be undertaken during the immediate disaster recovery phase. Eligible applicants or sub-applicants are states, local governments, Indian tribes or other tribal organizations, and private nonprofit organizations.
 - **The 5 Percent Initiative.** After a major disaster declaration in a state, up to 15 percent of the total disaster grants awarded by FEMA may be provided for mitigation through the HMGP. Because some mitigation activities are difficult to evaluate using FEMA-approved cost-effectiveness methodologies, the 5 Percent Initiative was established. Under this initiative, 5 percent of the 15 percent of disaster declaration grant funds earmarked for mitigation can be provided for grant projects that are not traditional “bricks and mortar” mitigation measures. Types of activities that might be funded under the 5 Percent Initiative include the evaluation of new, unproven mitigation techniques or technologies, hazard identification/mapping to support the implementation of mitigation measures, and public awareness or education campaigns about mitigation.
- **Pre-Disaster Mitigation (PDM):** Provides yearly funding for hazard mitigation planning and projects. Its purpose is to reduce overall risk to people and structures, therefore reducing the need for federal funding when a disaster occurs. Eligible applicants are states, tribal governments, and territories, while eligible sub-applicants are state agencies, tribal agencies, and local communities. Individual homeowners and businesses can apply for funding through eligible sub-applicants.
- **Flood Mitigation Assistance (FMA):** provides funding for projects to reduce or eliminate the risk of flood damage to buildings that are insured under the National Flood Insurance Program (NFIP). Funding is available for flood mitigation planning, implementation of measures to reduce flood loss, and project administration. Eligible applicants are states, tribal governments, and territories, while eligible sub-applicants are state agencies, tribal agencies, and local communities. Individual homeowners and businesses can apply for funding through eligible sub-applicants.

Perhaps the most important recent development in hazard mitigation at the federal level occurred in 2000, when Congress passed the Disaster Mitigation Act of 2000 (DMA 2000) (P.L. 106-390). This act amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), which was

signed into law in 1988 and amended the Disaster Relief Act of 1974. The Stafford Act provides statutory authority and guidance for FEMA response activities during a disaster. The purpose of DMA 2000 was to place more emphasis on pre-disaster hazard mitigation planning at the state and local levels as well as nationally.

State Level

Every state has a State Hazard Mitigation Officer (SHMO), whose office is usually located within the state emergency management office (which may be a stand-alone agency or located within another state-level department, depending on the state). In many states the state hazard mitigation office also includes a deputy SHMO and one or more mitigation specialists. The SHMO is part of the State Hazard Mitigation Team (a group of state emergency managers and representatives from interested state agencies), which develops a disaster-specific hazard mitigation plan at the state level. The SHMO also administers mitigation grant programs for local jurisdictions and conducts education and outreach activities about mitigation projects and grant programs.

DMA 2000 requires a number of activities at the state level:

- States must have a state hazard mitigation plan and it must be updated every three years for the state to continue receiving FEMA grant assistance. As noted above, this is usually prepared by a State Hazard Mitigation Team. States that develop an enhanced hazard mitigation plan (a plan that provides for increased statewide coordination and integration of mitigation activities) are eligible for increased federal funding.
- States must coordinate state and local government hazard mitigation activities by:
 - Making funds available (through the federal hazard mitigation grant programs noted above) to assist local jurisdictions with hazard mitigation planning and implementation.
 - Providing technical assistance and training to local jurisdictions, to help them apply for grants for hazard mitigation planning and projects and help them develop hazard mitigation plans.

Some states are very active in funding and carrying out statewide hazard mitigation activities (e.g., statewide fire or flood hazard mitigation projects). Other states have fewer resources and may be less active, but all states provide some level of funding and technical assistance for hazard mitigation on the county and/or community level through the federally-funded hazard mitigation grant programs.

Some states provide these funds to local counties or communities directly, while others whose local jurisdictions have limited staffing and resources may utilize regional planning entities to assist local governments in the preparation of hazard mitigation plans. If you consult your state's official hazard mitigation plan (usually available online through the state emergency management office), the section on local planning will describe your particular state's strategy for encouraging the development and updating of local level mitigation plans.

Local Government Level

DMA 2000 specifies that local governments must prepare and adopt a hazard mitigation plan in order to receive post-disaster grants for hazard mitigation. It also requires that the hazard mitigation plan be reviewed every 5 years and updated as necessary. There is no one official specifically tasked with this duty at the local level; usually the process is spearheaded by a planning team gathered from within the community. It might include local elected officials, emergency management personnel (fire, police, etc.), businesses, neighborhood groups, private and non-profit organizations, and citizens. It should be officially recognized by the local governing body.

