

COMMUNITY DISASTER RESILIENCE PLANNING FOR HERITAGE RESOURCES



Source: Visit Cottage Grove

PRODUCED IN PARTNERSHIP BY OREGON HERITAGE
AND THE UNIVERSITY OF OREGON INSTITUTE FOR
POLICY RESEARCH AND ENGAGEMENT

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About the Institute for Policy Research and Engagement

The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

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STATEMENT FROM OREGON HERITAGE

Oregon's diverse historic assets are critical to Oregon as a place and as a culture. Whether a special collection or a collection of buildings; irreplaceable archives or a representative site; an outside place or an inside space, they serve as resources that make Oregon more livable, more inviting, more economically vital, and more interesting. They demonstrate the individual character of Oregon's communities in real time, in living color, reflecting our sad and challenging past as well as our triumphant and celebratory stories - both of which we must acknowledge in order to move forward as a humane community.

Today, these resources face multiple threats. From physical disasters like floods, wildfires, earthquakes, and tsunamis that threaten their very survival, to societal disasters like pandemics or financial collapse that threaten our access to them, the risks are real and rife. Now is the time to prepare for these disasters and to ensure that Oregon's historic resources survive to support community health, prosperity, resilience, and recovery.

Oregon Heritage and the State Historic Preservation Office are committed to this effort. We have found community engagement and collaboration to be strong drivers for this kind of work. It is our great hope that the *Community Disaster Resilience Planning for Heritage Resources Guidebook* and accompanying pilot project will serve as a model to help individual communities make disaster preparedness a priority, and as a framework for action easily applied to any community across the state.

They say a rising tide floats all boats. While we don't want a rising tide in our communities, we do want all "boats" lifted; to see individual successes leveraged to benefit all who call Oregon home. Remembering that we are better together will make all the difference when it comes to preserving Oregon's heritage.

Chrissy Curran

Oregon Heritage Director and Deputy State Historic Preservation Officer



Oregon's heritage is the evidence of our past found in the ideas and things we have created, the traditions we keep, and the environment we have inherited. It is the brick of a historic downtown building, knowledge handed down through the generations, and the sounds from a traditional community celebration.

Oregon's heritage holds great value. Sharing stories of the individuals and groups that have come before enables Oregonians to discover our place in the world. Exhibits and programs that examine freedom and achievement as well as injustice and struggle help provide critical awareness of where Oregonians came from and where we want to go. Preserving the character of historic downtowns creates vital places to live and work and acts as a catalyst for economic development. Participating in traditions and commemorations inspires engaged citizens. Oregon's heritage links us to the past, while it influences how we think about the future.

2020-2025 OREGON HERITAGE PLAN

ABOUT THIS GUIDEBOOK

Take a moment to think about your community.

What are the cultural and historic resources that make your community unique?

Has your community ever lost a resource? To time, to disrepair, to a storm or flood?

How did it feel to lose those resources? What did your community lose?

The heritage resources in your community are important. They preserve the past and tell the story that brought you and your community here today. They're worth being protected. Through this Guidebook, we'll empower you to protect these important heritage resources from disaster and emergency events by increasing the **resilience** of your heritage assets, organizations, and broader community. Resilience is the ability to anticipate, adapt, respond, and recover to unexpected change.

In January of 2020, the City of Cottage Grove planning staff, with support from the Oregon Heritage Program, convened a collaborative group of heritage organizations and faculty and graduate students from the University of Oregon's Institute for Policy Research & Engagement. This group set out to increase the resilience of the local heritage community to risks posed by natural disasters. The effort built upon the City's 2019 Historic Preservation Plan, which sought to coordinate local efforts and better protect vulnerable cultural and historic resources. The importance of resilient heritage organizations was brought into focus when we all faced the rippling impacts of a global pandemic beginning in March of 2020. The heritage organizations expanded their planning efforts to include the real impact experienced during COVID-19. The team worked to create a *Disaster Resilience Plan for Heritage Resources in Cottage Grove*, providing principles, practices, and resources to empower more resilient heritage organizations as well as the wider heritage network.

The Cottage Grove pilot project was the first effort in Oregon to create a community-wide resilience plan for heritage resources. Building on what we learned in Cottage Grove, this Guidebook presents a framework and lessons learned for other Oregon communities looking to increase the resilience of local heritage resources and organizations. By the end of this Guidebook, you will have the tools to **create a Community Disaster Resilience Plan for Heritage Resources**.

Why Disaster Resilience?

Like all aspects of human society, heritage resources are not immune to natural and human-caused disasters. There is a wide variety of emergency events that pose a risk to heritage resources – in 2020 alone, we’ve seen severe storms, a global pandemic, and wildfire threaten our communities. Regularly, we face vandalism and natural decay. These emergencies, the expected and unexpected, can damage or destroy items that represent our collective heritage.

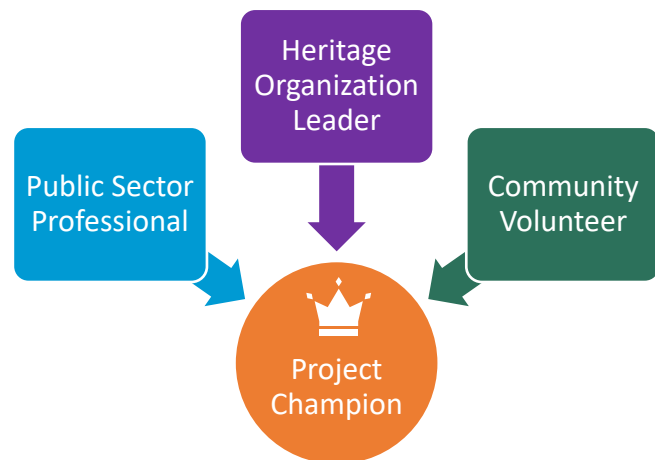
Collective heritage is part of what binds communities together. Heritage resources inspire and strengthen social bonds within communities. They contribute to community resilience through the places that are cared for, events that commemorate the past, and the interactions that community members experience in the practice of preservation.

Heritage resources make crucial contributions to local economies. The promotion of heritage sites as tourist destinations is one of many ways that heritage resources make significant economic impacts. Local economies are driven by both the heritage organizations as well as local businesses, hotels, and associated services. The prioritization of heritage resources within disaster and emergency planning has significant implications both culturally and economically.

Resilient heritage organizations are more effective and have greater impact. Resilience planning ensures that disaster events have a shorter-term impact and helps organizations return to “normal” faster. Organizational policies and procedures, decision-making strategies, and engagement tactics not only impact resilience, but sustainability and effectiveness.

Who is this Guidebook for?

This guidebook is designed for a **Project Champion** – someone who wants to advance a more resilient heritage community, starting by developing a Disaster Plan for Heritage Resources. A Project Champion could be a public sector professional, like in Cottage Grove, a leader of a heritage organization, or an active volunteer in your community.



A Project Champion is responsible for:

- Building a diverse group of participating stakeholders
- Convening on-going planning meetings
- Organizing communication between various heritage organizations
- Building relationships between those heritage organizations
- Persevering over the course of several months and maintaining energy and momentum

Right-sizing Your Resilience Plan

This Guidebook is designed using the concept of “right-sizing.” Adapt the guidance provided here to best fit your community’s needs and available resources to support your particular planning process. You may start planning with a single heritage organization, a grassroots effort with new partners but few resources, or invest in a process facilitated by a consultant.

RIGHT-SIZING IN COTTAGE GROVE

In their organizational plans, many of the heritage organizations in Cottage Grove identified needing a way to digitize their heritage assets more efficiently.

Through a community-wide planning process, the project team discovered digitization was a shared need. This resulted in an action item to purchase a scanner that all the heritage organizations could share in order to save money.

The Guidebook incorporates two types of plans:

- **Organizational Plan:** A Disaster Resilience Plan for Heritage Resources for a single heritage organization.
- **Community-wide Plan:** Links together two or more organizational plans to find shared areas of concern and efforts where the organizations can work together.

An organizational plan is one component of a community-wide plan. Based on the capacity of your community, it might be a good idea to start here and then expand your scope when possible. Your organization will identify its vulnerable assets, review resources, and set goals to develop policies to better preserve and protect the heritage resources you steward.

A community-wide plan takes a more comprehensive approach. This requires a number of heritage organizations who are willing to go through this process together, resulting in the opportunity to find shared strengths and weaknesses, identify ways to leverage limited resources, and work together to meet collective needs.

STARTING WITH THE ESSENTIALS

Starting with an organizational plan? Here are the most essential sections of this Guidebook to begin your process:

- Chapter 2, Pg. 8-13: Cultural Resilience Framework
- Chapter 5, Pg. 29-32: Organizational Risk Profile
- Chapter 5, Pg. 41-48: Data Collection Strategies
- Chapter 6, Pg. 53-57: Setting Priorities
- Chapter 7, Pg. 58-62: Strategic Planning
- Chapter 8, Pg. 67-68, 70: Plan Implementation and Adoption

Guidebook Organization



Section 1 of this Guidebook will help ensure that you, your community, and participating heritage organizations are ready to create a Disaster Resilience Plan. By the end of this section, you'll be able to answer:

- Why is this process important?
- What will your initial planning process will look like?
- Which partners should be at the table for these conversations?
- Has your community discussed whose heritage you are preserving, and who you may be leaving out of these discussions?

Section 2 is where we dig into collecting relevant data on local heritage assets, developing a profile of risk and vulnerability, and setting shared priorities. Through a clear understanding of risk, your community can develop realistic and specific goals to increase resilience. By the end of this section, you'll be able to answer:

- What will the committee planning process and roles look like?
- What previous work has been done to reduce risk from natural hazards and other emergency events?
- How will your community collect data on risk in order to set priorities?

- What outcomes do you hope to achieve through resilience planning? How will your committee develop an action plan to address these outcomes?

Section 3 focuses on what comes after writing the plan. We'll discuss how to implement your plan, strategies for maintaining and adopting the plan, and ideas to take your effort to the next level. By the end of this section, you'll be able to answer:

- How do you implement the goals that you have developed?
- How do you follow up on those action items, and how often?
- How will you know if you have succeeded?
- How will the work continue?

How to Use this Guidebook

This Guidebook will take you through the step-by-step process of creating a Disaster Resilience Plan for Heritage Resources – from gathering resources to implementation of your action plan.

Along the way, we'll provide lessons learned from the Cottage Grove pilot project and resources to dig deeper on key themes within color-coded call out boxes.

<u>Green</u> Navigating the chapter	<u>Blue</u> Examples from Cottage Grove	<u>Orange</u> Examples from other communities	<u>Purple</u> Additional resources
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Additionally, a series of appendices provides sample tools and templates to begin your own process. PDF versions of each appendix are available on [the Oregon Heritage website](#).

You'll find icons throughout the text to point out lessons learned, questions for consideration, or when there is more information available in an appendix or online.



Tips

Tips and hints for how this could work for you, including ways that it happened for the Cottage Grove Pilot Project and what we learned.



Discussion Points

Questions to think about with your heritage network or to consider how the concepts apply to your community.



Video

A short video series provides more context and examples from the Cottage Grove Pilot Project. [An introduction to the video series is available here.](#)



Appendix Material

More information is available in the appendices, often a sample, template, or worksheet to guide your work.

Get to Work!

Now it is time to review this Guidebook and think about your next steps. Keep in mind:

- Right size for your community and organizations.
- Think broadly about partners and stakeholders.
- **Stay positive.** You can do this!

SECTION 1: ASSESSING READINESS



Friends of Kam Wah Chung Translation Project
Source: Oregon Heritage Program

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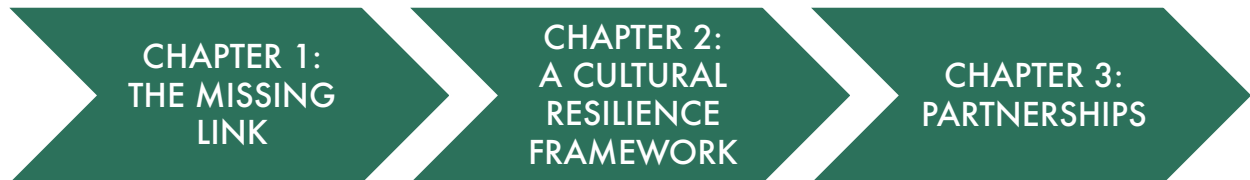
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SECTION 1: ASSESSING READINESS

How ready are you and the heritage organizations in your community to create a Disaster Resilience Plan? Section One will help you, as a Project Champion, feel prepared and confident in convening and coordinating this planning effort. This section provides guidance on creating a process that meets your community’s unique needs by establishing a foundation for your plan, including grounding principles of resilience and essential partnerships and stakeholders. By the end of Section One, you will:

- Understand the “missing link” between heritage preservation planning and emergency management planning.
- Become familiar with the foundational principles of resilience and the cultural resilience framework applied throughout the planning process.
- Learn how to create and maintain the diverse partnerships needed to carry out disaster resilience planning for heritage resources.



CHAPTER 1: THE MISSING LINK



Disaster Preparation for Heritage Resources

Heritage resources connect us to each other and our collective past. They support our local economies and strengthen social bonds. Heritage resources serve as physical, spiritual, and psychological manifestations of identity, and the loss of such resources can be a devastating tragedy for a community. In April 2019, it felt as if the entire world came together to mourn the loss of portions of the iconic Notre Dame Cathedral. The structure represents many things to many people – a place of worship, the highlight of a family vacation, the long and storied history of Paris, an architectural marvel, or a communal space to gather and celebrate.

As we have seen from events spanning the world – from Paris to Christchurch to New Orleans – heritage resources are vulnerable to natural and human-caused disasters. The effects of our rapidly changing climate will increase the frequency and severity of natural hazards, further increasing the vulnerability of heritage resources and

CHAPTER SUMMARY

- Disaster Preparation for Heritage Resources
- Building Resilience through Heritage Resources
- Planning for Heritage Resources
- Whose Heritage?

KEY QUESTIONS

- Why is a disaster resilience plan for heritage resources important?
- What existing efforts can provide a foundation for this plan?
- Who should be involved in the planning effort?

NOTRE DAME: A LESSON IN RISK REDUCTION

On April 15, 2019, the world watched as the Notre Dame Cathedral was enveloped in fire and smoke. Fire is one example of how hazards, both natural and human-caused, can significantly affect heritage resources. In this case, a fire caused during renovations created catastrophic damage to the building, and specifically its iconic spire. Impacts from such events can be greatly reduced through attention to hazard mitigation efforts – reducing risk through regular maintenance, safety procedures, and other emergency preparedness strategies.

the organizations that steward them.¹ Moreover, historic resources are uniquely at risk to natural decay, deferred building maintenance or renovation, and incidents of theft or vandalism. In addition to vulnerability to damaged structures and/or collections, many heritage organizations are resource-constrained nonprofits, managed by limited staff and volunteers. Whether a disaster comes in the form of a building fire or a global pandemic that limits visitation and fundraising efforts, heritage organizations must find ways to plan for, mitigate, and respond to emergencies and continue their work of preserving historic and cultural resources.

We know our shared heritage resources are essential to our communities, and we know they are highly vulnerable to damage or loss from disasters. Public sector professionals already actively plan for the impact of natural disasters in our communities. They look at the potential impacts on our critical infrastructure, like hospitals and roads, as well as the threats to our most vulnerable populations. But planners and emergency management professionals rarely consider and prioritize the impact of disasters on heritage resources. This is the “missing link” a Disaster Resilience Plan for Heritage Resources looks to address. If our emergency management professionals aren’t planning for our heritage resources, who is? This precedent of limited collaboration offers the chance to leverage our shared goals and partner more effectively.

Building Resilience through Heritage Resources

Heritage is the array of significant things, thoughts, and activities associated with the human experience in Oregon. Our heritage resources include artifacts and other manifestations of material culture, documents, publications, photographs and films, prehistoric and historic sites, historic buildings and other structures, cultural landscapes, heritage celebrations, festivals and fairs, and songs, stories, and recordings associated with the human experience in Oregon.² Heritage resources shape our values and identity, serving as the embodiment of tens, hundreds, even thousands of years of cultural expression. When memories fade, these heritage resources continue to tell the stories of our humanity.

Heritage resources are important to resilient communities because they are places of memory and stability during times of crisis and help to preserve community identity even in the face of traumatic change. Heritage resources are also important drivers of local economic activity. As a result, they are critical to a community’s ability to bounce back after a disaster event. Protecting heritage resources can preserve a community’s shared identity and reinforce connections between neighbors and the larger community.³ Heritage resources also help communities to examine and recognize the more negative aspects of our past, highlighting the ways we can learn from historic wrongs and inform a better future.

¹ UNISDR. (2013). Heritage and Resilience: Issues and Opportunities for Reducing Disaster Risks.

² Oregon Heritage Commission

³ UNISDR. (2013). Heritage and Resilience: Issues and Opportunities for Reducing Disaster Risks.

Planning for Heritage Resources in Oregon

In 2020, the Oregon Heritage Commission produced the *Oregon Heritage Plan* for 2020-2025. The plan establishes four goals:⁴

- **Include More Voices:** Expand the narrative of history told and preserved in the state to capture previously excluded or marginalized voices for a more complex and accurate depiction of Oregon’s historical events.
- **Increase Access to Heritage:** Strive to engage more community members and visitors in local heritage by increasing awareness of resources and making them available to diverse audiences and potential stakeholders.
- **Promote the Value of Heritage:** Share the economic, cultural, and educational value of heritage with the public and decisionmakers to inspire awareness, funding, and respect for long-term preservation of Oregon’s heritage.
- **Pursue Best Practices:** Pursue professional standards and best practices related to heritage processes, standards, and organizational management to ensure healthy, sustainable heritage organizations.

The Oregon Heritage Plan provides the foundation for disaster and resilience planning for heritage resources. A successful community disaster resilience plan, as outlined in this Guidebook, will create more resilient heritage organizations. Resilient organizations are those who actively engage diverse voices, promote the value of heritage to local public officials and other key stakeholders, leverage limited volunteer and financial resources, and demonstrate the value of heritage resources within resilient communities.

HISTORIC PRESERVATION PLANNING IN COTTAGE GROVE, OREGON

Cottage Grove, an All-Star Heritage Community and small city at the southern end of the Willamette Valley, has built a character grounded in its collection of historic and cultural resources. Such resources – buildings and historic districts, historic artifacts, databases, sacred places – form the focal point of the community’s identity. Acknowledging the value of these assets, the City’s 2019 Historic Preservation Plan (HPP) outlined a primary goal to *“coordinate efforts of the community’s heritage partners in the preservation of the City’s historic resources and cultural heritage.”*

As an outcome of the 2019 HPP, Cottage Grove’s network of heritage organizations participated in a pilot project to develop a community-wide Disaster Resilience Plan for Heritage Resources. This plan provided a unique opportunity to protect heritage resources and their connection to community identity by planning for more effective mitigation, preparation, and response to emergency events – for both heritage organizations and their existing collaborative network.

⁴ Oregon Dept. of Parks and Recreation. (2020). 2020-2025 Oregon Heritage Plan.

Whose Heritage?

Heritage resources provide perspective and understanding of our community, cultural identities, and shared beliefs. Heritage preservation activities send a clear message about which cultures are reflected, valued, represented, and *visible*. This representation perpetuates the inclusion of some cultures, heritage, and stories, and the exclusion of others.

Representation matters. Whose heritage is acknowledged and welcomed in public spaces has been defined by centuries of discrimination, displacement, and violence that render some histories more visible than others. Inequities exist in both heritage resource representation and vulnerability to natural disasters for historically underrepresented groups, including Black, Indigenous, Asian and Pacific Islander, Latinx, and other communities of color. Prioritizing the inclusion of more voices in disaster resilience planning for heritage resources can address some of this history of exclusion and erasure. Throughout this Guidebook, we encourage heritage organizations and Oregon communities taking on this work to use this effort as an opportunity to broaden the definition of what is considered a heritage resource and include more diverse voices in the planning and preservation process.

How representative is your heritage network of your broader community?
What groups have been historically excluded from heritage preservation activities?
How ready is your heritage network to engage in conversations about inclusion?



WHY TELLING DIVERSE STORIES MATTERS

The High Desert Museum in Bend, Oregon hosted an event called *Frontier Days* as an opportunity for elementary students to explore history. Until recently, this program mostly told this history through the singular perspective of Anglo-Europeans. A grant from the Oregon Heritage Commission allowed the Museum to adapt the event in order to increase awareness of the diverse cultures that are a part of Oregon's history.

The Museum also participated in a Cultural Competency Learning Institute to support this program re-design effort. The Institute instilled the importance of working within the organization to build board, staff, and volunteer investment in diversity, equity, and inclusion principles. The *Frontier Days* program re-design served as a concrete example of these broader organizational efforts.

The new program, launched in April 2019, is called *Oregon Encounters*, and includes stories from American Indian, African American, Native Hawaiian, and Latinx perspectives. This project serves as just one example of the opportunity for heritage organizations to protect and preserve the diverse stories of our Oregon communities.

Adapted from [Building Institutional Awareness of Why Telling Diverse Stories Matters](#)

CHAPTER 2: CULTURAL RESILIENCE FRAMEWORK



The Cultural Resilience Framework provides a roadmap for creating a disaster resilience plan for heritage resources, integrating best practices from both disaster planning and historic preservation planning. Each of the three components of the Framework are important and will help guide community-wide and organizational planning efforts. The Framework strives to reduce the risk of damage or loss of heritage resources, strengthen communication across key stakeholders, and broaden participation to represent the entire history of a place and its community.

CHAPTER SUMMARY

- Resilience Principles
- Emergency Management Cycle
- Diversity, Equity, and Inclusion Practices

KEY QUESTIONS

- What are the components of the cultural resilience framework?
- How does the Framework inform your project approach?
- How can the disaster resilience plan further diversity and inclusion efforts?

- **Resilience Principles:** Resilience is the ability of communities, organizations, businesses, and public agencies to anticipate, adapt, respond to, and recover from unexpected change.⁵ The Framework considers seven core principles and applies them to heritage organizations and heritage resources within a community.
- **Emergency Management Cycle:** Commonly used in natural hazard planning, the cycle outlines the four phases of disaster planning – mitigation, preparation, response, and recovery. Each phase focuses on specific types of actions that work to manage or reduce the risks of disaster before, during, or after an event.
- **Diversity, Equity, and Inclusion (DEI) Practices:** DEI works to include people of many different identities to promote fairness and justness.

⁵ Stockholm Resilience Center. Principles for Building Resilience: Sustaining Ecosystem Services in Social-Ecological Systems. Accessed at <https://applyingresilience.org/en/the-7-principles/>

Resilience Principles

Disaster resilience is the process of considering the vulnerability of a system and finding ways to reduce risk or potential damage before an event occurs. Highly resilient systems are more prepared to respond to a disaster and recover more quickly.

Resiliency should be a common thread throughout the entire planning process. The Stockholm Resilience Center outlines seven principles of resilience that can act as tools for guiding the approach, process, and outcomes of disaster planning for heritage resources. Your planning effort should consider how each principle can be applied to heritage organizations and collaborative networks.

RESILIENCE PRINCIPLES

Maintain Diversity and Redundancy

Definition: Systems with multiple components are more resilient, as redundant components can help to compensate for the loss or failure of others.

Example: Resilient heritage organizations maintain diverse sources of funding to ensure they can continue their essential work during an extended period of closure due to an emergency event.

Manage Connectivity

Definition: Well-connected systems have the potential to recover from disaster quickly, although systems that are too connected risk the spread of disaster impact.

Example: A resilient heritage network actively engages with their community to advocate for heritage resource preservation and support other resource providers.

Manage Slow Variables and Feedback

Definition: Identifying slow-changing components, like natural decay to a building or changing values within a community, that impact the balance and stability of the system to continue operating.

Example: Resilient heritage organizations monitor and evaluate their progress towards organizational goals, regularly identifying areas for improvement.

Foster Complex Adaptive Systems-thinking

Definition: Developing an understanding that all parts of a system are connected and interwoven.

Example: A resilient heritage network actively partners with tourism and economic development agencies because they recognize the value of historic and cultural resources in the local economy.

Encourage Learning

Definition: Reflecting on what is known and adjusting to new ways of doing things.

Example: Resilient heritage organizations seek out new information to improve how they steward sensitive cultural resources.

Broaden Participation

Definition: A variety of people from different backgrounds and perspectives that can strengthen the connection between information gathering and decision-making.

Example: A resilient heritage network tries new ways of engaging a diversity of community members and recognizes the importance of broadening their support.

Promote Multi-Stakeholder Governance

Definition: Multiple partners collaborate to make decisions for a system.

Example: Resilient heritage organizations share resources and decision-making within formal and informal partnerships in order to achieve shared goals.

Another valuable framework outlining the key factors of resilience is [Resilient Organisations' 13 Resilience Indicators](#). The model is focused on organizational resilience across three categories (1) leadership and culture, (2) change readiness, and (3) networks and relationships. This model may be useful for larger institutions or complex networks.

Emergency Management Cycle

There are few examples at the local level of how to prioritize and preserve heritage resources using the traditional emergency management cycle. The cycle builds from four phases: mitigation, preparedness, response, and recovery.



Mitigation

Mitigation strategies focus on preventing and reducing the causes, impacts, and consequences of a disaster or emergency event. For heritage organizations, mitigation strategies may include:

- Education and outreach activities that increase community investment and organization's capacity to preserve heritage resources.
- Changes to policies and procedures that increase internal communication and risk management practices.
- Projects that improve the buildings where heritage resources are housed.
- Increased capacity for asset management through available resources for preservation activities and diversifying the volunteer base.

Preparedness

In the event of a disaster, heritage resources will follow behind life-saving and essential infrastructure priorities within the community. Heritage organizations will play a lead role in response efforts for heritage resources before emergency resources are available, requiring adequate preparation to protect heritage assets. Preparedness includes activities focused in planning, training, and education for hazards that cannot be mitigated. Preparedness strategies include:

- Developing a response team of individuals and key partnerships that will lead decision-making in the event of a disaster.
- Training and educational activities, including review of long-term building closure, location of emergency response supplies, and contingency plans for continuing mission-driven activities and stabilizing funding resources.

Response

The response phase focuses on the immediate impact of an emergency event. Attention should be first directed to any immediate threats to personal safety, including staff, board members, volunteers, and partners. Response to a disaster requires implementing the systems that were created within the preparedness phase. Preparedness can shorten reaction times through increased communication and clear roles, reduce the risk of permanent closure, and avoid loss of irreplaceable heritage resources. Response strategies include:

- Mobilization of the response team to make decisions concerning safety, building closures, and next steps.
- Securing disaster response funds for continuing organizational operations during long-term closures, supporting staff positions, or assistance to operational budgets.

Recovery

Recovery begins with the restoration of heritage resources concurrently with returning to regular operations and mission driven activities. Initiating the recovery of heritage resources and heritage organizations may be contingent on guidance and mandates from city or state governments, available funding resources, and organizational capacity. Recovery strategies include:

- Documenting and assessing damage to heritage resources.
- Community outreach to notify the re-opening of heritage resources.
- Accessing emergency funding for repairs or loss of revenue during closure.
- Revisiting disaster resilience plans to reduce vulnerability to future events.

Diversity, Equity, and Inclusion Practices

Diversity, equity, and inclusion (DEI) describes practices within planning that include people of many different identities to promote fairness and justness and support those of different identities to have an equal voice in decision-making and leadership roles. Incorporating DEI practices within disaster resilience planning for heritage resources is supported by a resilience thinking approach and aligns with the goals of the 2020-2025 Oregon Heritage Plan.⁶ Additionally, FEMA’s state and local mitigation planning guide for incorporating historical property and cultural resources encourages incorporating DEI practices.

By embedding DEI practices within the development of a disaster resilience plan, communities can address the legacy of planning efforts that perpetuate the marginalization of communities who often experience disproportionate impacts from disaster events and lack representation of their identities in the heritage resources.⁷ There are many ways heritage organizations could apply DEI practices within the disaster resilience planning process. A few examples include:

- **Internal Work:** Resilient heritage networks recognize the need to engage in thoughtful and honest dialogue within their organizations and networks about racism and histories of exclusion. Resources like the Nonprofit Association of Oregon’s [Equity & Inclusion Lens Guide](#) can help to start those conversations.
- **Diverse Partnerships:** Resilient heritage organizations seek out and partner with diverse organizations that inform the appropriate preservation and interpretation of culturally

COTTAGE GROVE: APPLYING DEI PRACTICES

The project team explored ways for the resilience planning effort to incorporate resources and actionable strategies to advance DEI efforts within the Cottage Grove heritage community.

The efforts were grounded in a desire to include more experiences, identities, and histories within heritage preservation efforts. Given the limited capacity of these volunteer-driven nonprofit organizations, the project team proposed the following strategies:

- Acknowledging accurate history of place through a tribal territorial land acknowledgment.
- Specific action plan recommendations for heritage organizations to improve DEI practices, including training on micro-aggressions, engaging diverse volunteers, appropriate stewardship of tribal resources, and more.
- Using examples of diverse groups and heritage preservation practices within partner engagement, including meeting activities and presentations.
- Providing a resource list as an appendix to the final disaster resilience plan, including grant opportunities, best practice guidance for heritage groups, and local and statewide contacts.

⁶ Oregon Dept. of Parks and Recreation. (2020). 2020-2025 Oregon Heritage Plan.

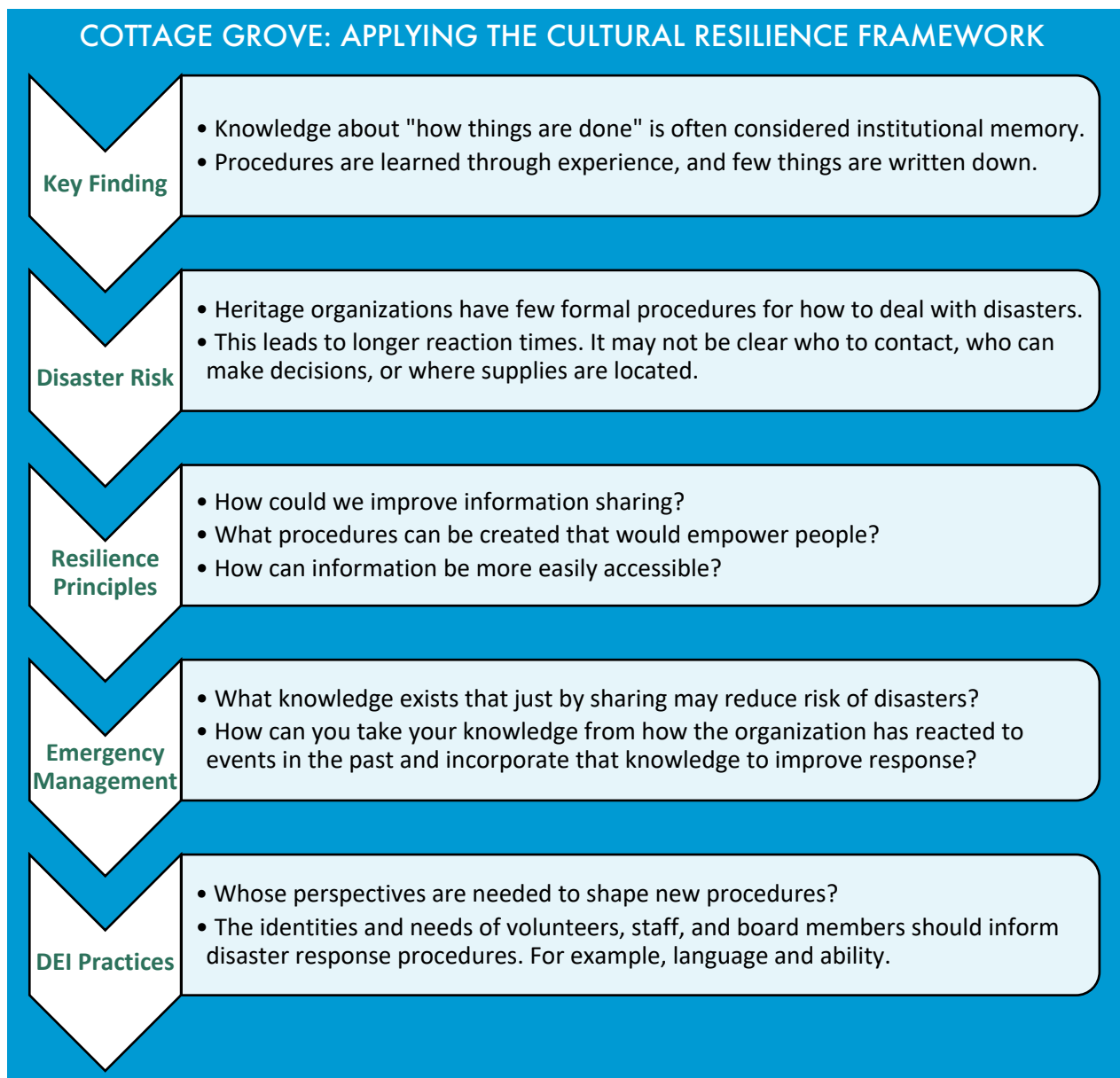
⁷ Davidson, T. M., Price, M., McCauley, J. L., Ruggiero, K. J. (2013) Disaster Impacts Across Cultural Groups: Comparisons of Whites, African Americans, and Latinos. *Am J Community Psychol.* 52 (0): 97-105.

significant heritage resources. For example, Linn County Historical Museum worked with Oregon Black Pioneers to [incorporate black history](#) in their permanent exhibit.

- **Community Conversations:** Resilient heritage networks recognize the importance of engaging with all members of their communities and work to reduce barriers to participation in heritage events and resources.
- **Heritage Places:** Resilient heritage organizations identify historic places that can provide a safe place during recovery from disaster events that may disproportionately impact marginalized communities.



For further guidance on applying the Cultural Resilience Framework, see [Video 2: Cultural Resilience Framework](#).



CHAPTER 3: PARTNERSHIPS



Developing Sustainable Partnerships

Disaster resilience planning for heritage resources must be a team effort. The coordinated participation of a diverse group of stakeholders is necessary for planning to succeed. Before convening a group to advance your planning effort, it will be important to lay the groundwork for productive and sustainable collaboration. As discussed in Chapter 1, the disaster resilience plan for heritage resources is grounded in the intersection between two fields of planning. Collaboration is essential to leverage the different resources available within these two fields and across your community.

Without a history of collaboration and partnerships, it will be essential for your resilience planning effort to establish effective group norms early in your process. Sustainable and diverse partnerships are also the key to a resilient heritage network. Your group will be more able to weather transitions, resource constraints, and other challenges if you have incorporated good partnership practices early in the process. Consider the following strategies in developing your new partnerships, and maintaining and improving those that already exist:⁸

Get to Know Each Other

Partnerships are founded on trust and grow best on a firm ground of mutual knowledge and understanding. Learn about the values, priorities, and limitations of potential partners, and show them how they will benefit from collaboration. This

CHAPTER SUMMARY

- Developing Sustainable Partnerships
- Identifying Partners
- Prioritizing Diverse Representation

KEY QUESTIONS

- Will your effort build on existing partnerships, or will you need to build something new?
- Who should be involved in this process?
- How will you establish productive shared norms with partners?

⁸ Oregon Dept. of Parks and Recreation - Oregon Heritage. (May 2015). Heritage Bulletin 17: Sustainable Partnerships.

step is especially important for new partnerships but should be practiced even in existing groups.

Maintain Open Communication

Establish and maintain open lines of communication between key contacts at each partner organization. This is essential, particularly for partnerships consisting of organizations with no history of cooperation. Early in the process, a Project Champion should establish how the group will communicate – sharing updates, progress, information needs, and more.

Break New Ground and Old Habits

Reach out to new and unlikely collaborators. Effective partnerships will acknowledge and overcome stereotypes, develop new habits of cooperation, and curb unrealistic expectations. Developing new partnerships should happen early in the process. Consider ways to engage your current partners in brainstorming who should be at the table that has historically been excluded or bring unique expertise.

Be Aware of Bias and Barriers

With new diverse partners at the table, consider how traditional meeting practices or norms may pose barriers to other participants. Consider different cultural practices and adjust your process to meet those differences. Identify potential barriers to participation and consider additional resources for participants in identifying unconscious biases.

Share Decision-making

Share the decision-making authority and responsibility equitably with participating partners. All partners must feel welcome and believe their contributions are valued. Establish how your committee will make decisions early on.

Share Responsibility and Costs

Partners need to be clear about what they can contribute to any project, whether it is time, money, or influence. Define the roles and responsibilities of partners up front.

Work Toward Shared Goals

Partnerships should be based around shared goals that reflect the mutual self-interests of the participating organizations. Be aware that the missions of other partner organizations differ from your own. Understand the potential consequences of the partnership's actions for each of the partners.

Be Realistic

Know what your partners can afford to contribute to partnership projects, both in terms of time, money, and other resources – and know what additional resources are available from outside sources. This may require adapting your initial expectations of the project to meet the needs of your partner organizations.

Secure Commitment

Most partnerships begin with a rush of enthusiasm. Long-term partnerships, like any strong relationship, require patience, flexibility, inclusiveness, and respect for differences. Consider how to ensure commitment from each organization early in your process, especially at the board level.

Celebrate Successes

Take the time to celebrate the successful completion of smaller projects along the way in order to maintain enthusiasm from the long-term goals of the partnership.

Which of these strategies are already standard practice?
Which do you think could be improved upon across your heritage community?



Identifying Partners

A group with varied skills and expertise, resource capacities, knowledge, and lived experiences can increase the potential of the planning process to achieve its desired community outcomes. When beginning the process of identifying stakeholders for heritage resource disaster resilience planning, ask the following questions:

- Who is heritage resource preservation important to?
- Who is disaster resilience and emergency management important to?
- What kind of skills, expertise, knowledge, capacity, and resources are needed?
- What does your community need to improve resilience? Who provides the resources?

Prioritizing Diverse Representation

As a key component of resilience, Project Champions should keep diversity as a core tenant of the entire planning process. In developing a list of key partners, consider how to foster more diverse engagement and participation across community demographics, access, viewpoints, and organizations. Diverse participation allows for more perspectives and resources to contribute to the project. It also allows for a deeper and more nuanced understanding of historical events and fosters more involvement in heritage resource preservation. Start by asking “who isn’t traditionally involved in heritage preservation efforts in our community?”

To answer this question, we must recognize that many groups have been historically excluded and marginalized within historic preservation efforts and traditional emergency planning, including low-income communities, communities of color, people with disabilities, youth, and LGBTQ communities. One key objective from the Oregon Heritage Plan is that “*more stories from previously excluded or marginalized voices are developed and shared.*” Planning and collaborative efforts present an opportunity to identify and remove existing barriers to participation.

Another related outcome from the Oregon Heritage Plan is that “*heritage organizations evaluate who’s in their community and take intentional steps to decrease barriers and increase access.*” Your community may often see the same individuals and organizations that show up to every meeting or volunteer for every project. These individuals have more access to participation, and while these super volunteers are essential to our heritage networks, it will be important to engage new perspectives in this effort. Encouraging participation from other staff, board members, or volunteers will increase creativity, improve institutional knowledge, and encourage learning. Additionally, this project is an opportunity to reach out to different types of partner organizations. This could include organizations that don’t see themselves as heritage organizations but may steward historic resources, represent an important stakeholder, or improve access to other community groups. These groups may increase the resources available for your project, as well as the scope and breadth of your implementation efforts. For examples of the various partners you might engage, see Chapter 4.

SECTION 1: NEXT STEPS

This section sought to provide a foundation for your resilience planning effort. As a Project Champion, consider the following questions and proposed next steps:

Can you articulate why this process is important?



Next Step: Create a one-page document to summarize the project rationale and goals to distribute to potential partners. Start by answering the key questions and reviewing sample project rationale and goals in the template provided as **Appendix B**.

Do you have an idea of what your initial planning process will look like?



Next Step: Develop an agenda for an initial informational meeting – see **Appendix C** for a sample version. Consider opportunities to discuss partnerships, shared goals, and the groundwork for your project approach as outlined in the Cultural Resilience Framework.

Do you know which partners should be at the table for these conversations?



Next Step: Develop a list of potential partners to begin your outreach effort. Write an introductory email or phone script, inviting partners to an initial informational meeting or further discussions – see **Appendix D** for a sample version.

Has your community discussed whose heritage you are preserving, and who you may be leaving out of these discussions?



Next Step: Review your outreach list with a critical lens to diversity and inclusion. Consider adding cultural or community-based organizations that can add important perspectives to your planning process. **Appendix E** includes more resources on DEI practices to provide a starting place.

SECTION 2: CREATING THE PLAN



Racing to Change
University of Oregon Museum of Natural and Cultural History
Source: Oregon Heritage Program

PRODUCED IN PARTNERSHIP BY OREGON HERITAGE
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POLICY RESEARCH AND ENGAGEMENT

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SECTION 2: CREATING THE PLAN

Now that you have a clear understanding of the purpose and foundational elements, it is time to get started on creating your disaster resilience plan. This section provides guidance on how to develop a profile of risk and vulnerability for heritage resources in your community. We identify the tools and resources you may already have to support this planning process, as well as what you will need along the way. With a better understanding of risk, a Project Champion can lead the development of realistic and specific goals and strategies to improve the resilience of each heritage organization and the broader network of heritage assets in your community. By the end of Section Two, you will:

- Learn effective approaches for engaging stakeholders and a steering committee.
- Consider ways to assess the current conditions of your community and organization through qualitative data collection and community engagement efforts.
- Identify and analyze current city planning documents.
- Develop shared goals and an action plan grounded in resilience principles.



CHAPTER 4: THE COMMITTEE



Source: You X Ventures via Unsplash

Reaching out to Potential Partners

As you've learned, the work of resilience planning is best done collaboratively. A diversity of partners can influence and improve the outcomes of the planning process. When advancing a community-wide plan, a working committee can broaden engagement, spread out the work, and generate more diverse perspectives. Your list of potential partners will include both existing relationships and new ones. As a Project Champion, you will have several important considerations in beginning the committee outreach process:

- Are there existing collaborative networks or partnerships you can build on, rather than starting from scratch?
- How will you articulate the importance of this project to potential partners?
- Can you clearly outline the anticipated time and energy needed from participants?
- What is the capacity of your potential partners to connect? This may include access to technology, time and scheduling constraints, physical and mental ability, and other barriers to communication.

As a first step, organize an initial informational meeting to present the project goals and outcomes, answer questions, discuss which partners are not yet at the table and should be, and potential external resources needed to complete the plan. An important outcome of this meeting will be making sure partners understand the time and resource commitment. Participating organizations should secure a commitment from their Board of Directors before beginning the process.

CHAPTER SUMMARY


- Reaching out to Partners
- Committee Member Roles
- Committee Meetings
- Inclusive Engagement

KEY QUESTIONS

- Who should be involved in the planning effort?
- How can different stakeholders inform and shape the process?
- How can a Project Champion manage an effective and inclusive committee process?

A working committee provides accountability and more opportunities for resource and information sharing. A Project Champion may have the capacity to organize and facilitate committee meetings, or you may consider bringing in a third-party facilitator.

Setting the right group size is essential to an effective committee. Aim for 8-12 participants, which means inviting 15-20 to your first informational meeting. If your group of interested participants is larger, consider breaking into subcommittees to tackle the project work and keep meetings manageable.



Committee Member Roles

In Chapter 3, you started your list of important local stakeholders. Within a committee planning process, these stakeholders will bring different resources, capacities, and expertise to the table. Before convening your committee, consider how the commitment and participation will look different for these various members. Here are a few examples:

COMMITTEE MEMBER ROLES

Nonprofit Heritage Organizations

Many heritage preservation organizations are nonprofits, with access to volunteers, members, and networks to support your planning efforts. Participants from these organizations may bring expertise in historic preservation and a diversity of perspectives related to the cultural resources they steward. Nonprofits may have limited financial or staffing resources but can help to organize volunteers and engage community members more deeply in the planning process.

Main Street Organizations

For communities with a designated Main Street district, staff from the coordinating organization can serve as an important liaison to tenants, building owners, and businesses that occupy historic buildings. Main Street represents a dispersed network of stakeholders, and a central point of communication can help collect information on preservation and maintenance needs, as well as provide a more comprehensive picture of historic resources. Additionally, staff will play a strong role in response and recovery efforts from a natural or economic event.

City and County Staff

Local government staff will be an important addition to your committee. Planning staff in particular will bring resources and technical expertise in natural hazard and historic preservation planning. Planners are a good source for information on historic properties and can provide insights into relevant planning documents. Begin conversations with staff early to better understand how their ongoing efforts may inform your process. Staff may also be able to support grant writing efforts to accomplish plan goals and strategies, leveraging both local and statewide resources.

Oregon Heritage

Plan to notify Oregon Heritage – which includes Oregon Main Street Network and the State Historic Preservation Office (SHPO) – of your planning efforts. While a staff member may not be able to serve as an active committee member, they can lend technical resources, share information of local historic properties and cultural resources, and connect you with other community leaders. Oregon Heritage may also be a source for grant funding to support implementation efforts.

Emergency Response and Management

Local fire and emergency services personnel bring important perspective as the “first responders” during emergency response and recovery efforts. They can contribute ideas and strategies to implement standard mitigation and preparedness strategies and may be able to leverage training and technical resources to improve your planning efforts.

Business, Tourism, and Economic Development

Local agencies, including the chamber of commerce or economic development agencies, can contribute important insights on the economic value of local heritage resources. These organizations may have access to marketing and outreach tools to support community engagement efforts. These professionals understand that diverse and healthy local economies include local historic and cultural assets, as well as strong nonprofits.

Historic Districts

While individual business owners and homeowners may be more difficult to engage, there may be a neighborhood association or district that can appoint a liaison to serve on the committee. Homeowners may be responsible for a significant amount of historic resources in your community, and an association can help to coordinate inventory or historic register activities, as well as distribute resources on protecting and preserving historic homes.

Historic Cemeteries

Historic cemeteries are important cultural resources in a community. They document the population, social norms, and exclusion practices of a community over time. In Oregon, most historic cemeteries are managed by a small nonprofit board, but many are under local government or for-profit business control. They generally have a broader reach in the community than most heritage organizations due to their role in mourning practices and the value as a community green space. The open space can also be a good resource to the community during a disaster.

Advisory Member Roles

You may find that certain organizations may be able to advise and inform your project without taking an active role. An advisory role could evolve based on the strength of relationships and your unique community issues. Here are a few examples:

Tribal Governments

Tribal consultation is the process for communicating and collaborating with federally recognized Indian tribal governments. This includes exchanging information, receiving input, and considering the tribal viewpoint on actions within historic and cultural areas of interest. Tribal consultation acknowledges that Oregon communities reside on lands that have been ceded but still hold great importance to Tribes. The process of consulting should help identify important heritage resources within your community's boundaries that they can be added to your planning initiative. Tribes may also provide creative solutions, offer additional resources, and develop an ongoing, trusted relationship in your community.



Not sure which Tribes to consult? [This tool provides a searchable map](#) of native territories. More tribal consultation resources are available as **Appendix F**, including identifying an appropriate representative.

Special Districts

Depending on the size of your community, there may be a number of special districts that operate outside of the local city or county government, including parks and recreation districts, school districts, library districts, irrigation districts, land trusts, or others. These districts may themselves steward heritage resources or open spaces. They may also play an important role in interpretation and education regarding local assets.

Community Services Organizations

During response and recovery phases community-based organizations will provide essential services, including your local United Way chapter, service groups such as Kiwanis or Lions Club, local religious organizations, or even a local representative of the Red Cross. These groups are important partners for heritage organization to be more integrated into local disaster response efforts.

Higher Education

Local community colleges, universities, or research institutes can serve as an important resource in your planning efforts. Students and faculty can provide additional capacity, support plan data collection activities, and provide resources on best practices and emerging strategies.

Utility Boards

Many local utilities, especially those managed by public boards, have a vested interest in community disaster resilience and engagement. Some boards have programs to support local nonprofits and distribute grant resources. Additionally, utilities have a broad distribution network to leverage for public engagement.

Other State and Federal Agencies

Other government agencies, such as the Oregon Department of Land Conservation and Development (DLCD) or Oregon Department of Transportation (ODOT), may have an interest in your resilience planning efforts. DLCD can assist in integrating your work with local city planning. ODOT often manages highways that serve as downtown commercial streets, and partnership may be necessary to take specific actions. Other state or federal agencies may steward heritage resources themselves or play a significant role in the implementation of your resilience planning efforts.

Committee Meetings

Once you have contacted and recruited committee members, your role as Project Champion will be to organize a series of committee meetings. The duration of the planning process will vary by community, but we recommend a series of at least five meetings, as outlined on the following page. This sample meeting structure includes meeting objectives, which are important to establish productive and effective meetings.



Appendix G includes sample agendas for each of the five meetings. Adapt this structure based on the make-up of the committee and the time and resources you have available.

RIGHT-SIZING: COMMITTEE MEETINGS

Level One - Volunteer-Driven: Project Champion facilitates each meeting, using the provided meeting agendas. Meetings are the primary space for project planning work, and members are assigned specific tasks and deliverables between each meeting. Participants have a strong role in developing meeting content and reporting out on tasks.

Level Two - Staff Lead: Project Champion is staff member of a participating organization or a local government. The professional staff member facilitates each meeting and is responsible for a bulk of the work conducted outside of meetings. Committee members have strategic and specific roles to inform various efforts.

Level Three - Consultant: The Consultant is expected to coordinate and facilitate each meeting, working directly with a Project Champion to refine agendas. The Project Champion supports coordination with committee members, but the Consultant is responsible for preparing the plan, using meetings to get community input and to share and refine work products. Ideally, the Consultant is a trained facilitator who can help to ensure all participants are able to contribute.

MEETING	MEETING OBJECTIVES	AGENDA ITEMS
#1: Laying the Groundwork	<ul style="list-style-type: none"> • Convene committed project partners as the project committee. • Establish shared project goals and objectives. • Create shared expectations and a commitment to inclusive behavior. 	<ul style="list-style-type: none"> • Project Overview • Roles & Responsibilities • Group Norms & Shared Expectations • Collective Goal Setting • Commitments
#2: Outlining the Process	<ul style="list-style-type: none"> • Outline data needed for each organization and community-wide risk profile and plan. • Begin the data collection process to assess current conditions of heritage organizations. • Select the most appropriate data collection strategies for organizational risk profiles. 	<ul style="list-style-type: none"> • Creating Risk Profiles • “People, Places & Things” Activity • Organizational Data Collection
#3: Data Collection	<ul style="list-style-type: none"> • Share lessons learned and challenges in early organizational data collection efforts. • Continue data collection process for heritage organizations by testing an organizational activity focused on management practices. • Develop and refine key community-wide data collection strategies. 	<ul style="list-style-type: none"> • Organizational Data Collection • Disaster Scenarios Activity • Community-Wide Data Collection
#4: Action Planning	<ul style="list-style-type: none"> • Determine final data collection needs to complete both organizational and community-wide risk profiles. • Discuss the principles of resilience and how they apply to heritage resources. • Start brainstorming shared action items for the community-wide plan. 	<ul style="list-style-type: none"> • Final Data Collection • Cultural Resilience Framework • Resilience Principles Brainstorming
#5: Action Planning Continued	<ul style="list-style-type: none"> • Share key findings revealed through the course of the planning process. • Develop shared goals for the community-wide plan. • Continue developing shared action items for the community-wide plan. 	<ul style="list-style-type: none"> • Interpreting Key Findings • Goal Setting
#6: Refinement & Implementation	<ul style="list-style-type: none"> • Refine and finalize the community-wide action plan framework. • Present effective strategies for implementation and monitoring. • Discuss next steps and distribution of the plan. 	<ul style="list-style-type: none"> • Action Plan Framework • Plan Adoption Process • Implementation Strategies

While in-person meetings are ideal, COVID-19 forced us all to become more comfortable with online engagement tools. This meeting schedule is designed for longer meetings, but consider shorter, more regular meetings for online platforms.



Inclusive Committee Engagement Practices

If your working committee includes both new and familiar partners, it is important to engage in conversations during the early meetings about respectful communication and shared group norms and expectations. These same behaviors can be carried through to community outreach and engagement efforts during the project. As a Project Champion, you can ensure an effective working relationship by incorporating the following strategies:

ADDRESSING RACISM IN HISTORIC PLACES AND HERITAGE ORGANIZATIONS

Oregon Heritage produced a short resource that outlines the responsibility of heritage organizations and historic places to dismantle racism and inequity. The document looks at the four goals of the Oregon Heritage Plan and provides specific recommendations and resources to continue this work. Consider ways to incorporate these resources as you engage in your disaster resilience planning efforts.

[Access the resource from Oregon Heritage here.](#)

- Model transparent, open, and responsive communication – both in-person and virtually.
- Express value for the unique contributions of each stakeholder.
- Demonstrate mutual respect and cultivate authentic working relationships.
- Make sure everyone is “at the table” and address barriers for those who might experience them, including transportation needs, technology, meeting times and locations, or language.
- Introduce a tool for interventions to protect and honor the participation of historically marginalized groups. For example, discuss ways to “call-in” participants exhibiting biased or disrespectful behavior.

CHAPTER 5: CURRENT CONDITIONS



What is a Risk Profile?

An important outcome of the disaster resilience planning process is a better understanding of the unique risks and vulnerabilities each participating heritage organization and your community face. A risk profile collects relevant data from organizations and community members to inform resilience goals and strategies. By guiding each organization to create an individual risk profile, a Project Champion can develop a community-wide profile that outlines opportunities to collaborate and leverage both shared resources and shared vulnerabilities. A better understanding of risk will prepare each organization to mitigate, prepare for, respond to, and recover from emergency events.

The data in each risk profile will come from a variety of sources – existing plans, historic emergency events, and the perspectives of each organization and other stakeholders, such as emergency management professionals. Additionally, the committee should consider opportunities to incorporate perspectives of community members throughout the process. Some organizations may have already completed complementary planning efforts that will support their capacity to assess risk, such as organizational strategic planning, digitizing vulnerable or irreplaceable assets, or completing a template emergency response plan, like the [Pocket Response Plan \(PRoP\)](#). This chapter will highlight how to build on existing work, as well as how to scale the risk profile to meet the needs of each unique organization based on capacity and project resources.

CHAPTER SUMMARY

- What is a Risk Profile?
- Organizational Risk Profile
- Community Risk Profile
- Data Collection Strategies

KEY QUESTIONS

- What previous work has been done to reduce risk to natural hazards and other emergency events?
- What unique risks does each heritage organization face?
- What risks and vulnerabilities does your heritage community face?
- How should your community collect relevant data on risk?

Organizational Risk Profile

The organizational risk profile seeks to answer three questions:

- **Essential Functions:** What does the organization do (collections, events, research, etc.)?
- **Management Practices:** What are the existing systems for decision-making and communication within each heritage organization or relevant department?
- **People, Places, and Things:** What does the organization need to accomplish their essential functions?

To answer each of these questions, participating heritage organizations will need to engage in a number of data collection strategies best suited to their capacity, existing planning efforts, and available resources. A risk profile provides a single document that summarizes each of these sets of data. Building on that summary will be a series of key findings that illustrate the risks facing the organization, pointing to priorities for improving resilience. We'll discuss interpreting key findings and strategic action planning in the following chapters.



A sample Organizational Risk Profile is available as **Appendix H**. In addition, **Appendix I** includes a template to help create and populate your own profile.



Essential Functions – What does the organization do?

Heritage organizations carry out activities, including programs, services, and administration, that are critical in achieving their mission and goals. These activities typically include preservation, tourism and visitation, education, outreach, and research. Some activities may be more important to the stability of the organization, such as events or other fundraising activities. Others may be essential to achieving their mission or the preservation of the community's history.

By including essential functions in the risk profile, it is possible to clearly identify both the tangible and intangible resources the community would lose should an emergency event affect an organization's ability to serve the public. Documenting essential functions will help your organization to answer several important questions:

- What would be lost (for the organization or for the community) if you were not able to conduct certain essential functions?
- When do these activities typically occur (daily, weekly, or annually), and how would prolonged periods of closure impact these essential functions?
- If the organization couldn't do a function or task, what would the impact be after one day, one week, or one month?

Management Practices – What are the existing systems within the organization?