Some communities develop their own plans, while others may join with other communities within a larger jurisdiction (such as a county or counties, a regional planning area, or a planning and development district) to form what is known as a multi-jurisdictional plan. If the latter option is chosen, DMA 2000 specifies that each community included in the multi-jurisdictional plan must participate in the planning process and officially adopt the plan if it wants to receive federal hazard mitigation funds. The development of multi-jurisdictional plans is coordinated by a county-level planning team, a regional planning commission or agency, or other similar organization.

Development of local plans must be coordinated with state-level priorities for addressing risks. Individual community or multi-jurisdictional planning teams communicate regularly with the State Hazard Mitigation Officer (SHMO) to ensure that those priorities are reflected in the local plan.

Appendix C: Resources

Resources for Building Relationships

State Hazard Mitigation offices. See <https://www.fema.gov/state-hazard-mitigation-officers> for a list.

FEMA regional offices. See <https://www.fema.gov/regional-operations> for a list of regional contacts.

Heritage Preservation, Heritage Emergency National Task Force. [Alliance for Response Program](#). Through a series of local forums, the Alliance for Response builds bridges between the cultural heritage and emergency response communities before disasters happen. Its Forum Planning Toolkit includes a brochure, the [Forum Planning Handbook](#), document templates, and summaries of past forums. You can also find a list with links to [Alliance for Response cooperative disaster networks](#) across the country.

IMLS Connecting to Collections program. Not all state projects focused on emergency preparedness, but their collaborative efforts may provide a foundation for an emergency preparedness network. A list of collaborating organizations in each state that participated in Connecting to Collections programs is provided at http://www.ims.gov/collections/impact_state_by_state.aspx

Resources for Mitigation

FEMA Mitigation Planning Documents

A series of how-to guides designed for states, Tribes, and local governments.

[Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning \(FEMA 386-6\)](#).

[Getting Started: Building Support For Mitigation Planning \(FEMA 386-1\)](#)

[Understanding Your Risks: Identifying Hazards And Estimating Losses \(FEMA 386-2\)](#)

[Developing The Mitigation Plan: Identifying Mitigation Actions And Implementing Strategies \(FEMA 386-3\)](#)

[Bringing the Plan to Life: Implementing the Hazard Mitigation Plan \(FEMA 386-4\)](#)

Sample State Mitigation Planning Documents

[COSTEP MA web site](#)

[Commonwealth of Massachusetts State Hazard Mitigation Plan](#)

Massachusetts Emergency Management Agency. [Natural Hazards Mitigation Planning: A Community Guide](#)

Mitigation at the Institutional Level

[Heritage Preservation Risk Evaluation and Planning Program \(REPP\)](#). This project was piloted in 2008–2009 by Heritage Preservation and funded with a National Leadership Grant from the Institute of Museum and Library Services. REPP provided each participating institution with an evaluation of risks to its

collections, both natural and human-caused; recommendations to mitigate these risks; and assistance in creating or updating an emergency plan. The grant program has ended, but you can see the pilot results and the tools that were developed for the project are freely available on the [Tools & Tips](#) page.

[FEMA Mitigation Resources](#). This website provides general definitions and discusses risk analysis, risk reduction, flood insurance and best practices. Links are also provided to FEMA's Mitigation Fact Sheets.

Appendix D: Sample COSTEP Community Meeting Forms

Some of the documents are stored on DropBox.com. It is not necessary to have a DropBox.com account to access them.

1. [Community Meeting Contact Tracking Form](#) (to keep track of contacts for the community meeting)
2. [Sample Community Meeting Invitation](#)
3. [Sample Community Meeting Agenda](#)
4. [Sample Community Meeting “Next Steps” Handout](#)
5. [Sample Community Meeting Evaluation Form](#)
6. [COSTEP MA Command and Control Structure](#)
7. [COSTEP MA Cultural Inventory Forms](#) (introductory letter, form for cultural institutions, form for municipal offices)
8. [COSTEP MA sample community meeting presentation](#)
9. [COSTEP MA sample regional planning agency presentation](#)

Appendix E: Sample COSTEP MA Mitigation Training Handouts/Forms

Some of the documents are stored on DropBox.com. It is not necessary to have a DropBox.com account to access them.

1. [Sample Mitigation Training Publicity](#)
2. Mitigation Training Handout: [Disaster and Disaster Plan Definitions \(Dutil\)](#)
3. Mitigation Training Handout: [Reasons for Disaster Preparedness \(Dutil\)](#)
4. Mitigation Training Handout: [Stumbling Blocks to Emergency Planning \(Dutil\)](#)
5. Mitigation Training Handout: [Basic Contents of an Emergency Operations Plan \(Dutil\)](#)
6. [Sample Mitigation Training Follow-Up Evaluation Form](#)
7. [Summary of COSTEP MA Mitigation Training Sessions held May-June 2014.](#)