Risk management is the set of policies and procedures that govern communication and decision-making in response to disasters. Heritage organizations, often nonprofits, need to build systems to make important management decisions, communicate those decisions to others, and ensure continued operations in the event of an emergency. These existing systems will impact the organization's ability to respond to and recover from an emergency event. For example, what happens if the organization cannot access its building or employees cannot report to work? The risk profile should outline how the heritage organization might cope with a disaster or emergency.

By documenting current management practices and coping strategies, the risk profile will offer a foundation for strategies to improve organizational resilience and answer these questions:

- What has the organization already done to prepare for an emergency event?
- What policies are in place to help prepare for an emergency?
- How will important decisions be made during an emergency that impact response and recovery?
- How will the organization communicate these decisions to key stakeholders?

People, Places, and Things – What does the organization need to accomplish its essential functions?

“People, places, and things” is used as a framework to outline what each heritage organization needs to accomplish its mission. “People” are those individuals needed for day-to-day operations and includes the organization’s main audience and any collaborative partnerships. “Places” include the buildings, facilities, and open spaces needed to carry out an organization’s functions. Finally, “things” are the assets each organization stewards or requires for program and service delivery.

By understanding what the organization needs to accomplish its mission and essential functions, the risk profile can illuminate which of those assets – people, places, or things – are most vulnerable to an emergency event. For example, the organization might have a complete inventory of physical assets or specific collections that capture a specific part of the community’s history. But, that inventory is on paper files that are vulnerable to flooding in the facility where the files are stored.



Community Risk Profile

In addition to assessing the risk of each participating heritage organization, a Project Champion can leverage important resources and existing planning efforts through the creation of a community-wide profile. A community risk profile will answer several important questions:

- **Hazard Identification:** What hazards exist in your community? What existing efforts to assess risk and vulnerability to those hazards?
- **Community-wide Asset Inventory:** What are the shared heritage assets across the community that should be prioritized during emergency response and recovery?
- **Preservation Priorities:** What is the community’s understanding of the risk and vulnerability of local heritage resources? What are the shared priorities for preservation and mitigation efforts?



Hazard Identification – What hazards exist in your community? What existing efforts to assess risk and vulnerability to those hazards?

Public officials at the city, county, and statewide level are planning for the various natural hazards and emergencies our communities face. A wealth of information exists to inform heritage resource planning efforts. The challenge for a Project Champion will be to locate and prioritize planning documents and hazard data.

First, identify any current emergency planning policies for heritage resources. To understand existing policies, a Project Champion should review at least three key plans. Depending on the community, there may be additional relevant documents, such as plans for historic or Main Street districts, or others. Local planning staff can help you identify relevant plans. The priority plans for review include:

- Historic Preservation Plan **OR** historic preservation element of the Comprehensive Plan
- Natural Hazards Mitigation Plan
- Emergency Operations Plan

These plans will provide context on how heritage resources are currently reflected in emergency management policies for the city, as well as how the community prioritizes various hazard events. These documents can be found on city or county websites, typically under the planning department. If you are not familiar with government planning documents, we encourage you to contact your planning department. Local government plans can be lengthy and technical, so consider focusing your review on the following components:

- Goals, strategies, and action items
- References to heritage resources and assets (Hint: use Ctrl+F to search specific terms)
- Planning committee members

Planning staff are familiar with these plans and are a good resource for understanding what's in the plans and how the local government uses them.

Historic Preservation Plan (HPP) or Comprehensive Plan: These plans aim to sustainably manage, preserve, and coordinate preservation of a city's historic resources. If your city has an HPP, it may include an inventory of heritage resources in your community. It may not have specific goals or actions related to disaster resilience. If your community does not have an HPP you should review the Comprehensive Land Use Plan – particularly the Goal 5 element (Natural Resources, Scenic and Historic Areas, and Open Spaces). The comprehensive plan articulates a long-term community vision, and outlines goals and policies related to community development, land use, transportation, housing, and more. The Goal 5 element will

include heritage preservation goals and applicable land use goals pertaining to specific heritage resources. In reviewing the historic preservation plan or comprehensive plan, consider the following questions:

- Is there a historic resource inventory?
- Is disaster preparedness included in the plan?
- What parts of the plan could apply or relate to disaster preparedness?

Natural Hazards Mitigation Plan (NHMP): The NHMP provides understanding of how your community plans to mitigate the risks posed by natural hazards. These plans consider essential infrastructure and vulnerable populations in the city. While heritage resources may be a part of the planning or mitigation efforts, the NHMP often focus on essential services like hospitals or utilities. In reviewing the NHMP, consider the following questions:

- Are heritage resources mentioned in the plan? In what context?
- Were any heritage representatives involved in the planning process?
- What hazards are included in the plan? Which have the highest vulnerability?
- What hazards are most relevant to heritage organizations and resources?

Emergency Operations Plan (EOP): The EOP outlines procedures and responsibilities for local government agencies to respond to emergency events and provide a framework for interactions between cities, states, and federal agencies. EOPs aim to coordinate emergency response efforts and to minimize negative effects to life and property in the case of natural or man-made disaster. In reviewing the EOP, consider the following questions:

- What are the priorities for emergency response personnel during response?
- What is notably missing from these priorities or the plan as a whole? Are heritage resources mentioned anywhere in the plan?

RIGHT-SIZING: HAZARD-RELATED PLAN REVIEW

Level One - Volunteer-Driven: Ask 2-3 committee members to each review a different hazard-related plan, as listed above, and provide a short summary and update at a future meeting. Use the expertise you have on the committee strategically.

Level Two - Staff Lead: Project Champion reviews each plan and provides a short presentation and written summary at a committee meeting. After sharing important takeaways, facilitate a discussion about how to best incorporate your findings.

Level Three - Consultant: The Consultant is responsible for summarizing key findings and recommending strategies to align the resilience plan with existing documents. Project Champion and planning staff should maintain a role in this process, identifying which plans are most relevant and supporting committee dialogue around intersections.

COTTAGE GROVE: HAZARD IDENTIFICATION

To better understand community-wide risk and vulnerability, the project team first reviewed the Natural Hazards Mitigation Plan (NHMP) for the City of Cottage Grove. The document outlines the probability and vulnerability of various hazards, detailed in the figure below.

Based on the plan review and discussions with the local city planner, the team determined that four natural hazards posed unique risks to heritage assets:

1. **Riverine Flooding:** With both high vulnerability and probability, many neighborhoods and districts in Cottage Grove should be concerned about the impacts of flooding. Heritage organizations should know if they are located in a 100-year or 500-year flood plain, and how that shapes their risk.

2. **Severe Weather:** Winter storms and other severe weather pose a regular and consistent threat to the city and heritage organizations. A storm may cause long periods of lost power, road closures, or tree falls that threaten buildings, programming, and historic assets. These risks can be compounded for organizations without generators, warning and security systems, or in vulnerable historic buildings.

3. **Wildfire:** While the risk of wildfire within city limits is limited, many heritage resources in Cottage Grove are located within the historic Northwest Neighborhood. This area of the city is most at risk for wildfire, as it is near steep, wooded slopes at the city edge. Additionally, a large-scale wildfire near the city could impact heritage organizations through smoke damage or prolonged evacuations.

4. **Earthquake:** The Cascadia Subduction Zone is a 600-mile fault that runs from northern California up to British Columbia about 70-100 miles off of the Pacific coast shoreline. Current predictions indicate a 37% chance that an earthquake of 7.1+ magnitude will occur in the next 50 years, and it will be felt throughout the entire Pacific Northwest. Buildings constructed before 1981 were designed according to outdated earthquake resistance construction standards. While there is a high cost associated with seismic improvements, this type of event poses the most significant risk to damages and lasting impacts to the operations of the city and each organization.

CITY OF COTTAGE GROVE HAZARD AND RISK ASSESSMENT, 2016

Hazard	NHMP Risk Assessment Scores		Hazard	NHMP Risk Assessment Scores	
	Probability	Vulnerability		Probability	Vulnerability
Earthquake	Low	High	Landslide/Debris Flow	Low	Low
Terrorism/Cyber Attack	Low	Low	Volcano	Low	Medium
Flood - Riverine	High	High	Wildfire (WUI)	Medium	Medium
Flood- Dam Failure	Low	Low	HAZMAT Incident	Low	Medium
Severe Weather	High	High	Drought	Low	Low

Source: City of Cottage Grove Natural Hazards Mitigation Plan

In addition to the hazards included in the NHMP, the project team identified several additional emergency events that should be of specific consideration by heritage organizations, including:

- A pandemic or epidemic event causing long-term closures and wide-spread economic impacts
- Human-caused events such as vandalism or theft
- Natural decay of structures and maintenance systems

Community-Wide Asset Inventory – What heritage assets exist across the community?

In addition to organizational inventories of historic and cultural assets, a community-wide risk profile will consider a broader inventory of heritage resources, including historic properties, heritage organizations, and other significant historic and cultural assets. The inventory should include key information about each asset, such as information about its ownership, age, use, physical description, and location. Creating and maintaining a community inventory can have many benefits, including:⁹

- The continuation of knowledge in city staff, local government, or heritage organization when personnel or volunteers are no longer a part of those entities
- Serving as an educational tool for teachers, researchers, or individuals with an interest in history
- Promoting inclusivity through recognition of every group's historical places

The community heritage resource inventory provides a tool for effective management of heritage resources in emergency and disaster planning at a community-wide level. This tool can be used in several ways:

- Evaluate risk and vulnerability of heritage resources
- Plan and prioritize resource allocation based on risk
- Use as a decision-making tool for emergency response personnel during response and recovery efforts

Property data and characteristics for each asset can be compiled in a map through a tool called Geographic Information Systems (GIS). By collecting data and creating a spatial representation, you will be able to overlay the map of heritage resources with natural hazard impact data. For example, the asset inventory can be overlaid with the 100-year flood plain map to illustrate which historic sites and organizations are most at risk to flooding events. With these two sets of data, local leaders can use the asset inventory as a tool for risk assessment and inform decision-making, both for mitigation and preparedness activities, as well as during response to an emergency event.¹⁰

⁹ The Saskatchewan Ministry of Tourism, Parks, Culture, and Sport. Developing Your Heritage Inventory: A Guide for Communities. Pg 1-36

¹⁰ Ibid.

Your community should determine the appropriate scale for the asset inventory based on existing historic surveys, technical and resource capacity, and availability of local government resources to support your effort. Before undertaking the inventory, reach out to the local planning department to better understand what data is already available, and how to structure your process. The local planning department likely has access to GIS resources, and can take a lead role in overlaying the heritage asset inventory with existing hazard data to create useful maps. Oregon Heritage also provides resources for undertaking a survey of historic properties and heritage resources. If your committee does not include a planner or another individual with GIS access, you can start the inventory process using a simple Excel database or create a hand-drawn map to show risk to specific heritage assets. This also may pose an opportunity to partner with researchers or students at a nearby college or university. *An example map is provided on the next page.*

GEOGRAPHIC INFORMATION SYSTEMS

Most municipalities will pool their spatial data into one place, typically a Geographic Information Systems (GIS) database. GIS is a “framework for gathering, managing, and analyzing data. Rooted in the science of geography, GIS integrates many types of data. It analyzes spatial location and organizes layers of information into visualizations using maps and 3D scenes” (ESRI). Local governments use GIS to provide insights into patterns and data to inform decision-making. Talk with your local city planner about their GIS resources that can support your planning efforts.

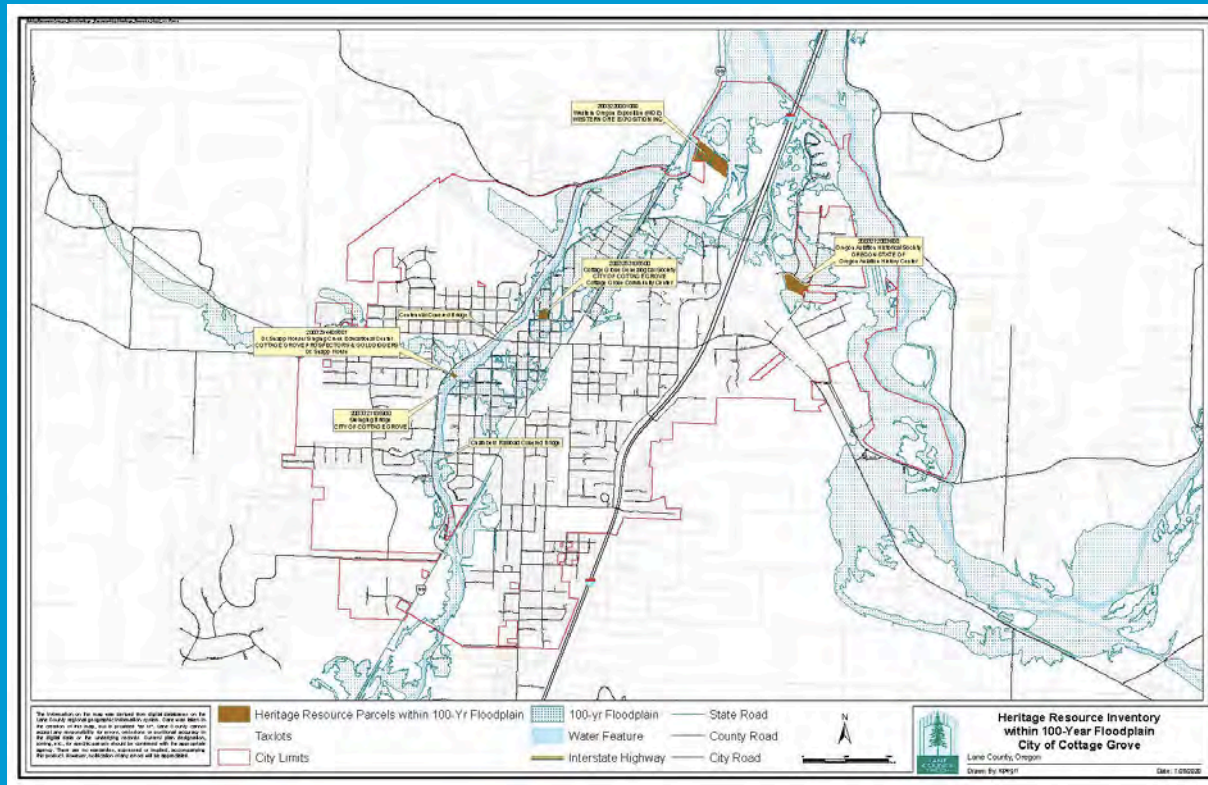
COTTAGE GROVE: DEVELOPING AN ASSET INVENTORY

The project team developed a heritage asset inventory that included heritage organizations, important historic sites such as Cottage Grove's famous covered bridges, and the Main Street historic district. The team collected key data, including:

- Year Constructed
- Asset Type (Historic Structure, Historic Infrastructure/Monument, Natural Area, Historical Records, Historic Artifacts/Relics)
- Physical Address
- Building Footprint
- Contact Information (both for tenants and building owners)
- Tax Lot Number
- Historic Status
- Land Use Zoning

The inventory was then overlaid with existing maps for the 100-year flood plain, wildfire risk, and landslide risk. Other natural hazards, like severe weather events or a Cascadia Earthquake, would affect the entire community and not lend well to a spatial representation. In the example below, the floodplain overlay map indicates several heritage resources at risk from a flooding event.

COTTAGE GROVE HERITAGE RESOURCE INVENTORY WITH 100-YEAR FLOODPLAIN, 2020



Source: Lane County Geographic Information Systems

Community Preservation Priorities – What are the shared priorities for preservation?

Once you've collected your asset inventory data, the committee should consider how to establish preservation priorities. As defined by FEMA, preservation priorities are "icons [that] provide invaluable information about the past, but their loss would also provoke a public outcry. In addition to providing a 'sense of place,' they may also serve as potentially valuable economic centers, commercial cornerstones, or important pieces of infrastructure."¹¹ By creating a shared understanding of priorities across the community, your committee can better consider strategies to mitigate damage in order to preserve the community's character most effectively.

This will not be a black and white process, and not everyone on your committee nor within your community will have the same priorities. There are many ways to prioritize assets – their educational value, historic value, cultural value, economic value, and more. In establishing preservation priorities, your committee should consider:¹²

- Public Sentiment
- Economic Importance
- Historic Designation
- Geographic Context of Significance (local, state, tribal, national)
- Level of Significance (High, Medium, Low)
- Integrity

This list of considerations is a starting point, but your committee will need to determine how best to assign preservation priorities, including inclusive strategies for gauging public sentiment. Throughout this project, it will be essential to ground both your committee and interested community members in examples of heritage resources and disaster events that are relevant and local.

¹¹ FEMA (2005). Integrating Historic Property and Cultural Resource Considerations into Natural Hazard Mitigation Planning.

¹² Ibid.

Data Collection Strategies

In setting out to collect relevant data about organizational and community-wide risk, your committee will need to determine which strategies will best meet your project needs. The appropriate strategies will consider the capacity of both participating organizations and Project Champion, resources available for the project, and any existing work that can support or complement the effort.

The next page includes a menu of data collection strategies, as well as some key considerations to help guide your selection. This is not an exhaustive list, nor does it include some community involvement strategies that organizations should be using to regularly engage their own stakeholders. Additional public involvement tactics may include:

- Newspaper or periodical ad
- Social media: Facebook, Instagram, Twitter, etc.
- Email listservs for volunteer networks
- Community bulletin boards
- Printed outreach materials
- Participation in community outreach events



For more resources on public engagement for heritage organizations, see the resource guide in **Appendix E**.

Your community doesn't need to take on every strategy, but instead focus on those that are the right fit for your needs and capacity. It is best to use multiple data collection methods if possible. Multiple methods will provide more detailed data and deeper insights into risk and vulnerabilities. Moreover, it is important to match data collection techniques with the desired information. For example, collecting information from community residents could occur through a household survey, through focus groups, or through interviews. Each of these methods has strengths and limitations. A useful first step is to outline your data collection strategies and ensure they meet your capacities. This will also help during the data collection phase since the outline provides a work program or checklist you can follow.



For more guidance on selecting appropriate strategies, see [Video 3: Data Collection & Community Engagement](#).

SCALE	STRATEGY	PROS	CONS
Organizational	Questionnaire	<ul style="list-style-type: none"> • Collect more detailed data • Able to revisit over time 	<ul style="list-style-type: none"> • Generic form may not accurately capture organizational nuances
	Board Meeting	<ul style="list-style-type: none"> • Participants can build on others' comments • Streamlined scheduling and information sharing 	<ul style="list-style-type: none"> • Limited time for follow-up • May favor dominant voices
	Interviews	<ul style="list-style-type: none"> • More ability to probe and ask follow-up questions • Target a diversity of perspectives 	<ul style="list-style-type: none"> • Could be time and resource intensive, depending on number of participants
	Asset Inventory	<ul style="list-style-type: none"> • Achieves other organizational and strategic goals and strategic priorities • Outside funding and technical resources often available 	<ul style="list-style-type: none"> • Highly time and resource intensive based on organizational needs
Community	Committee Activities	<ul style="list-style-type: none"> • More collaborative and dynamic in nature • Supports brainstorming and creative thinking 	<ul style="list-style-type: none"> • Note-taking opportunities are limited • Requires a more experienced facilitator
	Community Survey	<ul style="list-style-type: none"> • Collects a significant number of responses to a broad range of questions/topics • Available digitally and can be distributed widely 	<ul style="list-style-type: none"> • Requires significant capacity to develop and analyze results • Difficult/expensive to achieve a representative sample
	Open House / Public Meetings	<ul style="list-style-type: none"> • Offers more in-depth conversations and opportunities to develop shared understanding • Creates community and establishes a network of people interested in heritage/historic preservation or resilience 	<ul style="list-style-type: none"> • Requires significant resources to coordinate • Expects participants to dedicate significant time • Limited accessibility for historically marginalized or underrepresented groups

Organization Questionnaire

A Project Champion should consider what information can be captured in a written form – either a digital survey, using a tool like SurveyMonkey or Google Forms, or on a print document. The questionnaire can capture basic organizational information, as well as questions that might require additional research or review of organizational files. Appropriate questions or fields for a questionnaire might include:

- Organization Budget
- Major Sources of Funding
- Operating Hours
- Facility Locations, Uses, and Structural Details
- Key Staff, Volunteer, Board Members, and Core Partners
- Roles and Responsibilities of Members
- Volunteer Numbers and Hours

Before using a questionnaire, consider the following questions:

- What level of comfort do heritage organizations have with digital forms? If your heritage network includes older individuals or the technology-averse, they may be more comfortable filling out a paper form to complete over a period of time.
- What information is best communicated in writing? The questionnaire shouldn't include questions that may require nuanced responses or context. Additionally, questions should be relatively straightforward without requiring much definition.
- Can one person provide this information objectively? Or, is it subjective information that should incorporate a variety of perspectives? Some responses, especially those related to policies, procedures, and decision-making, may be best left for discussion among board members or those with significant institutional memory.
- How much time will it take for someone to respond to the questions on the form? Your questionnaire should not take more than an hour to complete for each organization.
- Is this information easily collected through existing documents? Try not to ask for information you already have access to through other means.



A sample questionnaire is available as **Appendix J**.

Board Meeting

A board meeting can function as a form of focus group, where a Project Champion or organization representative can ask several leading questions to spark discussion and dialogue among members. A facilitated meeting is an opportunity for board members to discuss past emergencies that affected the organization, communication strategies for emergency response, and what internal decision-making structures may already exist. This is also an opportunity to assess the members' understanding of the risks and vulnerabilities they may face, as well as communicate the importance of participating in the project.

Before convening a board meeting, consider the following questions:

- Can your questions be answered within a one-hour conversation? Or will they require multiple meetings to answer? If you anticipate a longer conversation, consider how you can break up your questions across multiple meetings, or capture some foundational information through the questionnaire first.
- Are the questions you're asking easily answered by one person? If so, consider an interview instead.
- Will your questions require dialogue among members, or is there already shared agreement? Questions that will require dialogue are best for this "focus group" style setting, but if there is shared agreement, you may be best off using an interview.
- Is your Project Champion comfortable facilitating these meetings? Good facilitation is key to gathering your data. You may need to bring in a trained facilitator, or partner with the Board Chair to manage the meetings.
- Does your Project Champion (or other facilitator) have the capacity to facilitate several meetings? Depending on the number of participating organizations, board meetings can become a time and resource intensive strategy. Consider whether other committee members can help to facilitate, or if you'll need a consultant to support your effort.
- Do you have the resources to adequately record the meeting discussions? Make sure to have at least one, ideally two, notetakers at each meeting. Alternatively, you can get permission from participants to record the meeting.



A sample board meeting agenda is available as **Appendix K**.

Interviews

Interviews allow for deeper dialogue with a specific individual and are more appropriate than a group meeting for gathering detailed information on specific topics. A Project Champion can help to organize interviews with key organizational leadership, such as an executive director or board president, as well as with other project stakeholders within city planning, emergency management, tourism and economic development, or other related fields. Interviews may be useful in not only gathering organizational information but also in illuminating the perception of risk to natural hazards from key stakeholders, as well as their understanding of the intersection with previous planning efforts.

Before using interviews, consider the following questions:

- Can your questions be answered within a one-hour conversation? Or will they require multiple conversations to answer? If you anticipate a longer conversation, consider how you can reduce the number of questions, break up your questions across additional data collection strategies, or capture some foundational information through the questionnaire first.
- Will your Project Champion conduct all of the interviews? Or are there others who can support this effort? Depending on the number of stakeholders, interviews can become a time and resource intensive strategy. Consider whether interviews can be divided among committee members, or if you'll need a consultant to support your effort.
- Will your interviews produce a diversity of perspectives and data? Look at your list of stakeholders critically to ensure new and different voices are at the table and asked to contribute in a meaningful way.



A sample interview guide is available as **Appendix L**.

COTTAGE GROVE: CONDUCTING INTERVIEWS

Interviews in Cottage Grove were used at the beginning of the data collection portion of the project. These were conducted with representatives from each heritage organization, including the City of Cottage Grove and Historic Landmarks Commission. The questions were designed to collect information about 1) motivation for participating in the community-wide planning process, 2) what current emergency management practices were in place at their organization and, 3) what events had happened in the past. These were conducted as 20-30-minute interviews over the phone and consisted of 10-12 questions as time allowed.

These interviews were valuable as a data collection method as well as for building relationships with the project partners. The data from those interviews were used to shape engagement with board members. It allowed for the project team to use real examples of disaster and emergency events that many board members and volunteers had experienced first-hand. The project team was able use these examples to encourage board members to brainstorm specific actions that could be taken to increase disaster resilience by prompting meeting participants to reflect on their experiences and share what they would have done differently if it occurred again.

A second round of interviews was conducted with the same heritage organization representatives in response to COVID-19. In this instance, an interview was a valuable data collection method to understand how heritage organizations were responding to the pandemic in real time. These interviews also allowed the project team to measure how effective the planning process had been thus far. These were conducted as 20-30-minute interviews and focused on collecting data on the following:

- Response time to COVID-19
- Communication amongst the organization, their partners, and the city
- Current and anticipated impacts to operations
- Discussions around recovery strategies
- How the disaster resilience project impacted the organizations' response to COVID-19

Asset Inventory

At an organizational level, it is important to have a complete inventory of assets – both your traditional heritage assets and “resilience assets.” An inventory may take many forms, and it is possible that your organization already has a basic inventory and collections management process. Your inventory should capture the following information about heritage assets:

- Photograph of the asset
- Identification number
- Type of asset
- Asset name/title
- Materials and techniques
- Distinguishing features
- Date or period
- Maker
- Description

By capturing this basic information, each organization is more able to assess which assets are vulnerable to different hazards. For example, all paper assets not stored in a secure container are vulnerable to flooding and/or fire events. Additionally, your inventory will be important during response and recovery efforts to understand how to address damage or prioritize restoration efforts. This inventory should exist separately from the organizational resilience plan, and each organization may need to prioritize actions to digitize, maintain, or expand their inventories.

For Main Street organizations, the asset inventory should focus on buildings within the district, collecting information on ownership, tenants, and business information, in addition to building materials and other risk factors.

In addition to a standard organizational asset inventory, the resilience planning process offers an opportunity to expand the scope of the inventory to include assets that support the resilience of the organization or heritage network. This expanded definition of assets could include:

- Restoration skills needed during recovery phase
- Tools and resources to support preservation and restoration activities, such as a freezer, high quality digital scanner, etc.
- Volunteer and membership base

Before beginning an asset inventory, consider the following questions:

- Where is each participating organization starting with their asset inventory? If some organizations already have detailed inventories, they may be able to share strategies or systems with other participants.
- What resources are available to conduct your asset inventory? If multiple organizations need to create an inventory, there may be grants or technical resources available to support your efforts.

- How can your heritage network link and leverage assets? Consider an asset mapping activity to discuss resilience assets – both tangible and intangible – that organizations could share. This process may also identify opportunities to invest in new assets that can be shared across the network.



More resources on asset inventories are available in **Appendix E**.

Committee Activities

A committee is a ready audience for more complex dialogue and may be more willing to commit time and energy into data collection. This group provides an already structured space to facilitate conversations and scenario-based activities needed to more deeply understand organizational capacity, existing systems, and both shared resources and vulnerabilities. Committee meetings also create more space for creative thinking and collective problem solving. Potential committee activities to support data collection efforts could include a disaster scenario activity, asset inventory prioritization, brainstorming on action items, and more.

Before using facilitated committee activities, consider the following questions:

- Do you have a confident and trained facilitator to lead the discussions or activities? If not, consider how committee members can co-facilitate, or whether you may need a consultant to support your effort.
- Are your committee members able to engage for a longer meeting, either in-person or online? Most of these activities will require active engagement over a long period of time. Make sure committee members understand the expectation and have the capacity to meaningfully contribute.
- Do you have the capacity to adequately record the results of the activity? Recording an online meeting is an easy solution. If the meeting is in-person, make sure to have at least two notetakers.



Sample activity worksheets are available as **Appendix M**.

Community Survey

An important way to gather broad input on preservation priorities or collect data from many diverse stakeholders is through an online survey. Using a tool like SurveyMonkey or Qualtrics, your committee can compile a dozen questions or more to distribute broadly across many interest groups or to community residents.

Survey research is complicated and highly nuanced; developing and analyzing a survey will take significant time, capacity, and expertise, and should not be undertaken without deep consideration of its usefulness. A survey should achieve some level of a representative sample of your community, especially along race/ethnicity and age demographics. Typically, respondents to mail or voluntary

online surveys tend to be older, whiter, and wealthier, which could easily skew the data your team collects.

Despite the challenges, a survey may be an effective strategy to enhance public interest and collect many perspectives on preservation priorities. If you choose to conduct a community survey, consider partnering with faculty with survey expertise from a local community college or university. They can help with all aspects of the process—from developing a sampling methodology to constructing the survey instrument and analyzing the resulting data.

Before using a survey, consider the following questions:

- Does your Project Champion, another committee member, or consultant have the expertise to develop and manage a survey? If not, re-think the usefulness of the survey or seek out more support first.
- How will you distribute the survey to achieve a high response rate that represents your entire community? Consider the networks represented within your committee and discuss how to best target any gaps that emerge. Distribution will take time and energy, and you may need to incentivize participation with a gift card or other reward.
- How will you incorporate the results of the survey in a meaningful way? Every single question on your survey should have a clear purpose. If you can't first answer how you will use the data, consider removing the question. A survey should be one component of a broader data collection program and not the sole source of data informing your decision-making process.
- Do you have access to a survey development and analysis tool? There are several free or low-cost versions that exist, including Google Forms and SurveyMonkey. Free tools do have some limitations in the length or style of the survey, as well as analysis capabilities, so [do your research carefully](#).



A sample survey assessing risk perception and preservation priorities is available as **Appendix N**.

Achieving a representative sample through your survey will be challenging. In Cottage Grove, the project team relied on the networks of participating heritage organizations. Survey respondents were already connected to the importance of historic preservation and were able to articulate the value of heritage resources to the community. These perspectives, as well as the demographics of the survey respondents, likely did not represent all perspectives in the wider Cottage Grove community. All of the results of the survey were qualified with this understanding, and the responses were incorporated only in a minimal way.



COTTAGE GROVE: COMMUNITY SURVEY

In addition to interviews and focus groups, the project team in Cottage Grove collected information about community importance through designing and distributing a community survey. This survey measured community importance through community awareness, value of heritage resources, perception of risk, and willingness to contribute to disaster preparedness and recovery efforts for heritage resources. The results helped to shape key findings and preservation priorities.

The table below shows survey respondents’ awareness of the heritage organizations in Cottage Grove varies by organization. Respondents indicated Main Street Cottage Grove, the Cottage Grove Museum, and the Bohemia Gold Mining Museum as the top three most visited local attractions. This suggests that location and presence is important in establishing community recognition. Organizational presence may be supported through connections to their historic nature such as being recognized as public gathering places, support for businesses, or connection to annual community-wide events.

Community Awareness of Heritage Organizations in Cottage Grove, 2020

Heritage Organization	I've visited or attended this organization's event	I've heard of this organization	Was not aware	Number of responses
Bohemia Gold Mining Museum	64%	32%	3%	151
Cottage Grove Aviation Society	48%	39%	13%	148
Cottage Grove Genealogical Society	31%	48%	21%	150
Cottage Grove Historical Society	48%	50%	2%	147
Cottage Grove Museum	70%	28%	2%	151
Cottage Grove Prospectors & GoldDiggers	42%	45%	14%	148
Historic Landmarks Commission	12%	52%	36%	149
Main Street Cottage Grove	74%	23%	3%	148
Partners in History	13%	26%	62%	151
Singing Creek Educational Center	11%	39%	50%	149

Source: Cottage Grove Cultural Resources Survey

The irreplaceable loss of heritage resources caused by disasters are considered huge losses to the history and identity of Cottage Grove. These losses, as illustrated in the following quotes from survey respondents below, range in what heritage resources represent and the value they contribute.

“The loss of native Kalapuya peoples’ place in the locale is immeasurable. Sustainable stewardship of the land’s resources is possibly like a dream; a culture where elders command respect, and where right relationship to the land, and prayer is fostered in young people, is all immeasurable loss.”

“The Downtown Historic District Fire in 1990 destroyed three buildings in the 600 block of Main Street and took the life of a beloved CG High School retired art teacher. Only one of the buildings (McCoy’s Pharmacy) was rebuilt, however the second-floor residential apartments were not. This had an emotional and economic impact on our small town.”

Additional examples of survey questions can be found in **Appendix N**.

Open House or Public Meeting

Gathering public input does not need to happen at a traditional “public meeting,” but your committee should be making an effort to engage residents in conversations around the preservation of heritage resources and the risks they face from natural hazards and other emergency events. This could include an open house for community members to meet with heritage organizations, facilitating small focus groups with key interest groups, or attending the meetings of other organizations.

Considering the COVID-19 pandemic, your committee may also need to utilize forms of involvement that don’t require in-person engagement, such as a project website or poster board in a public place. Public involvement efforts will be helpful in identifying shared priorities for preservation and investment in mitigation strategies. These efforts also help to keep community members updated on your project progress and outcomes.

Before using a public involvement strategy, consider the following questions:

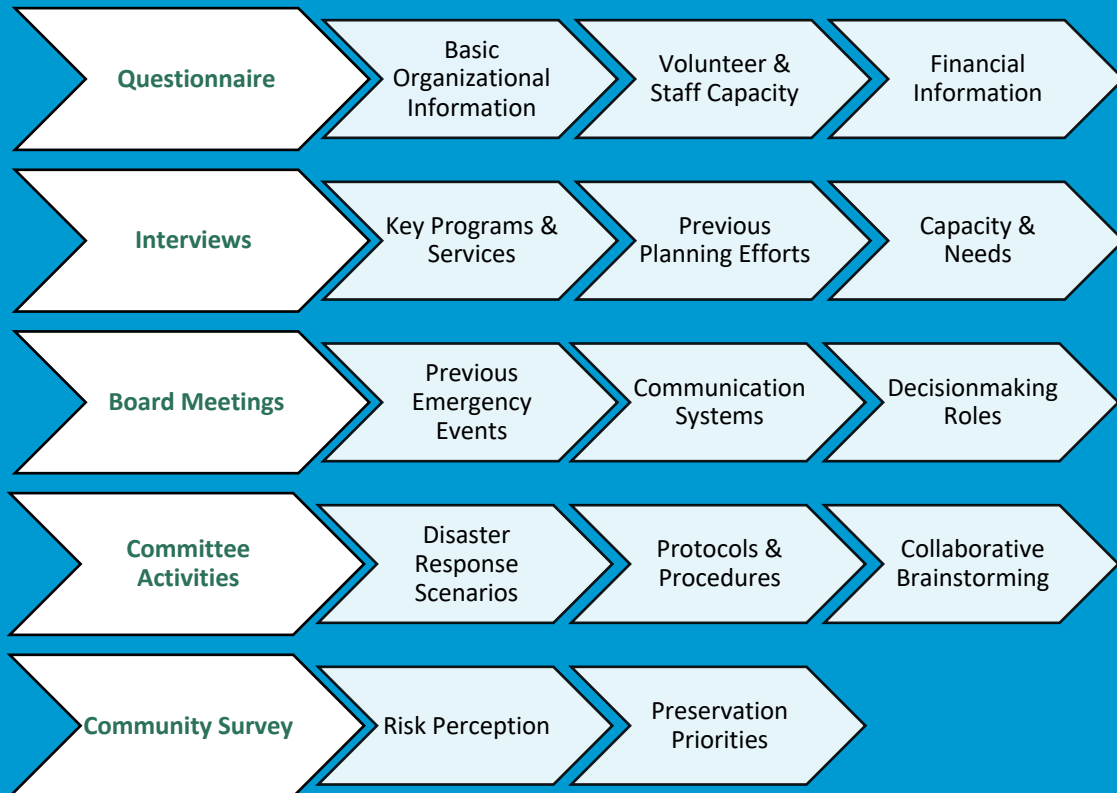
- What are your key objectives? Will a public meeting identify views or engage key groups that have not surfaced in other steps of your research? How will you use information from the public in your planning process?
- What is the ability for community members to come together in-person? If its limited, look for more creative strategies using online tools.
- Does your committee have strong networks to conduct outreach and advertise opportunities? Organizing a great public event is only useful if people show up! Consider the resources you have available within the committee in designing your strategy.
- Are there existing community events through which you can gather public input? If so, leverage that existing space and captive audience. This may also help you to engage individuals not typically connected to heritage resource preservation.
- What strategies can you utilize to engage traditionally underrepresented groups in your community? You can start by brainstorming within your committee, and then reach out to community-based organizations with expertise or existing networks.



For more resources on public involvement strategies, see **Appendix E**.

COTTAGE GROVE: DATA COLLECTION FOR ORGANIZATIONAL PROFILES

In order to collect the most relevant information for risk profiles for five participating organizations, the project team used individual interviews, facilitated board meetings, a short questionnaire, and several facilitated group activities. These strategies all contributed to a better understanding of the risks facing each organization, as well as the overlap among them.



CHAPTER 6: SETTING PRIORITIES



Source: Javier Allegue Barros via Unsplash

Identifying Key Findings

The next step in creating the plan is to interpret the information from your organizational and community-wide risk profiles. One approach to interpreting this information is to create a list of key findings or themes. Key findings are statements that describe current conditions which can be interpreted as they relate to disaster resilience. Key findings may highlight vulnerabilities to hazards, existing strengths in disaster resilience, or both.

Key findings may include statements related to:

- Emergency response protocols or emergency management policies
- An inventory of heritage resources or the security and digitization of heritage resources
- Accountability for building maintenance
- Continuity of operations planning considerations

Interpreting the Risk Profile

Interpreting the information from risk profiles begins with connecting key findings to disaster resilience. The Cultural Resilience Framework provides a three-pronged approach for interpreting data:

- **Resilience Principles:** How does this finding relate to the ability to anticipate, adapt, respond to, and recover from unexpected change?
- **Emergency Management Cycle:** Which phase in the disaster cycle does this finding fall into? Can the hazard be altogether avoided?
- **Diversity, Equity, and Inclusion (DEI) Practices:** Whose perspectives inform this finding? Can it be expanded to include more voices?

CHAPTER SUMMARY

- Identifying Key Findings
- Interpreting the Risk Profile
- Assessing Community Importance

KEY QUESTIONS

- What themes surfaced during your data collection?
- How do those themes inform strategies and actions to improve community or organizational resilience?

Organizational Risk Profile

When interpreting the information from an organizational risk profile, look back to the categories of current management practices, essential functions, and people, places, and things. The sample questions below can help you begin the process:

MANAGEMENT PRACTICES	ESSENTIAL FUNCTIONS	PEOPLE, PLACES, AND THINGS
<ul style="list-style-type: none"> • Do current emergency management policies and procedures need to be created or updated? • Is it clear who should be contacted during an emergency? • Are there clear decision-making roles for emergencies? • Are emergency response supplies available? 	<ul style="list-style-type: none"> • How would a disaster event interrupt the ability to perform essential functions? • Would prolonged closure threaten staff positions? • How could the organization continue to deliver essential functions during response to a disaster? 	<ul style="list-style-type: none"> • What heritage resources are at the highest risk of damage or loss currently? Which are at most at risk to probable hazards? • Have buildings seen recent renovations? • Who is in charge of making decisions? What happens if that person is unavailable?

Community-Wide Risk Profile

Interpretation of a community-wide risk profile should begin by examining each individual organizational risk profile and then considering the additional elements of community-wide hazards, an asset inventory, and preservation priorities.

HAZARD IDENTIFICATION	ASSET INVENTORY	PRESERVATION PRIORITIES
<ul style="list-style-type: none"> • Are the hazards that heritage resources are most vulnerable to addressed in existing city or county plans? • Are there hazards that are unique to the heritage community? • Which hazards pose the greatest threat of damage or loss if left unaddressed? 	<ul style="list-style-type: none"> • Does the heritage community have an asset inventory? • What information is included in the asset inventory? What is missing? • How often is the asset inventory updated? • Who is responsible for updating it? 	<ul style="list-style-type: none"> • Which heritage resources are recognized by the community as iconic? • Has the community experienced the damage or loss of heritage resources in the past?

COTTAGE GROVE: INTERPRETING KEY FINDINGS

Below are example key finding statements followed by their connection to disaster resilience. These were developed in Cottage Grove based on the data collection for the current conditions of individual heritage organizations.

Risk management policies or written procedures are not easily available to the Board or volunteers. In the case of a medical emergency, membership forms provide emergency contact information. However, there is not a written procedure for handling such emergencies. Volunteers rely on common sense decision-making. Some individuals are aware of some details, while others are without knowledge.

The organization is completely operated by volunteers with no paid staff. Continuity of information relies on long-term volunteers and word of mouth. If a project is led by one volunteer and managed with internal knowledge, productivity can be disrupted if they can no longer fill the role. Previously, volunteers have left without fully documenting asset management procedures.

The Museum lacks access to resources that could maximize physical asset management. Many of the Museum's most important and vulnerable paper archives and records of historical documents are kept on site. These assets are especially susceptible to damage from events such as flooding and fire. Additionally, lack of digitization makes these assets not only vulnerable, but irreplaceable in the event of a disaster. The Museum does not have a sprinkler system or alarm system. The lack of these precautionary mechanisms increases the vulnerability of the Museum's already delicate assets.

Assessing Community Importance

Heritage resources possess different values to different people. Assessing community importance should be incorporated into both an organizational and community-wide approach. Through interpreting interviews, focus groups, or community surveys, the committee can determine the values assigned to heritage resources in their community. The value of heritage resources may be expressed through a beloved community event, in the architectural character of downtown, or by their contribution to the local economy. The following questions provide guidance in making sense of the information that has been gathered through community engagement:

- Do community members know about this heritage resource? Have community members heard of this heritage organization before?
- Has the community recognized heritage resources for a specific value? Are there heritage resources that hold different or multiple values?
- Would the loss of heritage resources impact the community? Would community members be willing to contribute to disaster resilience efforts to avoid loss or damage?
- Does the community recognize heritage resources for the same values as a Project Champion, the committee, and the heritage community?

HERITAGE RESOURCE VALUE TYPOLOGY

Heritage resources may hold many different types of values, including:

- Educational: learning from the past
- Recreational: fun and entertainment
- Spiritual/Religious: ritual, belief-based traditions
- Cultural: shared connection to ideas, materials and habits
- Aesthetic: how it looks
- Economic: financial contributions to community
- Social: community and relationship building

Can you think of other values that heritage resources hold in your community?

How will your disaster resilience plan leverage the value of heritage resources to create support for disaster mitigation or preparation projects?



COTTAGE GROVE: RECOGNIZING HERITAGE RESOURCES

Some heritage resources are not always recognized by their historical character. This may be especially true when they support other important aspects of community such as public space or shopping centers. It is important to recognize these heritage resources as such since they contribute an aesthetic and atmosphere that is created by their historical context. The project team in Cottage Grove found that to be true for resources such as Main Street. Main Street Cottage Grove houses business, restaurants, and homes within historic buildings. For many people locally, downtown is the place to take friends and family when they visit. Recognizing the opportunity to connect the value of Main Street to its historical character supports community awareness and value for heritage.

COTTAGE GROVE: ASSESSING COMMUNITY IMPORTANCE

The project team gathered information about community importance through three main methods of data collection: interviews, focus groups, and a community survey. Using different methods of data collection offered perspectives on community importance from leaders in the heritage community, board members of heritage organizations, and residents of Cottage Grove. The table below presents a few examples from each method and identifies the corresponding value.

PERSPECTIVE	FINDINGS	VALUES
Interviews with heritage organization leaders	<ul style="list-style-type: none"> Heritage organizations can act as storytellers in the community There is a desire to increase youth volunteers to support intergenerational connections 	<ul style="list-style-type: none"> Educational Social
Focus groups with board members and volunteers	<ul style="list-style-type: none"> Volunteering with heritage organizations has created a strong network of friends Heritage assets act as physical reminders of the memory of a place 	<ul style="list-style-type: none"> Social and personal Educational and cultural
Community survey with Cottage Grove residents	<ul style="list-style-type: none"> Some historic buildings destroyed in a fire were never replaced or rebuilt Historical downtown improvements bring in business and supports visitation 	<ul style="list-style-type: none"> Aesthetic Economic

While the project team was able to incorporate multiple perspectives within Cottage Grove, it is important to consider whose perspective may still be missing. Consider how you can fill any gaps in representation through additional data collection, outreach to community groups, or by reaching out to resource providers such as the State Historic Preservation Office for guidance or tools.

Is the information informing community importance representative of the entire community?



CHAPTER 7: STRATEGIC PLANNING



Strategic Planning

Strategic planning works to develop a roadmap that connects specific and measurable actions to the desired outcome of protecting heritage resources. It can support clear communication across partners and stakeholders by identifying a shared vision for the overall outcome of the disaster resilience plan. Strategic planning can provide a structure to organize and balance short-term actions with long-term goals.

This may be a familiar process to those involved in nonprofit organizations and planning professions. The following list provides definitions for the basic tenets of a strategic plan.

Note that these steps should provide guidance through the process of connecting goals with specific actions to accomplish them; pick and choose which parts of strategic planning make the most sense for your organizational or community plan.

- **A vision** communicates what the ideal outcome is. This statement can be interpreted as “the dream” and should be broad enough to encompass a variety of perspectives, easily understood, and easily communicated.
- **Goals** are statements that describe what is needed in order to achieve the vision. These statements should provide guidance and direction to work towards the vision.
- **Action** statements describe specific steps to advance progress towards goals. This typically includes who is responsible for accomplishing the action, in what timeframe, the required resources, and who the key partners are.

CHAPTER SUMMARY

- Strategic Planning
- Setting Goals
- Action Items

KEY QUESTIONS

- What outcomes do you hope to achieve through resilience planning?
- What are the pathways or actions you will use to achieve those outcomes?

COTTAGE GROVE: STRATEGIC PLANNING

The following provides examples of strategic planning within the Disaster Resilience Plan for Heritage Resources in Cottage Grove. For a complete example of the action item framework see **Appendix O**.



Setting Goals

Goal statements should be based on the themes and patterns identified through organizational and community-wide data collection. These statements should reflect key findings from the risk profile and consider how heritage resources are prioritized within the wider community. Keep in mind that goal statements will provide additional direction to developing short- and long-term action items within the disaster resilience plan. It may also be useful to think of goals as the desired outcomes of the disaster resilience plan. The following provides some examples of topic areas that you may choose to develop goal statements around:

- Emergency preparedness and disaster management practices
- Increased communication between staff, board members, volunteers, and partners
- Improvements to the physical storage of heritage resources
- Updates to preservation practices
- Maximizing existing resources such as staff capacity, volunteer base, or partnerships
- Increasing public awareness and investment in heritage resources
- Diversifying or increasing the funding sources to annual budgets to lessen impacts from disaster events

Creating three to five goals within the plan is a good place to begin your process. However, it will be the clarity and quality of the goals, not the quantity, that will provide useful direction. Consider using the S.M.A.R.T framework to create meaningful goal statements.

As goals are developed, remember that the plan is designed to evolve over time. Once the plan is put into action, you may learn about additional challenges or opportunities that impact the resilience of heritage resources not previously recognized. These findings may shape new goals or improvements to existing goals. The goals should change over time to meet the needs of your organization or community and link to the overall vision.

S.M.A.R.T Framework

The S.M.A.R.T framework ensures that goal or action statements are clear, measurable, and attainable. Goal or action statements should meet the following five criteria:

Specific – target a specific area for improvement

Measurable – quantify or at least suggest an indicator of progress

Assignable – specify who will do it

Realistic – state what results can realistically be achieved, given available resources

Time-bound – specify when the results will be achieved

SETTING GOALS

Setting Goals for an Organizational Plan

Begin setting goals for an organizational plan by evaluating the key findings from the risk profile. Looking at the current conditions may highlight gaps or connections to desired outcomes. Use the following to further guide goal setting:

- What are the themes or patterns in key findings from the risk profile?
- Are heritage resources important to the community? In what ways could community awareness of heritage resources be increased?
- What are the existing goals of the organization? In what ways can the goals set for disaster resilience align with the strategic plan of the organization?

In creating goals, it can be difficult to imagine beyond the resources that are already available. These resources may be in the form of partnerships, staff and volunteer capacity, or available funding. Often, plans incorporate goals that may feel out of reach given the current conditions of the organization. However, having ambitious goals written into the plans may be key in unlocking funding opportunities for projects. Keeping these resources in mind while setting goals can help clearly communicate the needs and priorities of your organization, strengthen grant applications, or prioritize collaborations with additional partnerships with local government or emergency personnel staff.

Many heritage organizations operate as nonprofits that are driven by volunteers and may have limited capacity. However, creating a disaster resilience plan that improves or creates systems for the management of small emergencies or minor events can increase your organization's overall ability to cope with larger events. One way to leverage resources is to consider how your organization may have existing goals that can double as disaster resilience goals.

COTTAGE GROVE: DOCUMENTING POLICIES & PROCEDURES

The first goal established in the Cottage Grove action plan is to "Increase accessibility to institutional knowledge by creating and documenting organizational policies and procedures." To facilitate this effort, the project team provided an emergency response plan template for each organization to complete as an immediate action item.

You can find the emergency response plan template as **Appendix P**.

Setting Goals for a Community-Wide Plan

Once you have set organizational goals, identify common themes and patterns across organizations to create shared, community-wide goals. Organizational goals and community-wide goals do not have to be the same. Consider community-wide goals as those that will require collaboration, shared interests, ways to leverage the capacities of many smaller organizations, and have an added perspective from the additional elements of the community-wide risk profile. While community-wide goals should capture shared interest, each goal and associated actions don't need the participation of every organization.

Action Planning

Actions are specific tasks or steps taken that work towards meeting goals. These should be written using the S.M.A.R.T framework. The following factors should be included within the action statement or within a supporting matrix:

- Who is responsible for accomplishing this action?
- Does this action require fundraising efforts?
- How much time is needed to complete this action?
- Does this action require coordination with partners?

There should be a clear connection between action statements and the goals and vision established at the beginning of the process. In short, actions create the pathways to achieving goals. Actions should be written as clear and measurable tasks. Specificity of action statements can help to give organization and structure to implementing plan goals and understanding if the plan has been successful.

Writing Action Statements

Each action statement should begin with a verb to imply how you will take action towards any given task. Work to move beyond generalized statements by adding more detail to action statements or replacing vague verbs. Instead of using verbs like “encourage,” specify how the task will be encouraged. Writing clear and specific action statements will support more effective implementation.

For example, if the action is about a phone tree, specify whether the action is to create, to update, or distribute a phone tree. Then incorporate how it will relate to disaster resilience. For example, “Create a phone tree that identifies who the response team is in the event of an emergency.”

Note that even more specificity can be applied to this example by adding information about how a phone tree will be created. For example: “Create a phone tree using the Emergency Response Template that identifies who the response team is in the event of an emergency.”

Keep Evaluation in Mind

Evaluation is an important aspect of any plan. How will you know you have created a more resilient heritage community? The specific language within each action item will support your ability to evaluate whether the plan has met its goals. This is often referred to as metrics.

COTTAGE GROVE: ACTION PLANNING

The following table is an example of a goal statement, action statements, and supporting matrix.

Goal 4: Expand opportunities for education and diverse partnerships that provide expertise, increased capacity, and increased community investment in heritage assets.	Prioritization				Partners					
	Emergency Cycle	Timeline	Resources	Complexity	Partner #1	Partner #2	Partner #3	Partner #4	Main Street	City
Partner with other cultural heritage organizations such as Oregon Black Pioneers, Oregon Historical Society, Maxwell Heritage Interpretive Center, or Portland Chinatown Museum to provide expertise in historic interpretation.	Mitigation	Medium-Term	Funds, Training	Medium	X	X	X	X	X	X
Identify and attend Diversity, Equity, and Inclusion trainings to support partnership building and heritage preservation of underrepresented groups.	Mitigation	Medium-Term	Funds, Training	Medium	X	X	X	X	X	X

SECTION 2: NEXT STEPS

This section outlined the process for developing a community-wide resilience plan. As a Project Champion, consider the following questions and proposed next steps:

Can you outline the committee planning process and roles?



Next Step: Create a project committee timeline and meeting schedule, starting with the sample committee meeting agendas in **Appendix G**.

What previous work has been done to reduce risk from natural hazards and other emergency events?

Next Step: Connect with your city planner or other city official to understand what planning documents to include in the plan review. Identify which resources and expertise you have on your committee or through third-party resources to conduct a plan review.

Do you have an idea of how your community can collect relevant data on risk in order to set priorities?



Next Step: Document existing data sources, distribution networks, tools you may already have access to for relevant data. Review the sample data collection tools, available in **Appendix J-N**.

What outcomes do you hope to achieve through resilience planning? How will your committee develop an action plan to address these outcomes?



Next Step: Consider how you will incorporate the strategic planning process into committee meetings, and what resources you have available to support that effort. Start by reviewing the sample action framework in **Appendix O**.

SECTION 3: PUTTING THE PLAN TO ACTION



Disaster Preparedness Workshop
Tamástslíkt Cultural Institute
Source: Oregon Heritage Program

PRODUCED IN PARTNERSHIP BY OREGON HERITAGE
AND THE UNIVERSITY OF OREGON INSTITUTE FOR
POLICY RESEARCH AND ENGAGEMENT

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SECTION 3: PUTTING THE PLAN TO ACTION

After you complete your disaster resilience plan, the next step is to put the plan to action! A disaster resilience plan will only be as useful as your ability to implement the plan. This section will support a Project Champion and Steering Committee in implementing the action framework and maintaining the disaster resilience plan as a relevant document to protecting heritage resources and heritage organizations from the impacts of hazard events. The conclusion of this section will provide further guidance from the project team, partners, and participating heritage organizations from the pilot project in Cottage Grove. By the end of Section 3, you will:

- Understand the importance of formally adopting the disaster resilience plan.
- Clearly identify roles in implementing the goals and actions.
- Create a process for regular maintenance and updates to the plan.
- Strategize ways of maintaining energy and excitement around the plan.



CHAPTER 10: IMPLEMENTATION & REVIEW



The success of the disaster resilience plan hinges on your ability and capacity to implement. Excitement for implementation can be created by celebrating even small accomplishments. Starting with the most accessible action items can build the momentum to ensure that this plan is not one that just sits on the shelf. It is important to balance the overall vision of creating a more resilient heritage community with short-term successes.

Adopting the Plan

The first step in putting the disaster resilience plan to action is to formally adopt the plan. A formal adoption process ensures that all project partners have a continued commitment to realizing the goals and actions after the planning process has been completed.

ADOPTING THE PLAN

Organizational Plan Adoption – By Heritage Organization

It is critical that each organization formally adopts the disaster resilience plan at the Board level. Adoption will reaffirm the commitment of the organization to implement the completed plan. Options for adoption may include a presentation of the disaster resilience plan, highlighting the purpose, key findings, goals, and actions, followed by a vote by the Board of Directors to adopt. The involvement of the Board throughout the planning process can facilitate plan adoption. The disaster resilience plan may also serve as an appendix or addition to an existing organizational strategic plan. If both plans seek to increase capacity for mission-driven activities like increasing the volunteer base, educational programming, and preservation activities, the adoption of the disaster resilience plan may unlock additional funding resources for meeting these goals overall.

CHAPTER SUMMARY

- Adopting the Plan
- Roles in implementation
- Plan Review Cycle
- Semi-Annual Meetings

KEY QUESTIONS

- How will you adopt the plan?
- How will you measure success?
- What steps will you use to review and update the plan?

Community-wide Plan Adoption – By the City or County Government

Plan integration from a city or county government may be dependent on their involvement during the planning process. Work with your local planner to learn more about how the disaster resilience plan can align with existing planning documents, as well as the process for formal recognition by the city or county. Options for the integration of the community-wide plan may include adopting the plan as an appendix to an existing city or county plan, formally adopting the plan as a stand-alone document through a resolution by City Council or including the action framework within department work plans by a city manager. Again, adoption is important to signal community commitment and poises your community to pursue funding related to heritage resilience.

Community-wide Plan Adoption – By Heritage Organizations

Each participating heritage organization should formally adopt the community plan as well as their individual organizational plans. This shows a commitment to upholding their components of the community-wide plan. Adoption of the community-wide plan by heritage organizations recognizes the value of collaboration and how essential partnerships will be in supporting the resilience of the wider heritage community.

COTTAGE GROVE: PLAN ADOPTION BY THE CITY

The process for adoption of the Disaster Resilience Plan for Heritage Resources (DRHR) for Cottage Grove was shaped by the role of the City of Cottage Grove as a Project Champion. Once completed, the City of Cottage Grove Planner presented the DRHR to the Historic Landmarks Commission for a recommendation to Cottage Grove’s City Council. The DRHR will exist as a stand-alone document with the intention that it is integrated into the City’s existing Historic Preservation Plan (HPP). As the HPP is a refinement of the city’s Comprehensive Plan, the DRHR will ultimately become a part of the city’s Comprehensive Plan.


Roles in Implementation

Setting clear roles for plan implementation will ensure accountability among partners, support communication, and maintain energy for completing actions. Roles in implementation may look similar to the planning process. However, the implementation phase provides an opportunity to review responsibilities, change project roles, incorporate new people, and set expectations for leadership. Consider revisiting these roles annually and making changes as appropriate. The following table should provide some guidance, but ultimately should be tailored to fit what will work for your implementation process.

ROLE	DUTIES AND RESPONSIBILITIES
<p>Project Champion The Project Champion acts as a facilitator and convener for the implementation process.</p>	<ul style="list-style-type: none"> • Convene and facilitate meetings • Coordinate fundraising efforts • Support new or potential partnerships • Record accomplishments • Update the disaster resilience plan
<p>Steering Committee The Steering Committee acts to guide, make decisions, and communicate updates to participating heritage organizations in the implementation process.</p>	<ul style="list-style-type: none"> • Attend semi-annual meetings • Contribute to the prioritization of projects • Openly communicate successes and challenges • Make suggestions for future plan revisions • Form sub-committees • Recommend funding or potential partnerships to support plan implementation
<p>Heritage Organizations Heritage organizations work to enact action items, communicate with Steering Committee representatives, and provide feedback on the implementation process.</p>	<ul style="list-style-type: none"> • Discuss progress and communicate challenges on action framework during regular board meetings • Dedicate staff or volunteer capacity to action items • Communicate on-the-ground experience of implementation to the Steering Committee

Project champions are individuals that have the capacity and resources to coordinate large groups of people. They might be a city or county planner, or an individual involved in multiple organizations. At an organizational level, they might be the executive director or programs director of a heritage organization.

The steering committee should be a diverse group of individuals, both in identity and experience. This group consists of a variety of representatives from heritage organizations, including board members, volunteers, and staff.



Plan Review Cycle

The progress of the disaster resilience plan should be monitored and documented through a regular review cycle. This review should be considered an in-depth look at the disaster resilience plan in order to make edits to the document as a whole. This regular cycle provides an opportunity to clarify and update preservation priorities, incorporate new data and best practices, respond to local socioeconomic or land use changes, and celebrate successful interventions. This process may include edits to goals or actions that are no longer relevant or creation of new goals and action items altogether.

The length between plan reviews can be determined by a Project Champion in coordination with the Steering Committee. Typically, strategic plans are five-year plans that are updated on five-year cycles and have an annual review cycle. Whatever is determined most appropriate should be maintained consistently.

RIGHT-SIZING: TAKING THE PLAN TO THE NEXT LEVEL

The plan update can act as a time to evaluate on a larger scale. Consider the following options to increase the scale of the disaster resilience plan within your community.

From an organizational plan to a community-wide plan: The goal of the planning process is to eventually create and implement a community-wide effort. You may accomplish this transition by showcasing the successes of your plan, encouraging another heritage organization to undergo the same process. Another step may be to use the disaster resilience plan to create or strengthen a partnership with the city or county. A city or county partner also may have available funding or expertise in creating a community-wide plan.

From a community-wide plan to... If you began with a community-wide plan, consider ways to continue embedding heritage and cultural preservation into other existing city or county planning documents. This may include creating more robust sections within your community's Comprehensive Plan, Natural Hazards Mitigation Plan (NHMP), or Emergency Operations Plan (EOP).

A community-wide plan will always be an evolving document. Consider loftier goals during the plan review cycle. These goals could incorporate larger-scale and longer-term efforts. For example, scaling up goals aimed at increasing inclusion of more voices and untold stories or planning for larger capital projects for major renovations that require increased resources.


Semi-Annual Meetings

Once the partners formally adopt the plan, implementation should begin with scheduling semi-annual meetings of the steering committee. These meetings should focus on making recommendations for which actions to tackle first, identifying appropriate funding, and setting timeframes. To maintain momentum during implementation, it will be important to set clear meeting agendas, come to consensus as a group, identify clear next steps, and assign responsibility for completing tasks before the next meeting. Consider this proposed outline for semi-annual meetings:

MEETING	MEETING OBJECTIVES
Semi-Annual Meeting #1	<ul style="list-style-type: none"> • Identify which action items to prioritize next • Determine appropriate funding sources to complete action items • Train or refresh new and existing members of the Steering Committee on the goals and procedures of the disaster resilience plan • Engage in trainings identified within the action framework • Set realistic timelines
Semi-Annual Meeting #2	<ul style="list-style-type: none"> • Review progress to action items • Review risk profiles and incorporate updates • Discuss strategies for public engagement • Identify and record successes, challenges, or any other relevant pieces of information to implementing

Sample semi-annual meeting agendas are available as **Appendix Q**. Semi-annual meetings can be adapted each year to meet the needs of plan implementation. As the plan nears the end of its review cycle, the steering committee should utilize the meetings to discuss strategies for the plan update. This may include a focus on public engagement.

Consider distributing a community survey in order to engage the public in the plan update. This could be a useful tool for gauging how community importance of heritage resources has changed over time as result of the disaster resilience plan.



Action Item Prioritization

The action item framework, through the identification of funding, partnerships, or capacity, can provide a starting point for prioritization. During semi-annual meetings, utilize these factors in order to set priorities for which action items to work towards first. The recommended priorities put forward by the steering committee should include who will be responsible for implementation and documentation of the process. The following list provides additional questions for the Steering Committee to consider:

- Which actions are associated with the biggest risks to heritage resources?
- Does this action item require external funds? How long will we need to secure funds?
- Are there other partners or community organizations that need to be coordinated with to accomplish this action? Do we have an existing relationship with them?
- Which actions are the easiest to accomplish? Which are the most complex?

Determining Appropriate Resources

Action items will require various resources such as funding, staff and volunteer capacity, or partner coordination. Consider which action items can move forward with the resources that already exist. The following questions can facilitate discussion in determining appropriate resources for action items:

- Which other heritage partners need to accomplish the same task? Can we work together to avoid duplicating efforts?
- Do staff and volunteers have the time and training to accomplish the action?
- Are there already funds dedicated to disaster resilience projects within the operational budget?

While some actions may only require staff capacity, others will require both identifying and securing external funding. Resources may be available through the existing operating budget of heritage organizations or city partners. The existence of a disaster resilience plan itself may unlock funding opportunities with government or private entities. The Steering Committee should also consider searching for grant funding available within the heritage preservation network or at a national level with organizations like FEMA. Keep in mind that many grants operate on a cycle; these funds may only be available for application at certain times of year. The following list provides additional questions for the steering committee to consider:

- Are there existing funds already available?
- Who on the steering committee has grant writing experience or expertise? Is further training needed?

- Are there multiple action items or partners that could work together in grant writing or funds seeking efforts?
- When will grant applications be due? Are there other requirements dictated by this grant?
- How long will it take to secure funding? How will that impact how we prioritize action items?

Revisiting the Plan and Training New Members

Semi-annual meetings can also function as a time to train new and existing members on the details of the disaster resilience plan. It is likely that many of those who make up the Steering Committee participate in projects separate from the disaster resilience plan and will need to refresh on the details. Review of the plan will support clear communication on what the shared goals as well as ensure that all members are current and up to date on disaster and emergency procedures and protocols. Semi-annual meetings may also act as a time to engage in new trainings related to disaster preparedness as members of the Steering Committee are likely to be representative of the organization or community of heritage partners.

Revisit Risk Profiles

Risk profiles should be reviewed annually to ensure that all relevant hazard information is captured. Updates may include changes to severity or frequency of natural disasters based on newly available climate data. Additionally, changes in heritage resource management, location, or those brought on by accomplishing action items may apply. The following are additional questions to consider:

- Are there new risks that have been discovered facing heritage resources?
- Have impacts from recent disaster events highlights gaps in the current disaster resilience plan?
- Has the physical location of heritage resources changed? Does this location pose different risks?
- Have there been many changes in organizational structure or a turnover of leadership within the heritage preservation community?

Strategies for Public Engagement

Disaster mitigation projects will be more successful with community support. The Committee should continue discussions on strategies for public engagement during semi-annual meetings. Efforts to engage the public in resilience planning for heritage resources may manifest in several ways, such as: increased awareness and visitation to heritage resources, increased presence of heritage resources within local news, support of the volunteer base, and new or non-traditional partners in heritage

preservation. Consider how existing strategies for public engagement within your organization can increase in scope from the perspective of disaster resilience.

Document Successes and Challenges

To ensure that the disaster resilience plan remain a relevant document, it is important to document both successes and challenges of the implementation process. Conditions surrounding disaster resilience are likely to change and lessons in pursuit of meeting action items are likely to reveal new information. This discussion can support momentum during implementation, limit ineffective efforts, and support continued open communication amongst partners. Additional questions to consider during these discussions include:

- What action items can be recorded as completed?
- Which action items will be on-going?
- Have successes been shared across social media or local news outlets?
- Have new partnerships been formed?
- Now that some actions are completed, are there aspects you would approach differently?

You may consider replicating methods used during data collection for plan evaluation purposes. For example, conducting community-wide survey at every plan review cycle can measure change in community importance of heritage resources.

Creating Benchmarks and Celebrating Success!

Creating of a disaster resilience plan may highlight what seems like an incredibly large list of tasks to complete. The structure created by semi-annual meetings and plan review can help break down action items into smaller and more manageable timeframes. However, reframing the success of the disaster resilience plan by setting and celebrating benchmarks, rather than just working towards “the end” will maintain energy and excitement around the plan.

Choose benchmarks that make sense for your heritage community. Semi-annual meetings may act as an opportunity to celebrate what has been accomplished in a six-month timeframe. Evaluating after one year, two years, or five years may also provide easy-to-track benchmarks. Other examples of benchmarks may include when all volunteers have received emergency management training or when the last item has been backed-up to a digital archive.

When you have met a benchmark, it is important to celebrate! Taking the time to recognize accomplishments supports not only investment in implementing the plan but can build and strengthen relationships amongst partners in the heritage community. Celebrating may look like a volunteer appreciation party, planning a community event, a notice in an email or organizational newsletter, reaching out to local media to highlight accomplishments, or planning a community event.

CHAPTER 11: LESSONS LEARNED



Now that you have read through this Guidebook and are ready to create a disaster resilience plan for heritage resources, this final chapter provides some last pieces of advice and shares lessons learned from the pilot project in Cottage Grove.

CHAPTER SUMMARY

- Cottage Grove Partners
- Lessons Learned



For a complete discussion of lessons learned with the Project Champion and Oregon Heritage staff, see [Video 4: Lessons Learned in Cottage Grove](#).

Cottage Grove Partners

The planning process for the pilot project in Cottage Grove was led by a team of University of Oregon faculty and graduate students as part of the Community Planning Workshop with the Institute for Research Policy and Engagement.

The City of Cottage Grove’s planner, staff from Oregon Heritage, and the UO faculty and students acted as a project management team. They provided support and guidance in stakeholder engagement, data collection, and development of the disaster resilience plan. As a pilot project, this was a new endeavor for all involved. Representatives from heritage organizations in Cottage Grove acted as a steering committee.

The planning process benefited from diverse perspectives, opportunities to encourage learning, and the intersection of different areas of expertise. As one project team member noted:

“I wish I had a dollar for every time I muttered a “I don’t know what I’m doing” over the course of this project. Then, one day, all at once, I knew what I was doing. We were experts. The task would not have been accomplishable without the trust and support we had for each other as group members. That is a model I hope to replicate in all of my collaborative work going forward.” – Project Team Member

Lessons Learned

Like all aspects of human society, heritage resources are not immune to risk from natural and human-caused disasters. Creating a disaster resilience plan for heritage resources in Cottage Grove has added to the collective effort of the community to protect their invaluable assets from the impacts of natural and human-caused disasters. Cottage Grove experienced disaster events in the past that resulted in damage or complete loss to cherished heritage resources. These events ranged from severe storms, fires, and vandalism to the impacts of a global pandemic. It was evident through the planning process that the community of Cottage Grove has great value for their diverse collection of heritage resources.

“The loss of any historic asset is a loss to the community. A building can be rebuilt, but its historic significance cannot be replaced.” – Community Member

“I think it’s really important to remember that heritage resources have great value to community. They represent the physical and intellectual past of that place. So making sure that there’s a plan in place to make sure that those resources survive long term is incredibly important and we want to remind people to think about the value of what they have to offer during this process.” – Oregon Heritage Staff

Collective heritage is part of what binds communities together. The heritage resources of Cottage Grove support a strong network of dedicated individuals in the preservation community. Cottage Grove had the existing relationships in place to support a successful disaster resilience plan. The dedication of the partners from the city and from heritage organizations is evident through their city’s designation as an All-Star Heritage Community. The value of those existing relationships in the preservation community became even more obvious as COVID-19 occurred mid-way through the planning process and all stakeholder and project partner engagement went virtual. With a disaster resilience plan now set in place, the value that the preservation community receives from heritage resources can ripple out to the wider community of Cottage Grove.

“I think also Cottage Grove has as a city entity, but also as a community, has kind of proven track record of really caring about their heritage resources as a community and contributing to their preservation and fighting for their preservation. And there are several examples of that we’ve seen over the years.” – Oregon Heritage Staff

“I felt the most meaningful part of participating in this project was the relationship building aspect, and having the opportunity to take stakeholder feedback to produce plans to support the longevity of organization missions. I pray for future opportunities where I have a chance to work with such a talented team, and learn from unique perspectives such as those on this project.” – Project Team Member

Heritage resources make crucial contributions to local economies. COVID-19 highlighted how impactful disasters can be to heritage resources’ ability to contribute to the local economy. The

experience of COVID-19 broadened the project team’s approach to planning for disaster resilience. The focus of the disaster resilience plan had been centered on the physical impacts of disaster events, such as damage or loss. However, after state-mandated closures of non-essential services and businesses, the economic impacts of disasters were at the forefront. Closures and other safety protocols in response to COVID-19 can impact the maintenance of heritage resources, but also lead to loss of funds from needing to cancel fundraising events, inability to have collect donations through visitation, or meet the requirements of grants due to program cancellation.

Resilient heritage organizations are more effective and have higher impact. Creating a disaster resilience plan for heritage organizations can have multiple benefits. Much of what was identified during the planning process often aligned with other organizational goals, like building volunteer capacity or securing funds for preservation resources. There is significant potential for disaster resilience plans to align with the existing goals of an organization or city.

“Focus on something that you can do that meets multiple disasters. So don't focus on one specific type of disaster focus on all of them and do something that kind of has multiple impacts. Focus on the small things and then build from there.” – City of Cottage Grove Staff

“I feel like people will discover that a lot of it is best practices, activities for your organizations and ways to reach out to the community and make sure you’re serving and accessing and providing resources to your whole community so that there tend to be things that layer on what they already are doing or want to be doing to move forward with their other goals.” – Oregon Heritage Staff

APPENDIX A: GLOSSARY

Component: an important part of a system

Convener: an individual or group that brings together other individuals or groups into a collective body

Coping Strategies: specific efforts, both behavioral and psychological, that people and organizations employ to master, tolerate, reduce, or minimize stressful events

Emergency Management Cycle: the ongoing process by which all organizations should plan for and reduce the impact of disasters, react during and immediately following a disaster, and take steps to recover after the disaster has occurred.

Heritage: the array of significant things, thoughts, and activities associated with the human experience.

Heritage Organization: an entity that manages, preserves, invests in, or otherwise contributes to the stewardship of heritage resources.

Heritage Resource: artifacts and other manifestations of material culture, documents, publications, photographs and films, prehistoric and historic sites, historic buildings and other structures, cultural landscapes, heritage celebrations, festivals and fairs, and songs, stories, and recordings associated with the human experience.

Mitigation: activities designed to alleviate the effects of a major disaster/emergency or long-term activity minimizing the potentially adverse effects of future disaster in affected areas. It includes all actions to mitigate both hazards and vulnerabilities.

Preparedness: activities, programs, and systems that exist prior to an emergency and that are used to support and enhance response to an emergency or disaster. This phase implies that risks, hazards and vulnerabilities have been assessed.

Project Champion: an individual that leads the community disaster resilience planning effort.

Recovery: long-term activities and programs beyond the initial crisis period of an emergency or disaster designed to return all systems to normal status or to reconstitute these systems to a new, less vulnerable condition. Upon completion of the post-emergency critique, it is possible to update plans and implement corrective actions.

Resilience: the ability to anticipate, adapt, respond, and recover from unexpected change.

Resilience Principles: features of systems that are better able to anticipate, adapt, respond, and recover from unexpected change.

Response: Activities and programs designed to address the immediate and short-term effects of the onset of an emergency or disaster such as artifacts salvage and relocation within 48-72 hours.

Risk: exposure to danger, harm, or loss.

Risk Management: forecasting and evaluating of risks together with the identification of procedures to avoid or minimize their impact.

Steering Committee: a group of diverse stakeholders that decide on project priorities, engages in collective decision-making, and managing project operations.

Systems: a set of things working together as parts of a mechanism or an interconnecting network.

Vulnerability: the diminished capacity of an individual or group to anticipate, cope with, resist and recover from the impact of a natural or man-made hazard.

APPENDIX B: PROJECT SUMMARY HANDOUT

This appendix provides a tool for the Project Champion to collect and organize the essential information for a short handout for potential project partners. A project summary handout will be an important tool for recruitment of your project committee. Your handout should include the project goals and rationale, details about the planning and collaborative approach, partners involved, and the expected time and resource commitments. Start developing your handout by answering the questions below and tailoring the proposed talking points to your community and unique project.

PROJECT SUMMARY

Project Rationale: Why is a disaster resilience plan for heritage resources important?

- See Guidebook Chapter One for more information - key points may include:
 - Better collaboration between heritage preservation and emergency management professionals
 - Need to build resilience in the community – economic, social, and more
 - Identified risk to local heritage resources
- Any recent loss of heritage resources and/or disaster event in the community

Project Goals: What are 1-2 overarching goals for your effort?

- Describe the outcomes of a successful planning process – key points may include:
 - Decreased vulnerability to precious heritage resources
 - Increased resilience of participating organizations and heritage network
 - Increased community understanding, awareness, and knowledge
 - Increased collaboration among heritage organizations
 - Increased collaboration with other community groups

INSPIRATION FROM COTTAGE GROVE

Project Rationale: In Cottage Grove, the project team found it useful to ground the project rationale in a local example. The community had recently come together to replace the “Swinging Bridge” – a beloved historic asset. The bridge was referenced throughout the project to ground participants in what it felt to lose a precious resource, and the impact of coming together to fundraise for its replacement.

Project Goals: Consider this example from Cottage Grove: *“The overarching goal of the Disaster Resilience Plan for Heritage Resources is to increase community level knowledge and provide a framework for decision-making about heritage resources in the case of a disaster in Cottage Grove.”*

APPROACH

- **What existing efforts in your community can provide a foundation for this plan?**
 - Existing efforts may include natural hazard planning, emergency response planning, preservation planning, etc.
- **How can the disaster resilience plan further diversity and inclusion efforts?**
 - Alignment of practices with on-going efforts in community or organizations
 - Interest in better engaging communities of color, immigrant communities, young people, other groups in heritage preservation
 - Opportunity to preserve heritage of traditionally marginalized communities and histories

PARTNERSHIPS

- **Will your effort build on existing partnerships, or will you build something new?**
 - Indicate if you will be building on current formal or informal collaborative efforts
 - Committed third-party resource providers (such as a funder or consultant)
- **Who should be involved in this planning effort? Who is already committed?**
 - List any lead partners or project champions
 - List the groups and types of organizations that should participate

MEETINGS & COMMITMENT

- **What is the general project timeline?**
 - Indicate when the project will start, any distinct phases of participation, and the expected duration of the planning phase
- **What is the expected time commitment to participate in the process?**
 - Provide a clear sense of the staff/volunteer commitment to actively engage
 - How often will you meet and for how long?
- **When is the first meeting scheduled? Do you have time/location/date to share?**

APPENDIX C: SAMPLE INFORMATIONAL MEETING AGENDA

This appendix provides a sample agenda for your informational meeting to recruit committee members and secure commitments to the project. The meeting agenda is structured as a 60-90-minute meeting with flexibility within each agenda item.

MEETING AGENDA

Meeting: Disaster Resilience for Heritage Resources Project

Date:

Time:

Location:

Meeting Objectives:

- Provide an overview of the project purpose, approach, and roles.
- Determine additional partners who would bring value to the project.
- Discuss the next steps for committing to the project and any needed resources.

- | | | |
|-------------|---|----------------------|
| I. | Introductions | 15-30 minutes |
| | a. Name, Organization, Role | |
| | b. Why you're here today and/or participating in this project | |
| II. | Project Overview | 15-20 minutes |
| | a. Brief Review of the Project | |
| | b. Project Roles, Responsibilities, and Resources | |
| | i. Project Champion | |
| | ii. 3 rd Party Consultant or Facilitator (if applicable) | |
| | iii. Committee Members | |
| | iv. Heritage Organizations | |
| | v. Other Resource Organizations (including project funders if applicable) | |
| III. | The Approach: Cultural Resilience Framework | 5-10 minutes |
| | a. Presentation on the three components of the Framework | |
| | i. Resilience Principles | |
| | ii. Emergency Management Cycle | |
| | iii. Diversity, Equity, and Inclusion Practices | |
| | b. Discussion Question: Based on this Framework, what do you see as some of our shared goals to achieve through this project? | |
| IV. | Partner Brainstorming | 10-15 minutes |

- a. Discussion Questions:
 - i. Who is not currently at the table who should be?
 - ii. How can we diversify our partnerships through this project?
 - iii. What are the next steps on recruiting these identified partners?

V. Commitments and Next Steps

10-15 minutes

- a. Review Project Timeline
- b. Steering Committee Structure
- c. Securing Organizational Commitments

APPENDIX D: OUTREACH SCRIPT

This appendix provides a sample script to begin outreach to potential project partners. The script should be tailored to each partner based on your existing relationships and their potential role in the project.

EMAIL SCRIPT

Good Morning {RECEIPIENT NAME},

My name is {YOUR NAME} and I currently serve as {YOUR ROLE/ORGANIZATON}. I'm reaching out to you about an exciting new project – a Disaster Resilience Plan for all of our heritage resources in {YOUR COMMUNITY}. This collaborative effort looks to {GOAL STATEMENT}.

Attached is a short summary of the project goals and strategy. We are using a Guidebook provided by Oregon Heritage, the State Historic Preservation Office, to advance this effort. You can explore the Guidebook yourself here ([hyperlink](#)).

Our intent is to recruit a diverse group of stakeholders to participate in this project, representing emergency management, heritage preservation, city planning, and the diversity of our community's cultural resources. As a leader in {HERITAGE PRESERVATION / DISASTER PLANNING / CULTURAL RESOURCES}, I believe you and your organization would greatly contribute to this effort. Additionally, participating organizations will benefit from tools and resources to create their own disaster resilience plans and build relationships with other key community organizations.

I have already confirmed participation from {SHORT LIST OF COMMITTED ORGANIZATIONS}.

Would you be open to a short phone call to discuss the project in more detail?

I welcome any additional questions you may have.

Best,

{Name & Contact Information}

PHONE SCRIPT

Hello,

My name is {YOUR NAME} and I currently serve as {YOUR ROLE/ORGANIZATION}. I'm reaching out to you about an exciting new project – a Disaster Resilience Plan for all of our heritage resources in {YOUR COMMUNITY}. This collaborative effort looks to {GOAL STATEMENT}.

I would love to talk to you a bit more about the project as we work to recruit a diverse group of stakeholders to participate in this project. Your organization is an important partner in this work in our community.

I will send a quick follow-up email with some additional information. Please let me know if we can find a time to speak in more detail about the project. You can reach me at {CONTACT INFORMATION}.

Thanks!

APPENDIX E: RESOURCE GUIDE

This Guide provides additional resources for heritage organizations engaged in disaster resilience planning. Following the Cultural Resilience Framework, this Guide focuses on resiliency, emergency management and response, and practices for diversity, equity, and inclusion. Also included are useful tools to support your fundraising efforts for this project, and data collection and public engagement strategies.

EMERGENCY MANAGEMENT

RESOURCE NAME	PURPOSE	LINK
Heritage Emergency National Task Force	A partnership of 42 national service organizations and federal agencies created to protect cultural heritage from the damaging effects of natural disasters and other emergencies.	https://www.fema.gov/media-library/assets/documents/113297
Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning	"How-To" Guide #6 (FEMA 386-6) shows communities, step by step with the needed tools and resources, how to develop and then implement a pre-disaster planning strategy for historic properties and cultural resources.	https://www.fema.gov/media-library/assets/documents/4317#
American Institute for Conservation: Emergencies Resources	Resource collection - learn how to effectively manage emergencies and disasters to protect collections.	http://www.conservation-us.org/resources/emergencies
National Association of Tribal Historic Preservation Officers: Emergency Preparedness Resource List	List of resources and publications regarding emergency management, including funding, response, mitigation, etc.	http://www.nathpo.org/resources/emergency-preparedness/
Building an Emergency Plan: A Guide for Museums and Other Cultural Institutions	A step-by-step guide that a cultural institution can follow to develop its own emergency preparedness and response strategy. Focuses on larger institutions/museums.	http://www.getty.edu/conservation/publications_resources/pdf_publications/emergency_s.html
Emergency Preparedness for Nonprofits	A resource list from Safe-Wise consulting with resources and templates for emergency response planning, specific to nonprofits.	https://safe-wise.com/safe-wise-resource-library/emergency-preparedness-resources/
Nonprofit Emergency Plans: What You Need to Know	An outline of three types of emergency plans nonprofits should have: emergency safety plan, business continuity plan, and a volunteer mobilization plan.	https://volpro.net/nonprofit-emergency-plans/
Emergency Preparedness Resources for Businesses	FEMA's resource list to assist businesses in developing a preparedness program by providing tools to create a plan that addresses the impact of many hazards.	https://www.fema.gov/media-library/resources-documents/collections/357
Pocket Response Plan (PReP) Templates	Resources for creating a concise document with essential information needed in the case of a disaster or emergency.	https://www.statearchivists.org/programs/emergency-preparedness/emergency-preparedness-resources/pocket-response-plantm-prep-tm-english-template/

RESILIENCE

RESOURCE NAME	PURPOSE	LINK
Preservation Leadership Forum: The Case for Planning	Critical resources and "the case" for why heritage organizations should engage in disaster planning.	https://forum.savingplaces.org/learn/issues/sustainability/disaster-relief/disaster-planning
Applying Resilience: 7 Principles	Outlines the 7 principles of resilience used to inform a "resilience planning approach". Each principle is presented along with an example of how it has been applied.	https://applyingresilience.org/en/the-7-principles/
What is Organizational Resilience?	Outlines the attributes and indicators of organizational resilience.	https://www.resorgs.org.nz/about-resorgs/what-is-organisational-resilience/

APPENDIX E: RESOURCE GUIDE

FUNDING

RESOURCE NAME	PURPOSE	LINK
Collections Assessment for Preservation Program	Provides small and mid-sized museums with partial funding toward a general conservation assessment. The assessment is a study of all of the institution's collections, buildings, and building systems, as well as its policies and procedures relating to collections care. Participants who complete the program receive an assessment report with prioritized recommendations to improve collections care. CAP is often a first step for small institutions that wish to improve the condition of their collections.	http://www.conservation-us.org/resources/collections-care/cap
Institute of Museum & Library Services Grant Programs	The mission of IMLS is to advance, support, and empower America's museums, libraries, and related organizations through grantmaking, research, and policy development.	https://www.imls.gov/grants/grant-programs

DIVERSITY, EQUITY, AND INCLUSION PRACTICES

RESOURCE NAME	PURPOSE	LINK
INCLUSIVE OUTREACH		
City of Seattle's Inclusive Outreach and Public Engagement Manual	A practical guide for understanding cultural competency and designing inclusive public engagement.	https://www.seattle.gov/Documents/Departments/ParksAndRecreation/Business/RFPs/Attachment5%20_InclusiveOutreachandPublicEngagement.pdf
Community Tool Box	The Community Tool Box is a service of the Center for Community Health and Development at the University of Kansas. This is a free online resource providing toolkits, case studies, and additional resources for working together to build healthy communities. Examples of toolkits include: creating and maintaining coalitions and partnerships, building leadership, and enhancing cultural competency	https://ctb.ku.edu/en
DEI Strategic Planning Toolkit	An online resource from the University of Michigan highlighting resources and tools for incorporating DEI into the strategic planning and implementation process.	https://diversity.umich.edu/strategic-plan/dei-strategic-planning-toolkit/
Ten Ideas to Encourage Immigrant Engagement	This document is a resource developed by the Institute for Local Government in California to provide guidance in engaging their growing immigrant community	http://www.ca-ilg.org/sites/main/files/file-attachments/ten_ideas_to_encourage_immigrant_engagement-jan_2012_0.pdf
Equity and Inclusion Lens Guide	A guidebook developed by the Nonprofit Association of Oregon to how to apply equity and inclusion within the scope of your work	https://nonprofitoregon.org/sites/default/files/uploads/file/NAO-Equity-Lens-Guide-FINAL-ADA_0.pdf
Interaction Map Tool for identifying Native Territories	Native Land Digital is a Canadian Indigenous-led non-profit organization. Their website provides a mapping tool for identifying Native Territories. This tool does not represent official or legal boundaries of any Indigenous nations.	https://native-land.ca

APPENDIX E: RESOURCE GUIDE

UNDERSTANDING CULTURE AND HISTORY OF OPPRESSION

White Supremacy Culture	This is a list of characteristics of white supremacy culture which show up in our organizations. The characteristics listed are damaging because they are used as norms and standards without being pro-actively named or chosen by the group.	http://www.cwsworkshop.org/PARC_site_B/dr-culture.html
Cultural Bridges to Justice	Cultural Bridges to Justice is an organization that designs and facilitates anti-oppression and social justice workshops through the U.S. and the U.K. Their website provides various written resources and tools for understanding oppression.	https://culturalbridgestojustice.org/resources/
City of Eugene's Hate and Bias Prevention Toolkit	This toolkit developed by the City of Eugene provides resources for understanding the history of oppression, how it impacts our communities, and provides resources for how to recognize hate and bias and report it locally	https://www.eugene-or.gov/4061/Hate-Bias-Prevention-and-Response-Toolki
ERASE Racism	ERASE Racism is an organization that leads public policy advocacy campaigns and other related work to promote racial equity. Their website provides teaching tool resources such as infographics, articles, and case studies for understanding the impacts of structural and systemic racism.	http://www.eraseracismny.org/resource-center/teaching-tools

REPRESENTATION IN PRESERVATION PLANNING

Historic Places and the Diversity Deficit in Heritage Conservation	This article discusses how diversity has been missing from the field of preservation. It concludes with recommendations for how historic places can be used to bridge this diversity gap.	https://home1.nps.gov/CRMJournal/summer2004/article3.html
Preservation and Inclusion	Resources from the National Trust for Historic Preservation for more inclusive preservation practices and interpretation	https://forum.savingplaces.org/learn/issues/inclusion
Working together to build a more inclusive preservation program	Web resources on building inclusiveness in preservation programs from the Advisory Council on Historic Preservation	https://www.achp.gov/initiatives/inclusiveness
Building Institutional Awareness of Why Telling Diverse Stories Matter	Blog post about designing awareness of Oregon's diverse perspectives and cultures into educational preservation programming	https://oregonheritage.wordpress.com/2019/09/16/building-institutional-awareness-of-why-telling-diverse-stories-matters/
Addressing Racism in Historic Places and Heritage Organizations	Oregon Heritage produced a short resource that outlines the responsibility of heritage organizations and historic places to dismantle racism and inequity. The document looks at the four goals of the Oregon Heritage Plan and provides specific recommendations and resources to continue this work. Consider ways to incorporate these resources as you engage in your disaster resilience planning efforts.	https://www.oregon.gov/oprd/OH/Documents/AddressingRacismHeritagePlan.pdf
Telling the Pioneer Story by Including Untold Stories	Blog post on about incorporating Black history within the pioneer narrative of Oregon.	https://oregonheritage.wordpress.com/2018/03/23/telling-the-pioneer-story-by-including-untold-stories/

APPENDIX E: RESOURCE GUIDE

PUBLIC INVOLVEMENT STRATEGIES

RESOURCE NAME	PURPOSE	LINK
Using Online Tools for Public Engagement	Four recommendations for how to use online tools to gather, share, and create digital avenues for discussion with community members.	https://planning-org-uploaded-media.s3.amazonaws.com/document/PASQuickNotes51.pdf
6 Tips for Inclusive Public Meetings	Strategies for planning an engaging and inclusive public meeting	https://www.planning.org/planning/2019/mar/6tipublicmeetings/
Online alternatives to in-person public meetings during an emergency	Alternatives to in-person meetings and review of three different online tools: GoToWebinar, Webex, and Zoom	https://www.linkedin.com/pulse/online-alternatives-in-person-public-meetings-during-sean-m-/?trackingId=x0y59faxSK6AjyQdHWwVsA%3D%3D
Digital Engagement, Social Media & Public Participation	How to use digital tools for public engagement	https://www.iap2canada.ca/resources/Documents/Newsletter/2017_social_media_white_paper.pdf
The Spectrum of Community Engagement to Ownership	A guide for understanding the spectrum of community engagement and using the spectrum as a tool for assessing and designing community engagement.	https://movementstrategy.org/b/wp-content/uploads/2019/09/Spectrum-2-1-1.pdf

ASSET INVENTORIES

RESOURCE NAME	PURPOSE	LINK
Heritage Inventories	List of resources to related to heritage inventories. Includes Resources for policy documents, online resources, organizations and networks, books, and journals	https://www.archesproject.org/heritage-inventories/
Developing Your Heritage Inventory -- A Guide for Communities	A community guide for creating and managing a community heritage inventory. Published by the Heritage Resource Branch of the Ministry of Tourism, Parks, Culture and Sport in Saskatchewan in partnership with Canada's Historic Places	https://publications.saskatchewan.ca/#/products/84522
Conserving Your Historic Places- A Guide for Communities	A community guide for how to organize resources and develop policies that will support heritage conservation. Written by the Heritage Resource Branch of Saskatchewan Culture, Youth and Recreation.	https://publications.saskatchewan.ca/#/products/84520
How to Design Your Scenario Planning Process	A Planning Advisory Service Memo on how-to design scenario planning in your community. The suggested strategies in this guide are meant to be tailored to your facilitation style and community needs.	https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PASMEMO-2019-07-08.pdf
Public/Profit Toolbox	A resource list linking to how-to guides for data collection, analysis, and implementing social and emotional learning strategies	https://www.publicprofit.net/Toolbox
Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning	State and local mitigation planning how-to guide developed by FEMA	https://www.fema.gov/pdf/fima/386-6_Book.pdf

APPENDIX F: TRIBAL CONSULTATION IN DISASTER PLANNING

This appendix provides a short summary of the process of engaging federally recognized Indian tribal governments in your disaster resilience planning effort. Included are several key resources to consult before beginning your effort.

WHAT IS TRIBAL CONSULTATION?

Tribal consultation is the process for communicating and collaborating with federally recognized Indian tribal governments. This includes exchanging information, receiving input, and considering the tribal viewpoint on actions to properties within historic and cultural areas of interest. These heritage resources may include artifacts and other manifestations of material culture, documents, prehistoric and historic sites, buildings and other structures, cultural landscapes, heritage celebrations, festivals and fairs, and songs, stories, and recordings associated with the human experience in Oregon.¹ This is not about seeking individual input, which should be encouraged at all levels of community planning, but rather consultation at the government level.

Non-federally recognized tribes can be engaged as interested parties, the same way you would work with other community groups.

WHY ENGAGE IN TRIBAL CONSULTATION?

Tribal consultation is a [best practice](#). It acknowledges that Oregon communities reside on lands that have been ceded but still hold great importance to Tribes. The process of consulting should help identify important heritage resources within your community's boundaries that they can be added to your community planning initiative. Tribes may also provide creative solutions, offer additional resources, and develop an ongoing, trusted relationship regarding historic resources in your community.

Establishing relationships with Tribes before a disaster strikes will allow for more timely response and coordinated action. During response and recovery phases it is important to know who to contact in the Tribe, and how different Tribes want to engage in disaster response.

¹ Oregon Heritage Commission

WHEN SHOULD I ENGAGE?

Begin initial contact with all stakeholders early in the process. The capacity and interest for tribal participation may vary. Finding a Tribal contact early in the process will likely yield the best results. Remember, each tribe speaks only for themselves. Do not assume what works for one tribe will work for all.

WHAT ARE THE STEPS FOR ENGAGING?

1) Determine Tribal areas of interest

- In Oregon, the [Legislative Commission on Indian Services](#) (LCIS) was created in 1975 to serve as the main conduit through which concerns can be channeled through the network to the appropriate entity and serves as a point of access for finding out about state government programs and Indian communities.
- Send an email, including a map with your community's jurisdictional boundaries, to the [Legislative Commission on Indian Services](#) (LCIS) explaining your project and specifically requesting Tribal areas of interest within your jurisdiction.
- LCIS should be able to assist you with:
 - Tribal contact information
 - Knowing the most appropriate tribes to contact for any part of Oregon

2) Reach out to the recommended Tribes

- Ideally, LCIS will be able to provide contact information, including emails, phone numbers, and addresses for tribal contacts with areas of interest that overlap with the boundaries of your project.
- If you don't receive a response from one type of contact (email, phone, address), try another.
- Each of Oregon's 9 Federally recognized tribes have different organizational structures for contact and preferences for communication. Know that you may be directed to any of the following:
 - Tribal Historic Preservation Office (THPO)
 - Disaster Preparedness Contact
 - Cultural Resource Officer

3) Set-up a meeting with the Tribal representative and key project stakeholders. Explain the process and ask what items most interested the Tribe and how they would like to participate. This includes when and how frequently the representative would like to participate or receive notifications of community meetings.

4) Be respectful of time and sensitive information. This is an invitation for participation. Tribal governments are called on to consult on a large number of projects. Your project may not be

top priority. Alternatively, Tribes may be interested in the project, but not interested in sharing sensitive information. The goal is to open channels of communication and invite participation.

5) Provide your community survey link or other public engagement tool to your tribal contact. The goal of the community survey is to gather value and impact information from a wide variety of sources. Your contact may be willing to respond or share it with tribal members for greater input on the value of heritage resources in your community.

COTTAGE GROVE: TERRITORIAL ACKNOWLEDGEMENT

During the pilot project in Cottage Grove, the project team worked with a Cultural Resources Officer to develop a land acknowledgement statement. This statement was included at the beginning of the Disaster Resilience Plan for Heritage Resources in Cottage Grove, as well as within each organizational plan. The text is included below, but it is essential that each community work directly with a Tribal contact before including an acknowledgement of your own.

The City of Cottage Grove is located on Kalapuya Ilihi, the traditional indigenous homeland of the Kalapuya people. Following treaties between 1851 and 1855, Kalapuya people were dispossessed of their indigenous homeland by the United States government and forcibly removed to the Coast Reservation in Western Oregon. Today, descendants are citizens of the Confederated Tribes of Grand Ronde Community of Oregon and the Confederated Tribes of the Siletz Indians of Oregon, whose relationship with this land continues to this day. Kalapuya descendants continue to make important contributions in their communities, in Cottage Grove, and across the land we now refer to as Oregon.

We offer gratitude for the land itself, for those who have stewarded it for generations, and for the opportunity to study, learn, work, and be in community on this land. We acknowledge that the City of Cottage Grove's history, like many others, is fundamentally tied to the first colonial developments in the Willamette Valley.

We express our respect to the many more tribes who have ancestral connections to this territory, as well as to all other displaced Indigenous peoples who call Oregon home.

APPENDIX G: SAMPLE COMMITTEE MEETING AGENDAS

This appendix provides six sample meeting agendas to guide the committee planning process. The agendas provide a road map and starting point, but as Project Champion, take the time to tailor these tools to meet the needs of your community and process. Efficient and inclusive meetings will help to ensure more engagement and commitment from participating stakeholders and more creative ideas. In refining these agendas for your own resilience project, consider the following:

- ***Clearly identify objectives for each meeting.*** Outline these objectives clearly in project documents. Don't feel like you need to meet just for the sake of meeting. These agendas are built as internal documents, so you'll need to adapt and revise these samples.
- ***Don't underestimate trust-building.*** These agenda elements are important to build a strong network and heritage community that will outlast this project. Your process will be both more efficient and more inclusive if you devote time at the beginning to establishing shared expectations and group norms.
- ***Make time for creative activities and group discussion.*** Building a meeting with a series of "report outs" is easy, but the information you collect through collective exercises will add significant value to your process and project outcomes.
- ***Consider your time management needs in developing each agenda.*** As the facilitator, build some flexibility into each agenda that allows for conversations to develop naturally, while also valuing the time that each member contributes.

Each meeting agenda is structured as a 90-120-minute meeting with flexibility within each agenda item. We recommend pre-scheduling six, two-hour meetings. Some groups may need more time, but established collaboratives may complete this work in as few as four meetings. You may also find that a variety of meeting times and formats that is flexible based on your committee progress and needs is preferable. Additionally, each core agenda item includes "discussion outcomes" and "facilitator guidance and resources" to help you to tailor the meeting to meet your group needs. Consider your group size and facilitation resources when determining the format for various conversations (such as small group break outs, etc.)

Meeting activities are also structured assuming in-person meetings, which work best for building productive group relationships. Given the impact of COVID-19 on our ability to come together in-person, you may need to consider different platforms given your project timing. Look to Appendix E for additional resources on transitioning to online engagement and meeting facilitation. Remember to make these meetings work based on your community's unique resources, needs, and shareholders. You can tailor the structure, timing, and discussion outcomes accordingly.

MEETING #1: LAYING THE GROUNDWORK

Meeting: Disaster Resilience for Heritage Resources Project – Committee Meeting #1

Date:

Time:

Location:

Meeting Objectives:

- Convene committed project partners as the project committee.
- Establish shared project goals and objectives.
- Create shared expectations and a commitment to inclusive behavior.

- I. Introductions** **15-30 minutes**
- a. Name, Organization, Role
 - b. Why you're here today and/or participating in this project
 - c. Icebreaker Question
 - i. What hazard do you think poses the most risk to your organization?
 - d. **Discussion Outcomes:**
 - i. All participants speak within the first 15 minutes of the meeting
 - ii. Participants become familiar with each other and their shared needs
- II. Project Overview** **15-30 minutes**
- a. Brief Review of the Project
 - b. Project Roles, Responsibilities, and Resources
 - i. Project Champion
 - ii. 3rd Party Consultant or Facilitator (if applicable)
 - iii. Committee Members
 - iv. Heritage Organizations
 - v. Other Resource Organizations (including project funders if applicable)
 - c. **Facilitator Guidance & Resources:** Make sure to share the expected time commitment and key responsibilities for each partner. Address any expectations around committing organizational and/or financial resources to the project.
 - d. **Discussion Outcomes:**
 - i. Participants understand what will be expected of their organizations
 - ii. Participants understand what their time commitment will look like
- III. Collective Goal Setting** **20-30 minutes**
- a. Facilitated discussions responding to the following questions:
 - i. Where is your organization currently in its disaster preparedness efforts?
 - ii. Where would your organization like to be after this project?
 - iii. What do you see as the shared opportunities to improve our collective resilience through this project?

- b. **Facilitator Guidance & Resources:** Depending on the size of your group, consider whether to use small groups or a pair-and-share model to respond to these questions. Groups can then report out and engage in a large group discussion to determine shared goals.
- c. **Discussion Outcomes:**
 - i. Participants collectively establish both organizational and community-wide goals for the project
 - ii. Participants better understand opportunities to leverage collective resources and expertise through the resilience planning process

IV. Group Norms and Shared Expectations **20-30 minutes**

- a. Facilitated discussions responding to the following questions:
 - i. How will we commit to behaving during meetings?
 - 1. *Examples: Begin and end on time; come to meetings prepared*
 - ii. How will we commit to respectful behavior with each other?
 - 1. *Examples: Give everyone space to contribute during each meeting; loud voices will “step back” and give others the chance to speak*
 - iii. How will we commit to an inclusive project approach?
 - 1. *Examples: Practice “calling people in” to resolve conflicts or address disrespectful or biased behavior*
- b. **Facilitator Guidance & Resources:** This is an essential conversation to ground your committee’s work structure and relationships, especially if you are new to each other and need to set a precedent of inclusion and respect. There are many ways to manage this conversation based on group size, existing relationships, and the duration of your project work. Your group will have more commitment to the norms and expectations if they develop the list themselves. A more time efficient strategy is to propose a basic list of commitments and ask for additions and clarifications.
- c. **Discussion Outcomes:**
 - i. Participants understand how they should behave in committee settings
 - ii. Participants from traditionally underrepresented groups feel welcomed and valued within the committee

V. Commitments and Next Steps **10-15 minutes**

- a. Review Project Timeline
- b. Securing Organizational Commitments
- c. Next Meeting Logistics and Content
- d. **Discussion Outcomes:**
 - i. Participants have clear next steps to advance the project within their organizations
 - ii. Participants have a “to-do list” of steps to complete before the next meeting

MEETING #2: OUTLINING THE PROCESS

Meeting: Disaster Resilience for Heritage Resources Project – Committee Meeting #2

Date:

Time:

Location:

Meeting Objectives:

- Outline data needed for each organization and community-wide risk profile and plan.
- Begin the data collection process to assess current conditions of heritage organizations.
- Select the most appropriate data collection strategies for organizational risk profiles.

- I. **Introductions** **10-15 minutes**
 - a. Name, Organization, Role
 - b. Icebreaker Question
 - i. What is your most valued heritage resource in the community?

- II. **Since our Last Meeting** **10-15 minutes**
 - a. Around the Room Updates – What have you accomplished since we last met?
 - b. **Discussion Outcomes:**
 - i. Participants are held accountable to action items and commitments
 - ii. Participants understand the work happening across the committee
 - iii. Participants can troubleshoot issues within each organization, such as lack of understanding or resistance to specific project elements

- III. **Creating Risk Profiles** **10-15 minutes**
 - a. Present the framework for organizational & community-wide risk profiles
(See Guidebook Chapter 5)

- IV. **People, Places, and Things Activity** **30 minutes**
 - a. Present the definition and examples for each of the categories
(see Guidebook Chapter 5)
 - b. Group Brainstorming Activity
 - c. **Facilitator Guidance and Resources:** Based on your group size, consider a brainstorming session that asks participants to call out examples of people, places, and things for their organizations. This can be done as a large group with flipchart paper, or in smaller groups using a worksheet or scrap paper. The goal is not to create an exhaustive list, but to ensure that participants understand the categories and can explain them to their organizations.
 - d. **Discussion Outcomes:**
 - i. Participants understand the “People, Places, and Things” framework and how it applies to their organization
 - ii. Participants brainstorm an initial list of assets within their organizations

- V. Organizational Data Collection Strategies** **30-45 minutes**
- a. Present Data Collection Strategies (see Guidebook Chapter 5)
 - b. Review Pros & Cons of each strategy
 - c. Discussion on the most appropriate strategies for your project
 - d. **Facilitator Guidance & Resources:** Before presenting the various data collection strategies, considering refining the list based on resources and expertise.
 - e. **Discussion Outcomes:**
 - i. Determine the best tool(s) to collect “People, Places, and Things” data
 - ii. Determine the best tool(s) to collect Essential Functions data
 - iii. Determine the best tool(s) to collect Management Practices data
- VI. Next Steps** **5 minutes**
- a. Before the Next Meeting
 - b. Meeting Logistics
- VII. What’s Working? What’s Not?** **5 minutes**
- a. What worked about today’s meeting?
 - b. What didn’t work, or could we improve for the next meeting?
 - c. **Discussion Outcomes:**
 - i. Participants reflect on the meeting, group behavior, or project progress
 - ii. Facilitator receives feedback to make adjustments between meetings

MEETING #3: DATA COLLECTION

Meeting: Disaster Resilience for Heritage Resources Project – Committee Meeting #3

Date:

Time:

Location:

Meeting Objectives:

- Share lessons learned and challenges in early organizational data collection efforts.
- Continue data collection process for heritage organizations by testing an organizational activity focused on management practices.
- Develop and refine key community-wide data collection strategies.

- I. Introductions** **10-15 minutes**
- a. Name, Organization, Role
 - b. Icebreaker Question
 - i. What is your most vivid memory of a natural disaster?
- II. Since our Last Meeting** **10-15 minutes**
- a. Around the Room Updates – What have you accomplished since we last met?
- III. Revisit Organizational Data Collection** **30 minutes**
- a. Small group discussions on the following questions:
 - i. What successes have you had as an organization?
 - ii. What questions have emerged?
 - iii. What is your board/staff excited about? Struggling with?
 - iv. What resources do you need to be successful?
 - b. **Discussion Outcomes:**
 - i. Participants engage in collective problem solving on data collection efforts within organizations
 - ii. Participants identify lessons learned in creating risk profiles and refine strategies for community-wide data collection
- IV. Disaster Scenarios Activity** **30 minutes**
- a. See Appendix M for sample worksheets and more detailed activity guidance
 - b. **Facilitator Guidance & Resources:** Consider using this activity as a “train the trainer” exercise. Organization representatives can practice the activity and ensure they understand key terms and outcomes, and then bring the activity back to their organizations.
 - c. **Discussion Outcomes:**

- i. Participants quickly brainstorm coping and response strategies based on a proposed natural hazard scenario
- ii. Participants understand the existing decision-making and communications systems that may impact their response to a natural hazard or ability to cope with an emergency event

- V. Community-Wide Data Collection Strategies** **30 minutes**
- a. Present Data Collection Strategies (see Guidebook Chapter 5)
 - b. Review Pros & Cons of each strategy
 - c. Discussion on the most appropriate strategies for your project
 - d. **Facilitator Guidance & Resources:** Before presenting the various data collection strategies, considering refining the list based on resources and expertise.
 - e. **Discussion Outcomes:**
 - i. Determine the best tool(s) to conduct community engagement and assess shared preservation priorities
- VI. Next Steps** **5 minutes**
- a. Before the Next Meeting
 - b. Meeting Logistics
- VII. What's Working? What's Not?** **5 minutes**
- a. What worked about today's meeting?
 - b. What didn't work, or could we improve for the next meeting?

MEETING #4: ACTION PLANNING

Meeting: Disaster Resilience for Heritage Resources Project – Committee Meeting #4

Date:

Time:

Location:

Meeting Objectives:

- Determine final data collection needs to complete both organizational and community-wide risk profiles.
- Discuss the principles of resilience and how they apply to heritage resources.
- Start brainstorming shared action items for the community-wide plan.

- I. Introductions** **10-15 minutes**
 - a. Name, Organization, Role
 - b. Icebreaker Question
 - i. What is the first thing you think of when you hear “resilience”?

- II. Since our Last Meeting** **10-15 minutes**
 - a. Around the Room Updates – What have you accomplished since we last met?

- III. Revisit Data Collection** **30 minutes**
 - a. Updates on organizational data collection strategies
 - b. Updates on community-wide data collection strategies
 - c. **Discussion Outcomes:**
 - i. Participants engage in collective problem solving on data collection efforts within organizations and through public involvement
 - ii. Participants identify any remaining gaps in data collection and risk profiles in order to develop goals and action framework

- IV. Cultural Resilience Framework** **15-20 minutes**
 - a. Presentation on the key components of the Cultural Resilience Framework (see Guidebook Chapter 2)
 - b. Provide examples of how the three components (Resilience, Emergency Management Cycle, and DEI Practices) could be applied in the process
 - c. **Discussion Outcomes:**
 - i. Participants understand how the components of the Framework will inform the community-wide and organizational action plans

- V. Resilience Principles Brainstorming Activity** **30 minutes**
 - a. See Appendix M for sample worksheets and more detailed activity guidance
 - b. **Discussion Outcomes:**

- i. Participants brainstorm action items for the community-wide plan using the resilience principles as a guiding tool

VI. Next Steps **5 minutes**

- a. Before the Next Meeting
- b. Meeting Logistics

VII. What's Working? What's Not? **5 minutes**

- a. What worked about today's meeting?
- b. What didn't work, or could we improve for the next meeting?

MEETING #5: ACTION PLANNING CONTINUED

Meeting: Disaster Resilience for Heritage Resources Project – Committee Meeting #5

Date:

Time:

Location:

Meeting Objectives:

- Share key findings revealed through the course of the planning process.
- Develop shared goals for the community-wide plan.
- Continue developing shared action items for the community-wide plan.

- I. Introductions** **10-15 minutes**
 - a. Name, Organization, Role
 - b. Icebreaker Question
 - i. What is the most exciting thing you've heard from your organization during this process?

- II. Since our Last Meeting** **10-15 minutes**
 - a. Around the Room Updates – What have you accomplished since we last met?

- III. Interpreting Key Findings** **30-45 minutes**
 - a. Each participating organization shares the key findings from their risk profiles
 - b. Project Champion shares key findings from community-wide data collection and public involvement efforts
 - c. Discuss overlap between findings that can inform shared goals and action items
 - d. **Facilitator Guidance & Resources:** Consider the best way to share key findings. You may ask all participants to submit their summaries in writing prior to the meeting so they can be compiled into a presentation or summary document.
 - e. **Discussion Outcomes:**
 - i. Participants discuss similarities and differences between organizational key findings
 - ii. Participants outline broad categories or priorities to inform goal setting

- IV. Goal Setting** **30-45 minutes**
 - a. Establish and agree upon clear goal statements to guide the community-wide planning process
 - b. Revisit brainstorming activities and resilience principles from previous meeting to guide goal setting
 - c. **Facilitation Guidance & Resources:** Based on your time and resources, you may consider two different strategies for this conversation: 1) providing a draft of project goals for reflection and comment, or 2) asking the committee to

collectively develop draft goals. Each strategy has value but requires different resources and expertise. See Guidebook Chapter 7 for guidance on setting goals.

d. **Discussion Outcomes:**

- i. Participants agree on draft goal statements
- ii. Participants begin developing the action plan framework

V. Next Steps **5 minutes**

- a. Before the Next Meeting
- b. Meeting Logistics

VI. What's Working? What's Not? **5 minutes**

- a. What worked about today's meeting?
- b. What didn't work, or could we improve for the next meeting?

MEETING #6: REFINEMENT & IMPLEMENTATION

Meeting: Disaster Resilience for Heritage Resources Project – Committee Meeting #6

Date:

Time:

Location:

Meeting Objectives:

- Refine and finalize the community-wide action plan framework.
- Present effective strategies for implementation and monitoring.
- Discuss next steps and distribution of the plan.

- I. Introductions** **10-15 minutes**
 - a. Name, Organization, Role
 - b. Icebreaker Question
 - i. How have you changed your personal understanding of risk and resilience by participating in this project?

- II. Since our Last Meeting** **10-15 minutes**
 - a. Around the Room Updates – What have you accomplished since we last met?

- III. Action Plan Framework** **30-45 minutes**
 - a. Present a near-final draft of the action framework for the community-wide plan, including goals and draft action items
 - b. Brainstorm additional action items at both the community-wide and organizational levels
 - c. **Discussion Outcomes:**
 - i. Participants finalize the community-wide plan action plan framework
 - ii. Participants understand how their organization fits into the community-wide plan
 - iii. Participants understand how to finalize their organizational plans and action items

- IV. Plan Adoption** **15-20 minutes**
 - a. Outline the proposed process for adopting each plan, both at the organizational and community-wide levels
 - b. Discuss pitfalls and opportunities in the adoption process
 - c. **Discussion Outcomes:**
 - i. Participants feel equipped to lead plan adoption within their organizations
 - ii. Participants understand the next steps to advance the community-wide plan for final edits and adoption

- V. Implementation** **15 minutes**
- a. Share strategies for maintaining accountability and momentum in completing action items within the action plan
 - b. Propose an ongoing process for implementing the completed plans, including future meeting expectations
 - c. **Discussion Outcomes:**
 - i. Participants share their ideas for achieving organizational and shared action items
 - ii. Participants agree to ongoing participation in semi-annual meetings
- VI. Next Steps** **15 minutes**
- a. Semi-Annual Meeting Logistics
 - b. Plan Monitoring and Update

APPENDIX H: SAMPLE ORGANIZATION PLAN

This appendix provides a sample organizational disaster resilience plan for a small Museum. A key component of the plan is a risk profile, which collects and organizes key information gathered through interviews, board meetings, questionnaires, and other data collections strategies. The intent of the risk profile is to gather essential information that sheds light on the risks and vulnerabilities posed to the organization. The disaster resilience plan begins with a series of key findings (or a profile of risk), determined through an analysis of key organizational information related to essential functions, coping strategies, and the assets and resources required to meet the organization's mission. The risk profile then shaped the development of an action plan for the organization, found at the end of the document.

For a worksheet to begin the development of your own risk profile, see **Appendix I**.

SUMMARY

This document provides a disaster resilience plan for {Organization Name}, developed as a part of the Disaster Resilience Plan for Heritage Resources in {Community Name}. Emergencies are unplanned events that can significantly impact {Organization}'s ability to steward heritage resources and serve the broader {Community Name} community. This plan identifies strategies that {Organization} can better prepare for, respond to, and recover from various emergencies. This plan is intended to guide leadership by considering:

1. What the organization does
2. Current levels of disaster preparedness
3. What {Organization} needs to accomplish key resilience activities
4. Actionable recommendations to increase resilience

The Disaster Resilience Plan for {Organization} is the result of a partnership between {Project Stakeholders}. The goal of the Plan is to increase organizational knowledge and provide a framework for decision-making about {Organization}'s heritage resources in the case of a disaster in {Community Name}. Participating heritage organizations included {List of heritage organizations involved}.

Resilience Goals

The project team identified six goals to improve the resilience of {Organization}. A complete framework, including strategies and action items, is provided at the end of this Plan.

- **Goal 1:** Increase accessibility to institutional knowledge by creating and documenting organizational policies and protocols.

- **Goal 2:** Identify, diversify, and cross-train members of the organizations in essential roles.
- **Goal 3:** Diversify and secure the location, physical storage, and maintenance of heritage resources.
- **Goal 4:** Expand opportunities for education and diverse partnerships that provide expertise, increased capacity, and increased community investment in heritage assets.
- **Goal 5:** Increase current and future funding sources to strengthen the economic resilience of the community.
- **Goal 6:** Support the economic resilience and recovery of building owners and businesses in the {Organization}.

BACKGROUND

This section should give a brief history of the organization, when it was established, where it is located, mission and goals, and current partnerships.

KEY FINDINGS / RISK PROFILE

This section includes key findings about the current conditions of the {Organization} and highlights vulnerabilities that the organization faces from natural and human-caused hazards. Data on current conditions were informed by questionnaires completed by heritage organization representatives, informational interviews, workshops, and board meetings. The following findings shaped the recommended resilience strategies for the {Organization}.

- **Current protocol relies on the full board to make decisions which will having varying impact on implementing disaster resilience strategies.** The Board indicated that all important decisions are made collectively. During the response and recovery to unexpected events, it is unlikely that all board members will be available to participate, nor would a full board meeting be called for immediate response needs. Disaster resilience strategies that revolve around mitigation and preparedness efforts will continue to need full board support in order to implement.
- **Outdated utility systems increase the {Organization}'s vulnerability to events caused by system failures.** {Historic Buildings} have not had updates to plumbing, electrical, or ventilation systems. Each system presents increased vulnerability and risk to electrical fire, flooding from plumbing failure, and damage to heritage resources from poor ventilation and temperature fluctuations. The {Organization} {building} is the most updated and houses some of their most valued items.
- **In response to COVID-19, the Board President played an essential role in providing leadership for rapid disaster response.** The Board President made crucial decisions to cancel meetings, communicated those updates to volunteers and board members, and led decisions on next steps for delivering their mission despite closures.
- **The {Organization} has no written policies, procedures, or protocol to provide guidance in the event of a disaster.** Many of the volunteers serving on the Board hold a

long record of institutional knowledge that is not recorded as policy, procedure, or protocol. Lack of ready access to this information can negatively impact communication, duplicate efforts, and lengthen response time in the event of a disaster.

- **A limited volunteer base decreases the {Organization}'s capacity to digitize heritage resources that are at risk to damage or complete loss in a disaster event.** With ten regular volunteers and limited access to scanners there are innumerable hours of digitizing paper records and historic photographs in the {Organization}'s care of which no other copies exist. With the existing volunteer base, it would take considerable time to digitize resources, amongst other volunteer duties, leaving resources vulnerable to loss in the meantime.
- **The {Organization} regularly engages in opportunities to learn new ways of managing heritage resources and updating Organization practices.** The Board President receives emails from national and statewide Organization organizations that offer resources for trainings and workshops, best practices in Organization management, and examples of Organization's integrating new practices.
- **There is no existing plan for tackling building maintenance projects between the City and the {Organization}.** The City leases city-owned buildings that house the administrative offices and heritage resources of the {Organization}. Creating a building maintenance plan between the City and the {Organization} can allow for an inventory of building maintenance needs, provide priority for pressing projects, and avoid duplicated efforts.

PEOPLE, PLACES, AND THINGS

"People, places, and things" is used as a framework to outline what each heritage organization needs to accomplish what they do. "People" are those individuals needed for day-to-day operations and includes the organization's main audience and any collaborative partnerships. "Places" include the buildings, facilities, and open spaces needed to carry out an organization's functions. Finally, "things" are the physical assets each organization stewards.

People

The {Organization} is governed by a Board of Directors and employs one part-time Coordinator. The current Board consists of 13 members, plus 2 emeritus members. The Board President is responsible for overseeing {Organization} operations, organizing and coordinating board meetings, and fundraising efforts. The Vice President assists in these activities. The Organization Coordinator is responsible for coordinating Organization activities and works at 0.20 FTE, though often contributing more time as a volunteer. Approximately 10 volunteers contribute 110 hours collectively each month. Staff and executive board members have collectively dedicated over 84 years of service.

The {Organization} partners with several other heritage organizations in {City}. The {Organization} participates in the {project name} along with the {other heritage groups}. This partnership works to increase community and visitor awareness of regional history through

monthly exhibits at the local library. Educational programs, such as the travelling trunk show exhibit, are presented to various community groups. This partnership relies on the participation of school classrooms and assisted living facilities.

Places

The {Organization} operates out of {historic building}, built in 1897 and included on the National Register of Historic Places. The City leases the {historic building} to the {Organization} at no cost, including {additional buildings}, a locally listed historic landmark, which sit adjacent. Administrative offices, photograph display, and storage are located at the {historic building}, across the street from the {additional buildings}. All three buildings are located in Historic Northwest Neighborhood, just a quarter mile from the City's Historic Main Street.

The {Organization} has experienced damage to its historic structures from both weather events and vandalism. Protective plastic coverings for the {historic building}'s stained-glass windows were installed in 1980 to prevent future damage. The natural decay of these buildings led to some updates over time. The {historic building} roof was recently replaced after reports of leaks which led to several years of grant writing to support the project. The City repaired the first floor of the {historic building} prior to relocating the {Organization's} administrative offices and artifact storage to the building. Despite recent updates, the plumbing system in the {historic building} caused damage to some materials in storage. There were no heritage assets affected in the incident. The {Organization} responded by discontinuing the water to the back room and disconnecting the toilet and sink. Extra measures were taken to protect the pipes in the other bathrooms from damage due to cold weather.

Things

In addition to historic buildings, the {Organization} manages the exhibit {description of exhibit and historic artifacts}. Another draw to the {Organization} is the exhibit on {description of exhibit and historic artifacts}. The {Organization} identified the {historic artifact}, the {historic building}, and the stained-glass windows as the highest priority heritage resources.

Resources for exploring digitized assets are available online through the {Organization's} website and include photographs, file clippings, old phone directories, and yearbooks from the local high schools. Digitizing records has been an on-going process, funded through sporadic grants, and is mostly conducted by staff and volunteers.

ESSENTIAL FUNCTIONS

The {Organization}'s primary mission driven activities include preservation of historic artifacts, education and outreach programming, research, and tourism. Educational programming, preservation, and research are the most important activities in bringing in new people to the organization and promoting preservation of the {Organization}'s heritage assets. Educational programming is geared towards engaging local residents in the stories of {City}. Visitors have

access to the {Organization}'s resources to conduct their own research. Preservation activities, such as exhibit curation and digitizing records, is mostly conducted by the Coordinator and volunteers and serves to create strong relationships amongst the group.

The {Organization} identified preservation and tourism as the most important activities for the annual operating budget. The annual operating budget in 2019 was \$18,000, with approximately 80% generated through a private financial endowment, 17% by grant funding, and 3% by donation. Grant funding is typically secured for special projects, such as preservation of the {heritage asset} or the purchase of archival products for storage. Visitation to the {Organization} on average produces \$50-\$100/month.

Business Operations

Visiting hours to the {Organization} are Saturday and Sunday from 1pm to 4pm and upon special request. Visitation increases to the {Organization} between June and August. Annual events include the {special event} held each year in December. This event draws between 50-75 visitors. The {Organization} holds special events such as an opening for the {exhibit name}, a bridal gown exhibit, or birthday parties. These events generate additional funds for the {Organization}.

Impacts

Impacts to tourism and visitation would have minimal effect on the business operations of the {Organization}. The {Organization} would be vulnerable to economic impacts in the event of a disaster or emergency that was significant enough to interrupt the {Organization}'s financial endowment. Currently, this endowment funds the operation and maintenance of the {Organization}'s buildings, regular preservation activities, educational outreach, and the Coordinator position.

Grant funding plays an important role in the special projects of the {Organization}. Restricted grant funding supported the {youth program} for two consecutive years. Without a strategy for sustainable funding, the program ceased. Grants are currently written by one volunteer. A disaster or emergency event could impact the ability of this volunteer to contribute their skills.

The {Organization}'s essential functions are carried out by volunteers, board members, and one part-time Coordinator. The Coordinator fulfills duties related to volunteer coordination and management, coordination of preservation activities, and educational programming. In the context of a global pandemic such as COVID-19, many of the {Organization}'s volunteers are more at risk to exposure of the virus and it poses a significant hurdle to the response and recovery of disaster.

The lack of utility renovation of {Organization} buildings poses a risk of damage or loss of the heritage assets from electrical fire, ruptured plumbing, and moisture and heat damage. The annex building is the most updated in terms of temperature control and security, and as a

result houses some of the {Organization}'s most valued items. Items that are on exhibit in the {historic buildings} are subject to damage from the fluctuation of temperature and moisture.

Current Coping Strategies

Executive board members and staff attended disaster and emergency readiness workshops hosted by the City and Oregon Heritage Program staff in 2016. This workshop provided some tools to create contact lists and disaster preparation kits. The {Organization} solicits the fire marshal to conduct an inspection of their buildings once a year. This practice led to maintaining fire extinguishers in each building and moving items off the floor.

The default strategy for coping with unexpected events is to call the Board President or Coordinator who live in close proximity to the Organization. In the past, the {Organization} has relied on support from neighbors to react to disaster events, such as wetting the outside of the building during a fire in the Northwest neighborhood.

The {Organization} relies on the full Board of Directors to make decisions. Current decision-making strategies will be less effective in response and recovery stages of a large-scale disaster or emergency. Board members may be unavailable to participate in decision-making during an emergency or might have different priorities in a large-scale event. In the event of an emergency, the Board President would continue board governance, volunteer management, and fundraising. The Board Treasurer has served on the board for 30 years and is charged with accounting and financial management. The {Organization} identified this role as essential to operations in the event of a disaster. Other key roles are fulfilled by the Board President and staff and include communication, accessing network support, and building access.

RESILIENCE ACTION PLAN

This section includes opportunities for the organization to prepare for and respond to an event. This is provided in a framework that translates key findings to main goals, each with strategies and actionable items. These goals are nested within a broader resiliency framework that includes the following four core principles:

- **Diversity and Redundancy:** A variety of components that make a system stronger. Several components perform the same function and can absorb and adapt to unexpected changes.
- **Manage Connectivity:** Managing the relationships and links between heritage organizations and community partnerships. Strengthening systems of information sharing.
- **Broadening Participation:** Including a variety of people from different perspectives and background to information practices and decision-making.
- **Encouraging Learning:** Reflecting on existing knowledge and having a commitment to incorporating new ideas and trying new ways of operation.

{Insert action plan framework here}

APPENDIX I: ORGANIZATIONAL RISK PROFILE TEMPLATE

This appendix provides a template to begin creating a risk profile for your heritage organization. The risk profile collects and organizes key information gathered through interviews, board meetings, questionnaires, and other data collections strategies. The intent of the risk profile is to gather essential information that sheds light on the risks and vulnerabilities posed to the organization. The completed risk profile will shape the development of an action plan for your organization. A complete sample organizational plan, including a risk profile and action plan, is available as **Appendix H**.

The organizational risk profile seeks to answer three questions:

1. **Essential Functions:** What does the organization do (collections, events, research, etc.)?
2. **Management Practices:** What are the existing systems for decision-making and communication within each heritage organization or relevant department?
3. **People, Places, and Things:** What does the organization need to accomplish their essential functions?

To answer these questions, the risk profile includes four key sections:

1. Background on the organization
2. Key findings from the risk profile summarizing organizational vulnerabilities
3. Summary of the organization's people, places, and things
4. Summary of essential functions, including standard business operations, anticipated impacts, and current coping strategies

To populate the profile, your organization will need to compile information from a variety of sources, including the data collection strategies listed in the Guidebook. You may also consider starting with a current grant application that provides some of the basic organizational information. For guidance on interpreting the information in your risk profile to develop key findings, see Guidebook Chapter 6: Setting Priorities.

BACKGROUND

This section should give a brief (1-2 paragraph) background on your organization. This section should include:

- Mission statement
- Organizational goals (likely from a strategic plan)
- Brief history of the organization
 - When it was founded
 - Why it was founded and by whom
 - Any significant changes in the organization over its history
- Location of the organization
- Relevant partnerships or stakeholders
- Type of organization (501(c)3 Nonprofit, public agency, etc.)

KEY FINDINGS

It is useful to include your key findings at the beginning of the profile, but these are likely the last component to be written. This section an interpretation of the current conditions of your organization and highlights vulnerabilities that the organization faces from natural and human-caused hazards. Your key findings should speak to both the challenges and opportunities within the organization when considering your vulnerability to potential natural or human-caused hazards.

It's useful to set up this section as a series of direct statements, which a short supporting paragraph of context. You can include the statements as a series of bullet points. For a series of leading questions to help you determine key findings, see Guidebook Chapter 6: Setting Priorities. A few sample key findings and context are available below:

Sample Finding: Risk management policies or written procedures are not easily available to the Board or volunteers.

Vulnerability Context: Through meetings with your Board of Directors, you may note that the organization tends to function on institutional knowledge, rather than a written set of policies. While this is normal for smaller organizations, it can make you vulnerable to turn-over of volunteers or make decision-making difficult if key stakeholders are not available during an emergency event. This key finding might lead your organization to propose an action item to develop a set of written policies and procedures in the case of an emergency, available digitally to all Board members.

Sample Finding: The organization is completely operated by volunteers with no paid staff.

Vulnerability Context: While this may seem like a piece of basic information to those engaged with your organization, it is important to note that staffing and volunteer capacity can increase vulnerability. If you have important projects, like digitizing your records or writing grants, managed by one volunteer, their availability and documentation of the project influences the organization's ability to continue that activity in the future. An emergency event may mean your volunteers are not readily available or accountable to the organization. On the flip side, we saw during the COVID-19 pandemic that all-volunteer organizations were more resilient to the economic downturn because they did not need to lay off staff or make the transition from a governing board to a working board.

Sample Finding: The organization lacks the resources to improve physical asset management.

Vulnerability Context: Many of your organization's most important and vulnerable historic assets may be paper archives, records of historical documents, or other fragile items that are stored on-site. These assets are especially susceptible to damage from events such as flooding and fire. Additionally, lack of digitization makes these assets not only vulnerable, but irreplaceable in the event of a disaster. While there are strategies to protect these assets, like security and alarm systems, better storage, rigorous digitization, and others, they often require a significant resource investment from the organization.

PEOPLE, PLACES, THINGS

In order to develop your key findings, you will need to collect important information about your organizational assets. "People, places, and things" is used as a framework to outline what each heritage organization needs to accomplish what they do.

For less traditional heritage organizations, such as a municipality or business support organization, you may need to broaden your definitions in this section. For example, a Main Street organization may not steward many "places" or "things" but instead offer support to those businesses and tenants who work within historic structures.

People

"People" are those individuals needed for day-to-day operations and includes the organization's main audience and any collaborative partnerships. This section may include:

- Number of paid employees
- Number of volunteers
- Volunteer or membership programs, including size, structure, and key roles
- Structure and size of the Board of Directors
- Significant roles for board members (especially leadership roles)
- Key partnerships

Places

“Places” include the buildings, facilities, and open spaces needed to carry out an organization’s functions. This section may include:

- Historic buildings managed, rented, owned, or operated by the organization
- Buildings open to the public
- Buildings used for administration or staff
- Buildings used for storage of assets
- Outdoor or public spaces used by the organization
- Physical improvements or needed repairs for buildings
- Recent or historic damages to buildings during emergency events
- Availability of off-site digital storage

Things

“Things” are the physical assets each organization stewards. This section may include:

- Paper, digital, or physical historic assets
- Paper or digital business records
- Assets that are unique or irreplaceable
- Status and method of digitizing heritage resources
- Specific collections or exhibits
- Special events that honor a heritage resource or historic event

ESSENTIAL FUNCTIONS

This section should include a summary of the organization’s business and mission-driven activities. Collecting this information will help the organization to understand which programs, services, and operational activities may be the greatest priority in recovering from an emergency, or where resources may need to be concentrated.

Provide a short summary on the organization’s essential functions, including:

- A short summary of mission-driven activities (such as preservation, education, etc.)
- The individuals responsible for managing these key activities
- Operating budget and major sources of revenue

Business Operations

This section considers when the organization’s periods of increased activity, including:

- Annual cycles: e.g., fiscal year, fiscal quarters, or campus calendar
- Monthly cycles: e.g., first Monday, or the second week of each month
- Weekly cycles: e.g., each Friday

- Daily cycles: e.g., at a certain time each day

Collecting this information will help your organization better understand how long a function could be suspended before there would be a significant impact to the organization's viability. You may include details such as:

- Hours that the organization is open to the public (i.e. museum visiting hours)
- Periods of increased visitation or programming (i.e. summer months, near important historical dates)
- Annual special events

Impacts

If the heritage organization couldn't do a function or task, what would the impact be after one-day, one-week, or one-month? This might include potential impacts to:

- Mission, values, and vision
- Health, safety, and welfare - will people's lives be put in jeopardy?
- Environmental impact- will air, water, land, or wildlife be negatively impacted?
- Regulatory - will the heritage organization be out of compliance with statues or regulations?
- Funding - will a disruption impact current or future funding?
- Revenue - will there be delayed collection, lost revenue, investment or lost interest?
- Legal - will the heritage organization be subject to legal action for not fulfilling contractual obligations or providing services?
- Financial - will the heritage organization incur fines, penalties or additional expenses?
- Reputation - will confidence or trust in the heritage organization or its overall public image be negatively affected?

Coping Strategies

What happens if a heritage organization partner cannot access its building or if its employees cannot report to work? In short, how does your organization currently cope with a disaster or emergency? By understanding your current practices of communication, decision-making, and access to important resources, we can better understand how to improve coping strategies in the action plan. Coping strategies may include the following:

"What if?"

- What would the organization do if it didn't have its people?
 - For example, what if the person who normally does this function was unexpectedly gone for a long period of time?
- What would the organization do if it didn't have its place?
 - For example, what would you do if you couldn't be in your office or building for a day, or for an extended period of time?

- What would the organization do if it didn't have its things?
 - For example, what would you do if, with no notice, you couldn't access to your files, computer equipment or community partners?
- What would the organization do if it didn't have its clients, visitors, or audience?
 - For example, what happens if a disaster impacts your entire city, entire region, or the entire state?

“How would we cope?”

- What did we do during past emergency events? Who did we call, how did we react, what challenges did we experience? (Hint: try reflecting on your organization's response to a recent disaster, such as the COVID-19 pandemic, wildfire, or severe storm)
- If an emergency happened tomorrow, how would we respond?
- How would we, as an organization, communicate with each other?
- How would we make decisions about response or allocating resources?
- What have we done already to improve our coping strategies?

APPENDIX J: SAMPLE ORGANIZATIONAL QUESTIONNAIRE

This appendix provides a sample questionnaire or worksheet to collect key information to inform an organizational resilience plan. The questionnaire seeks to answer (1) what each organization does, and (2) how important each of those activities are to their mission and ability to operate. In addition, the questionnaire starts to gather information relative to the value each organization provides to the broader community.

Before distributing this questionnaire to partner organizations, consider ways to introduce the tool that reduce anxiety about transparency and information sharing. Organizations may be hesitant to share information about rental agreements, endowments, or funding streams. If an outside organization will be developing the organizational plans, you may discuss confidentiality agreements to ease these concerns, noting how and if it will be portrayed in public-facing documents, with other participating heritage organizations, or only used internally.

ABOUT THIS QUESTIONNAIRE

Community resilience and disaster planning have increasingly become a priority for heritage resources. Through the {Project Name}, {Lead Partner Names} will align local cultural and historic assets that are central to community identity and need to be considered in the {City or Network Name} wider disaster response plans. By bringing individual heritage organizations together, {Lead Partner Name} hopes to build energy on the issue, share resources, and help streamline communications between heritage groups, emergency managers, and city officials.

{Project Committee Name} will work with local heritage groups to develop a comprehensive picture of heritage resources, opportunities for disaster planning, and the network of people who will be involved in response and recovery efforts.

HOW TO COMPLETE THE QUESTIONNAIRE

The questionnaire should be completed by {Due Date} and will require the input of your Board of Directors. We recommend discussing at an upcoming board meeting. We're looking for basic organizational information and a list of the activities and/or services that your Board believes are **most critical** to the community and your organization's mission.

The heritage organizations in {City/County} are diverse in scope, mission, and capacity. Not all of these questions will apply directly to you and your organization, but we ask that you do your best to answer every question as completely as possible.

If you have questions about the project, this questionnaire, or next steps, please contact {Project Lead Name and Contact Information}. Thank you!

ORGANIZATIONAL INFORMATION

Primary Contact Name: _____ Phone: _____

Role: _____ Email: _____

Additional Contact Name: _____ Phone: _____

Role: _____ Email: _____

Please include the web link for any organizational digital websites below:

Website: _____

Social Media (Facebook, Twitter, etc.): _____

Other (please specify): _____

Annual Operating Budget: _____

Please describe any buildings or facilities used by your organization:

This section is most applicable to heritage organizations that rent or own buildings in order to further their mission. This may include buildings that display collections and are open to the public, storage facilities, or administrative buildings where staff and volunteers work.

BUILDING ADDRESS	RENT OR OWN	TYPE OF PROPERTY <i>(Open to public; storage; administrative/office)</i>	NUMBER OF FLOORS	HISTORIC DESIGNATION (YES/NO)

Please describe any buildings or facilities supported by your organization:

This section is most relevant for historic property and business-support organizations (i.e. Main Street, Historic Districts, etc.) Buildings supported by your organizations may include commercial or residential properties located in the district, but that the organization does not directly rent or own. If your organization does not support a district, skip to the next section.

How many buildings are supported by your organization? _____

Which type of properties does your organization support (select all that apply)?

- Residential
- Commercial
- Natural/Open Space Properties
- Storage
- Other (please specify): _____

Indicate the information that your organization regularly collects for each building:

- Building owner contact information
- Building tenant contact information
- Building or tax lot number
- Building descriptions (number of floors, square footage, etc.)
- Historic status
- Most recent fire marshal inspection date
- Basic emergency preparation practices (fire extinguishers, evacuation routes, training of staff, etc.)
- Repair and maintenance needs
- Other (please specify): _____

How often do you update the above information? _____

PARTNERSHIPS & PEOPLE

Do you have any paid staff members? Yes _____ No _____

If yes, what is your organization’s FTE (full-time equivalent)? _____

Please list any paid staff members with heritage preservation or emergency management responsibilities:

STAFF MEMBER NAME	YEARS OF SERVICE	KEY ROLES AND RESPONSIBILITIES

Board of Directors

Number of Current Board Members: _____

Please list your Executive Committee board members below:

EXECUTIVE POSITION	BOARD MEMBER NAME	YEARS OF SERVICE	KEY ROLES AND RESPONSIBILITIES
PRESIDENT			
VICE PRESIDENT			
TREASURER			
SECRETARY			

Volunteers & Members

In the case of a disaster, many heritage organizations may look to the same individuals to support recovery efforts – board members, volunteers, and supporters. Understanding this network of supporters helps to better understand who might make up a recovery team, and where overlap might exist with other organizations.

Does your organization have a system of tracking volunteer contributions?

Yes _____ No _____ If yes, please describe: _____

For example, your organization may track the hours contributed by volunteers each month, as well as the number of active volunteers.

Do you have a membership program? Yes _____ No _____ Number of Members: _____

Do you have any volunteers? Yes _____ No _____ Number of Volunteers: _____

Average volunteer hours per month: _____

What does your organization utilize volunteers for? Select all that apply.

- Special events
- Program delivery (education, tours, gift shop, etc.)
- Collection management/maintenance
- Administrative (office work, grant writing/fundraising, marketing, etc.)
- Other (please specify):

Key Partners

Please list any other community organizations that you would consider a core partner. This could include government agencies, program partners, etc.

ORGANIZATION	CONTACT NAME & EMAIL	TYPE OF PARTNERSHIP <i>(program partner, shared space, service provider, etc.)</i>	DESCRIPTION

MISSION DRIVEN ACTIVITIES

List your organization’s top five “essential activities” – things that are critical to achieving your mission, such as providing programs, conducting research, maintaining specific collections, conducting outreach, etc. Determining these activities will require thoughtful conversation within your organization and will vary depending on your mission. Consider “activities” to include programming, services, or specific resources (collections, structures, etc.)

For example, your organization may prioritize three different collections, all with distinct historical importance and requiring different resources. These collections would serve as three of your mission driven activities. Your other two mission driven activities could be keeping a museum open to the public 2 days/week and doing education in local classrooms.

We will ask you to rank and compare these mission-driven activities based on their **impact** on your organization. Impact can be defined your ability to meet your mission, your ability to preserve the local community’s history, or sustain engagement and interest in the community. By understanding how various activities contribute to your organization during normal operations, you’ll be able to plan for both sustaining these activities during an emergency event, as well as prioritizing resources during recovery.

Mission Driven Activity #1

Category:

- Education & Outreach
- Research
- Tourism
- Preservation
- Other (please specify): _____

Brief Description of Activity:

How would you describe the value of this activity to your organization's mission?

How would you describe the value of this activity to your organization's operations?

What resources does this activity rely on? Select all that apply and provide relevant details.

- Staff/volunteer expertise _____
- Community partner organization _____
- Specific collection _____
- Facilities (building or structure) _____
- Other (please specify) _____

Mission Driven Activity #2

Category:

- Education & Outreach
- Research
- Tourism
- Preservation
- Other (please specify): _____

Brief Description of Activity:

How would you describe the value of this activity to your organization's mission?

How would you describe the value of this activity to your organization's operations?

What resources does this activity rely on? Select all that apply and provide relevant details.

- Staff/volunteer expertise _____
- Community partner organization _____
- Specific collection _____
- Facilities (building or structure) _____
- Other (please specify) _____

Mission Driven Activity #3

Category:

- Education & Outreach
- Research
- Tourism
- Preservation
- Other (please specify): _____

Brief Description of Activity:

How would you describe the value of this activity to your organization's mission?

How would you describe the value of this activity to your organization's operations?

What resources does this activity rely on? Select all that apply and provide relevant details.

- Staff/volunteer expertise _____
- Community partner organization _____
- Specific collection _____
- Facilities (building or structure) _____
- Other (please specify) _____

Mission Driven Activity #4

Category:

- Education & Outreach
- Research
- Tourism
- Preservation
- Other (please specify): _____

Brief Description of Activity:

How would you describe the value of this activity to your organization's mission?

How would you describe the value of this activity to your organization's operations?

What resources does this activity rely on? Select all that apply and provide relevant details.

- Staff/volunteer expertise _____
- Community partner organization _____
- Specific collection _____
- Facilities (building or structure) _____
- Other (please specify) _____

Mission Driven Activity #5

Category:

- Education & Outreach
- Research
- Tourism
- Preservation
- Other (please specify): _____

Brief Description of Activity:

How would you describe the value of this activity to your organization's mission?

How would you describe the value of this activity to your organization's operations?

What resources does this activity rely on? Select all that apply and provide relevant details.

- Staff/volunteer expertise _____
- Community partner organization _____
- Specific collection _____
- Facilities (building or structure) _____
- Other (please specify) _____

Impact

This section looks to understand the impact of various activities on your organization’s ability to continue operations and meet your mission. In the case of an emergency, it is essential to understand which activities will need to be the priority during recovery. By understanding impacts, your organization can more effectively direct resources in planning for emergencies, developing strategies to mitigate impacts, and during response and recovery to an event.

Rank the five mission-driven activities by their potential impact on your organization:

How much impact does each activity have on your ability to meet your mission?	1 Greatest Impact	2	3	4	5 Least Impact
Activity #1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For example, a Museum may indicate that “keeping the Museum open to the public” is the activity that has the most impact on their mission. Participating in a collaborative, rotating local history display at the local library may have the least impact on the mission (although is still important).

How much impact does each activity have on your ability to bring in new people (volunteers, patrons, supporters, etc.)	1 Greatest Impact	2	3	4	5 Least Impact
Activity #1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For example, a local historical society may indicate that participating in local events has the greatest impact on their ability to meet potential new patrons and interested supporters. Keeping their physical offices open to the public may have the least impact on the mission.

How much impact does each activity have on your ability to preserve and record history?	1 Greatest Impact	2	3	4	5 Least Impact
Activity #1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity #5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For example, a Main Street organization may indicate that supporting businesses in maintaining historic buildings has the most impact on preserving local history. Special events that draw visitors to the District has little impact on preserving history.

BUSINESS OPERATIONS ACTIVITIES

In the case of a disaster, your organization might not return to “business as usual” for several months. As we all experienced during the COVID-19 pandemic, many organizations made immediate and long-lasting changes to business operations, including paid staff capacity, ability to solicit individual donors, host fundraising events, or regular volunteer programs. Essential business operations rely on these business activities and resources, and organizations may need to completely change their approach to essential functions such as fundraising and financial management. On the other hand, emergency events like COVID also open new opportunities – for emergency assistance grants, or to change programs and services to meet new needs.

What are your top three sources of revenue? (Grants, Donors, Membership Fees, etc.)

Source #1: _____ **Percent of Budget:** _____

Source #2: _____ **Percent of Budget:** _____

Source #3: _____ **Percent of Budget:** _____

If your organization were forced to stop operations for an extended period of time, this time in the case of a localized natural disaster like a wildfire or flooding, how long could you last without the particular activity? Consider the impact on your overall budget, staffing needs, etc.

How long could you last without this business operations activity?	1 Less than 1 month	2 1 -3 months	3 4 - 6 months	4 6 – 12 months	5 Indefinitely
Fundraising – Grants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising – Special Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising – Individual Donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting & Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Membership Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Activity	Who does this activity rely on?	What resources does this activity rely on?
Fundraising – Grants		
Fundraising – Special Events		
Fundraising – Individual Donors		
Accounting & Financial Management		
Volunteer Management		

Membership Management		
Board Governance		

APPENDIX K: SAMPLE BOARD MEETING AGENDA

This appendix provides a sample board meeting agenda for collecting data on the current emergency management practices of heritage organizations. This meeting may also be the first interaction of board members or volunteers with the disaster resilience project and includes an overview of the project, purpose, and review of project partner roles.

This meeting could be facilitated by an organizational representative, the Project Champion, or a third-party consultant. Consider individual capacity, familiarity with the project, and familiarity with the organizations to determine the most appropriate meeting facilitator.

Participants in this meeting should include individuals that hold institutional knowledge of the heritage organization. In addition to the current board members, this could include long-term volunteers or past board members. This agenda should be adapted to meet the needs of meeting participants, as well as the available resources such as meeting place, time, and access to technology. This meeting is structured as a 60-90-minute meeting agenda with flexibility within each agenda item.

BOARD MEETING AGENDA

Meeting: Current Emergency Management Practices

Date:

Time:

Location:

Meeting Objectives:

- Review the scope and purpose of the disaster resilience plan with board members and long-term volunteers.
- Collect information on current emergency management practices.
- Identify the opportunities and challenges in current emergency management practices that will help to shape resilience goals and actions.

I. Introductions

15-30 minutes

- a. Meeting facilitator
 - i. Name, organization, project role
- b. Organization Participants
 - i. Name, role within the organization, and time with the organization
- c. **Facilitator Guidance:**

- i. Consider using an icebreaker activity. These types of activities encourage individuals to participate throughout the meeting. Additionally, they can be used to gauge the knowledge and interest of meeting participants.
- ii. Sample icebreaker question: “What’s the first word you think of when you hear disaster preparedness?”
- iii. Additional guidance: [Sample ice breaker questions](#)

II. Project Overview **10-15 minutes**

- a. Review the Project Summary
 - i. See Appendix B: Project Summary Handout for guidance
- b. Review roles or expectations of board members in the project

III. Current Emergency Management Practices **30-45 minutes**

- a. Brief presentation of sample emergency management practices
- b. Group discussion on current emergency management practices
 - i. What emergencies have you experienced in the past?
 - ii. How did you react to those emergencies?
 - iii. How did people know what to do?
 - iv. What would you do differently were it to occur again?
- c. **Facilitator Guidance and Resources:**
 - i. Participants may have a difficult time immediately breaking out into discussion. If participants are struggling, you may consider smaller groups to support conversation.
 - ii. Using examples can encourage discussion. Prepare relevant examples of emergency management practices or emergency scenarios. Consider including scenarios that participants may not initially think of as emergencies, such as medical emergencies, vandalism, or flooding from a burst pipe.
- d. **Discussion Outcomes:**
 - i. Collect data on existing policies and procedures around emergency management.
 - ii. Understand the formality of procedures - Are they written down? Part of volunteer training? Or known by word of mouth?
 - iii. Identify gaps in current emergency practices.
 - iv. Understand the impacts of gaps to:
 - 1. Safety of people
 - 2. Communication
 - 3. Make emergency decisions
 - 4. Heritage resources
 - 5. Physical storage, i.e. the building or location of resources

IV. Brainstorm New Emergency Management Practices **20-30 minutes**

- a. Group discussion to begin identifying actions that can be taken to increase resilience through emergency management practices
 - i. How can we be better prepared for future emergencies?
 - ii. What would you like to see get done if you had funds available?
 - iii. What skills, knowledge, or experience do we have that can be shared with others? Ex.) How to turn off utilities or where emergency supplies are located.
- b. **Discussion Outcomes:**
 - i. Identify goals and actions to increase resilience.
 - ii. Board members are engaged in the process of shaping the outcomes of the disaster resilience plan.

V. Next Steps **5-10 minutes**

- a. Include any important upcoming dates
- b. Leave time for questions

APPENDIX L: SAMPLE INTERVIEW GUIDE

This appendix provides best practices for designing and conducting interviews and sample interview questions. Interviews can be used for any or all of the following:

- 1.) Understanding past emergency events
- 2.) Collecting data around current emergency practices of heritage organizations
- 3.) Understanding the community importance of heritage resources from the perspective of a heritage organization
- 4.) Identifying resilience goals or strategies

An interview with a key organizational stakeholder can be a convenient place to start designing future engagement or build off existing knowledge. Consider conducting interviews with individuals in leadership positions or those with a record of institutional knowledge of the organization. Interviews can be conducted by an organizational representative, the Project Champion, or a third-party consultant. Consider each project partners' capacity, familiarity with the project, or rapport with the interviewee.

INTERVIEW GUIDELINES

Depending on your level of comfort or existing relationship with the interviewee, you may choose to create a basic script to guide you through conducting the interview. This script may include information about the following:

- 1.) Who you are and your role within the project
- 2.) A brief overview of the project purpose and scope
- 3.) What information you are trying to collect during the interview
- 4.) How long you anticipate the interview to take
- 5.) How you plan to use the information they provide to you

Keep in mind that most people have an easier time speaking to current or past events. You may choose to begin your interview with questions that straight forward to answer and work up to asking the interviewee to brainstorm ideas for how to increase resilience.

Examples are a useful tool within interviews. You may choose to come prepared with examples within your script that provide some context for what you are asking. You may also choose to ask the interviewee for an example to dive deeper into a question or support your understanding of their response as an interviewer.

Always conclude your interview with: "Is there anything else you would like to add?"

SAMPLE QUESTIONS

The sample questions below provide useful starting points for shaping your interview. Keep in mind that you should pick and choose from what is provided or use them as inspiration for writing your own interview questions. Choose questions that are complimentary to the other data collection methods that you plan to use.

How many questions you choose to ask will also depend on how much time you have available. Interviews should run approximately 20-30 minutes and no longer than an hour. On average, a question will take 3-5 minutes to answer. Some questions will elicit short responses, while some will encourage interviewees to speak at great length and provide examples. Your interviewee's comfort with being interviewed and communication style may also impact how much or how little time they take to respond to questions.

Past Emergency Events

1. Has your organization experienced a disaster or emergency event in the past?
2. What actions were taken in response to the disaster or emergency event?
3. Who was in charge of making the decisions that guided emergency response?
 - a. Was that part of their role? What enabled them to lead that response?
4. Were there any changes made in emergency management practices that occurred after experiencing a disaster or emergency event?
5. Was anything damaged or lost as a result of the disaster or emergency event?
6. How was the safety of individuals impacted by the event?
7. What was the biggest take-away from that experience?

Current Management Practices

1. Does your organization have disaster preparedness plans, protocols, or procedures already in place?
2. Is there a first aid kit or disaster response kit stocked and on-site?
 - a. Does everyone have access to it?
3. Are there periods of regular closures or "slow-seasons"? Who is responsible for checking on the building and/or heritage resources during these time periods?

Gauging Community Importance

1. What heritage resources does your organization steward?
2. How does the work of your organization contribute to the community?
3. How does the wider community access/use the heritage resources you steward?
4. What's one thing the community should know about the heritage resources your steward that they might not be aware of?
5. What is your most unique or important resource?

Risk Perception

1. What heritage resources do you think are most vulnerable to a disaster event?
 - a. Is anything done differently to protect those resources from damage?
2. Do you think the heritage resources you steward would be impacted by a disaster or emergency event?
 - a. Would you be impacted by {local example}?
3. What disaster or emergency event do you think is mostly likely to occur?
4. How would your organizational operations be impacted by a disaster or emergency event?
 - a. How would your operations be impacted by {local example}?

Brainstorming Disaster Resilience

1. What is your organization hoping to take away from this project?
2. What would make this a successful project?
3. Have you had discussions previously about actions that could be taken to avoid the impacts of disaster or emergency events all together?
4. If you had the capacity and funding, what would you wish you had to make your resources and/or organization more resilience from disaster?

APPENDIX M: MEETING ACTIVITIES & TOOLS

This appendix includes sample worksheets that complement the suggested activities in Appendix G: Committee Meeting Agendas. It includes the following:

- People, Places, and Things Activity (Meeting #2: Outlining the Process)
- Disaster Scenario Activity and Worksheets (Meeting # 3: Data Collection)
- Resilience Principles Brainstorming Activity (Meeting #4: Action Planning)

PEOPLE, PLACES AND THINGS ACTIVITY

Activity Objectives

- Understand the “People, Places, and Things” framework and how it applies to their organization.
- Brainstorm an initial list of assets within their organizations.

Materials

- Worksheets
- Pens or pencils

Description

Based on your group size, consider a brainstorming session that asks participants to name examples of people, places, and things for their organizations. This can be done as a large group with flipchart paper, or in smaller groups using this worksheet. The goal is not to create an exhaustive list, but to ensure that participants understand the categories and can explain them to their organizations.

PEOPLE are those individuals needed for day-to-day operations and includes the organization’s main audience and any collaborative partnerships.

Examples include:

- Board members
- Staff
- Volunteers
- Subject matter experts
- Partner organizations
- Clients and members

PLACES include the buildings, facilities, and spaces needed to carry out an organization’s functions.

Examples include:

- Historic Buildings
- Buildings for Public Use
- Administrative Offices
- Storage Facilities
- Open and Natural Spaces
- Historic Districts or Neighborhoods

THINGS are the assets each organization stewards or requires for program and service delivery.

Examples include:

- Physical Assets
(exhibitions, collections,
etc.)
- Digital Assets
- Administrative Items
(computers, files, etc.)
- Other equipment
necessary for operations
- Merchandise

ADDITIONAL NOTES OR COMMENTS

DISASTER SCENARIO ACTIVITY

Activity Objectives

- Identify how current emergency management practices would function in response to a disaster scenario.
- Identify gaps in emergency management practices.
- Brainstorm disaster response contingency plans.

Suggested Audience

- Steering Committee members
- Board and staff members of heritage organizations
- Emergency management personnel
- City or County staff

Materials

- Disaster scenario and additional factor prompts, see examples and guidance
- Worksheets
- Pens or pencils
- Containers to pull prompts from

Description

Meeting participants will be asked to explore different disaster scenarios and identify the impacts on the “People, Places, and Things” of each heritage organization. This activity will prompt participants to consider how disaster impacts may ripple beyond the physical damage or loss of heritage resources by considering additional factors that may occur during or as a result of a disaster event.

For a community-wide process: Begin the activity on an organizational level and then look for commonalities across organizations for community-wide planning.

1. Split your meeting participants into small groups.
2. Each group will begin by choosing a disaster scenario.
3. Prompt each group to fill out the worksheet to list how they would respond.
4. Once each group has finished their initial responses, provide an additional prompt that introduces a new variable that impacts the organizations “People, Places, or Things”.
5. The worksheet will prompt participants to discuss and list how this variable may change their response to the initial disaster scenario.
6. (The facilitator may choose to do several rounds of introducing new variables to consider in a disaster.)

SAMPLE DISASTER SCENARIOS AND ADDITIONAL FACTORS

The meeting facilitator should use disaster scenarios that are specific to the community. You may consider using examples of disaster or emergency events that have occurred in your community in the past. Using events that participants are familiar with may support discussion and participation.

Sample Disaster Scenarios

Severe Winter Storm

Scenario: More than a foot of snow falls during a winter storm and causes down trees and loss of power throughout the city. You don't know when the power will come back, but it might be up to two weeks.



Wildfire

Scenario: A wildfire has started near the wildland-urban interface. It hasn't gotten close enough yet to need to evacuate, but there is a potential it could reach the building your organization is hosted in.



Samples for Additional Factors

The following examples include factors that may occur during or as the result of a disaster impact. As you plan this activity, consider which factors may come into play during different phases of the emergency management cycle. Each additional factor is categorized as part of an organization’s “people, places or things.”

<p>Things: Asset Destruction</p> <p>As a result of the disaster event, a significant portion of your heritage assets have been damaged or completely destroyed.</p>
<p>Things: Secondary Hazards</p> <p>This scenario causes your sprinkler system to be triggered.</p>
<p>Things: Annual Event</p> <p>The scenario makes you unable to host a primary event for your organization.</p>
<p>Places: Rent</p> <p>Because of the costs of the scenario, you can no longer afford rent at your location and are forced to relocate.</p>
<p>Places: Structural Damage</p> <p>After this scenario, you find evidence of structural damage in the building where your organization is hosted.</p>
<p>People: Communication</p> <p>During this scenario, all internet and phone lines are down.</p>
<p>People: Organizational</p> <p>During this scenario, half of your board/main actors in your organization are out of town/unable to contact.</p>
<p>People: Volunteers</p> <p>Because of this scenario, your organization loses 50% of their volunteers.</p>

DISASTER SCENARIO WORKSHEET

Initial Response to Disaster Scenario

How do you initially respond to the disaster scenario?

- Ex.) Make contact with the Board President
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Additional Factor

Does this factor change your initial response? What would you do to mitigate? Prepare? Respond? Or recover?

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Additional Factor

Does this factor change your initial response? What would you do to mitigate? Prepare? Respond? Or recover?

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Additional Factor

Does this factor change your initial response? What would you do to mitigate? Prepare? Respond? Or recover?

- _____
- _____
- _____
- _____
- _____
- _____
- _____

RESILIENCE PRINCIPLES ACTIVITY

Activity Objectives

- Apply the Cultural Resilience Framework to the planning process
- Identify actions that can be taken to increase resilience to disaster or emergency events

Materials

- Resilience Principles Worksheets
- Pens or pencils

Description

This activity should guide meeting participants through applying select resilience principles to their organization's "People, Places, and Things." The intention is to have meeting participants start to move from a conceptual understanding of the principles to seeing it applied within the organization. For a complete list of resilience principles with definitions and examples, see Guidebook Chapter 2. An example is also provided in the worksheet on the following page. Your organization or committee may choose to only use 3-4 principles that are more easily applied for the purposes of this activity.

For a community-wide planning process: Begin the activity on an organizational level and then look for commonalities across organizations for community-wide action planning.

1. (Split audience into small groups if desired)
2. Describe the activity's purpose
3. Review any relevant definitions
4. Hand out worksheets and talk through one example
5. Field questions
6. Provide time for groups to discuss and fill out the worksheet
7. Bring the group back together for a large group debrief
8. Collect worksheets

RESILIENCE PRINCIPLES WORKSHEET

RESILIENCE PRINCIPLE	CONSIDER HOW THIS PRINCIPLE APPLIES TO YOUR PEOPLE, PLACES, AND THINGS:
<p>What can your organization do to encourage learning in order to be more resilient to disasters or emergency events?</p> <p>Encouraging Learning: Reflecting on what you know and adjusting to new ways of doing things.</p> <p>Ex.) Attending a workshop on preservation techniques and applying new skills to your heritage resources.</p>	

RESILIENCE PRINCIPLE	CONSIDER HOW THIS PRINCIPLE APPLIES TO YOUR PEOPLE, PLACES, AND THINGS:

APPENDIX N: SAMPLE COMMUNITY SURVEY

This appendix provides a sample community survey. The sample is designed to engage the wider community around the disaster resilience project, assess community perception of risk, and can be used to inform preservation priorities by the Project Champion and Steering Committee. This appendix includes guidance for drafting directions, distribution, and sample questions under three broad categories including 1.) community awareness, 2.) community value, 3.) community perception of risk.

DRAFTING DIRECTIONS

Clear directions for your community survey will support how many fully completed survey responses you are able to collect, and the quality of the data provided. Consider the following as brief sections to include within the directions for the survey:

1. Review of the project purpose and scope
2. Definitions of relevant terms (i.e. heritage organization, heritage resource, etc.)
3. How long the survey will take to complete and the date the survey will close
4. An overview of the types of questions (i.e. multiple choice, short answer, etc.)
5. A description of what you're collecting data on (i.e. awareness, value, etc.)
6. How the data will be used within the project
7. Contact information for questions about the project

SURVEY DISTRIBUTION

The outreach effort done by the Project Champion and Steering Committee will directly impact how many survey responses are received and who within the community is likely to fill it out. The following list serves as a starting point for how to distribute your community survey:

1. Newspaper or periodical ad
2. Social media, Facebook, Instagram, Twitter, etc.
3. Email listservs for volunteer networks
4. Community bulletin boards
5. Printed notice attached to a utility bill

You may also choose to conduct outreach in person. Consider any upcoming community events as an opportunity to spread the word about survey. In-person outreach takes more capacity, but individuals are more likely to take the survey when directly asked.

Consider one or two additional rounds of outreach once you have made the initial announcement. This can serve to remind people about completing the survey, reach more potential survey takers, and notify the community when it will no longer be available to take.

SAMPLE SURVEY QUESTIONS

Awareness

This section of questions is meant to gage the current level of awareness that the wider community has for local heritage resources and heritage organizations.

1. Please indicate your level of awareness for following **heritage organizations**:

Heritage Organizations	I've attended this organization's events	I've heard of this organization	Was not aware
Include a list of local heritage organizations			
Ex.) Bohemia Gold Mining Museum			
Ex.) Cottage Grove Genealogical Society			
Ex.) Cottage Grove Museum			

2. Please indicate your level of awareness for following **heritage resources**:

Heritage Resources	I've visited this	I've heard of this	Was not aware
Include a list of local heritage resources. This could include buildings, collections, natural areas, or others.			
Ex.) Main Street Historic District			
Ex.) McFarland Cemetery			
Ex.) Mt. David			
Ex.) Historic collections at the Aviation Museum			

3. Are there other heritage organizations or resources in you have visited that are not listed? (short answer)
4. How do you learn about events offered by heritage organizations? (Select all that apply).
 - a) Organization websites
 - b) Social media
 - c) Email list serve
 - d) Poster advertisements
 - e) Word of mouth
 - f) Newspaper advertisements
 - g) Other, please share _____

Value

This section is meant to gage the community importance of heritage resources and heritage organizations. Questions are designed to identify what type of value the community assigns to heritage resources and heritage organizations.

5. Please indicate how important or unimportant historic resource preservation is to you in maintaining the identity of {Name of Community}:
 - a) Very unimportant
 - b) Unimportant
 - c) Neither important nor unimportant
 - d) Important
 - e) Very important
6. To what extent do you agree or disagree with the following statement: My cultural identity is represented in the heritage resources of this ({Name of Community}):
 - a) Strongly disagree
 - b) Disagree
 - c) Neither disagree nor agree
 - d) Agree
 - e) Strongly Agree
7. People value heritage resources for different reasons. When considering the most important heritage resources in {Name of Community}, how important are the following values in your decision?

Value	Very unimportant	Unimportant	Neither Important or Unimportant	Important	Very Important
Educational value: learning from the past					
Cultural value: shared connection to ideas, materials and habits					
Social value: relationship building					
Spiritual/Religious value: ritual, belief-based traditions					
Recreational Value: fun and entertainment					
Aesthetic value: how it looks					
Economic value: financial contributions to community					

8. Select the three heritage resources that offer the most value to you personally. (Select 3 options.) Include a full list of local heritage resources.
 - a) Ex.) Local genealogical records
 - b) Ex.) The historic Northwest Neighborhood
 - c) Ex.) Historic library collection

Risk Perception

These questions are designed to gage how the community views the risk of natural or human-caused hazards to heritage resources and heritage organizations.

9. If a severe weather event (winter storms, fire, flooding, etc.) were to take place, to what degree do you think heritage resources are at risk to loss or damage?
 - a) No risk
 - b) Minimal risk
 - c) Some risk of damage, but not complete loss
 - d) Significant risk of damage and some complete losses
 - e) All items are at high risk to being lost
10. To what degree do you think heritage resources are at risk from human-caused hazards (vandalism, natural decay, building issues, etc.)?
 - a) No risk
 - b) Minimal risk
 - c) Some risk of damage, but not complete loss
 - d) Significant risk of damage and some complete losses
 - e) All items are at high risk to being lost
11. Are you aware of any heritage resources that were lost to natural disasters in the past? (yes/no)
 - a. If yes... Do you think those losses impacted the community? (yes/no)
 - b. If yes... Please describe how you think the loss affected the community. (short answer)
12. In the event of a non-life-threatening disaster, would you volunteer to support heritage organizations in response efforts? For example, to salvage resources by digitizing paper records, maintaining communication lines, moving assets, voluntary clean up, building restoration, etc. (yes/maybe/no)
13. Would you donate money **before** a disaster to a heritage organization for disaster preparedness and response efforts? For example, digital archive software, security systems, generators, climate-controlled safes, etc. (yes/maybe/no)
14. Would you donate money **after** a disaster to a heritage organization? (yes/maybe/no)
15. How would you prefer to provide a donation?
 - a. Give directly to an organization of my choice
 - b. Give to a disaster response fund to support all local heritage groups
16. Is there anything else you would like to add? (short answer)

Demographics

It is important to understand who is taking your survey. This can help you to understand if there are groups within your community that are not being represented or reached.

17. How long have you lived in {Name of Community}?
 - a) 1 year or less
 - b) 2-5 years
 - c) 6-10 years
 - d) 11-20 years
 - e) 21+ years
 - f) Other _____
18. Which best describes your age?
 - a) Under 20
 - b) 20-24
 - c) 25-34
 - d) 35-44
 - e) 45-54
 - f) 55-59
 - g) 60-64
 - h) 65-74
 - i) 75-84
 - j) 85 years and over
19. Self-identified gender
 - a) Female
 - b) Male
 - c) Non-Binary
 - d) Prefer not to say
20. Racial/Ethnic Identity
 - a) Asian
 - b) African American/Black
 - c) White
 - d) Hispanic
 - e) Native American
 - f) Native Hawaiian Pacific Islander
 - g) Prefer not to answer
21. Are you interested in receiving future information pertaining to heritage resource preservation and resiliency planning efforts?
 - a) Yes
 - i. What is the best way to contact you? _____
 - b) No

APPENDIX O: SAMPLE ACTION PLAN

This appendix provides a sample action plan for a community-wide disaster resilience planning effort. The sample outlines six broad goals with specific strategies and actions, indicating which are most relevant for each participating heritage organization. This sample also includes a Main Street organization and a city government as key partners in the community-wide plan. Throughout the action plan, there is reference to four key resilience principles, as outlined in the Cultural Resilience Framework (see Guidebook Chapter 2 for more detail). These principles include:

- **Maintain Diversity and Redundancy:** A variety of components that make a system stronger. Several components perform the same function and can absorb and adapt to unexpected changes.
- **Manage Connectivity:** Managing the relationships and links between heritage organizations and community partnerships. Strengthening systems of information sharing.
- **Broaden Participation:** Including a variety of people from different perspectives and background to information practices and decision-making.
- **Encourage Learning:** Reflecting on existing knowledge and having a commitment to incorporating new ideas and trying new ways of operation.

ACTION ITEM PRIORITIZATION

Across six goals, the action plan includes over 60 proposed action items. While each action is important, they do not have the same level of priority based on need and capacity. Each strategy is categorized through a variety of prioritization indicators, including phase of the emergency management cycle, timeline, required resources, and complexity to complete. These indicators may help to prioritize actions, both collectively and individually, during implementation of the plan.

For each action, an “X” marks the heritage partner organizations that need to move forward with the action item. By looking at all of the participating organizations side-by-side, we can see overlap, opportunities for collaboration, and identify priority actions based on a shared need.

Emergency Cycle

Each action item is assigned to a stage of the emergency management cycle, including mitigation, preparation, response, and recovery. For more information the emergency management cycle, see Chapter 2: Cultural Resilience Framework.

Timeline

Action items are separated into three distinct timeframes: short-term (less than six months); medium term (1-2 years); and long-term (2-5 years). Short-term action items are those that the organization can and should complete in the first stage of implementation. Medium-term actions likely require additional resources or partnership with other heritage organizations. Finally, long-term action items require grant funding or additional engagement from the city or other partner agencies. All action items are intended to be completed during the five-year lifecycle of the disaster resilience plan.

Resources

The participating organizations in the plan are lean, mostly volunteer run nonprofit organizations. As small organizations, some of the action items may feel out of reach due to funding constraints. This limitation can be addressed through continued collaboration with other heritage organizations and the city. Collectively, the group may find more available funding sources, including federal grant programs, local general funds, and private foundations. In addition to funding resources, the action plan considers staff and volunteer time as key resources that may be required to accomplish each action.

Complexity

Complexity of each action item is categorized as low, medium, or high. Complexity is determined by the ease of which an organization could complete the action based on volunteer and staff expertise and capacity. Action items that require outside guidance or resources are considered to be more complex.

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Goal 1: Increase accessibility to institutional knowledge by creating and documenting organizational policies and procedures.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	Heritage Partner #1	Heritage Partner #2	Heritage Partner #3	Heritage Partner #4	Main Street	City Partner
Strategy 1A: Record procedures for mission-driven activities to ensure institutional knowledge is maintained.											
1A1	Record procedures for preservation and research activities.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
1A2	Record procedures for educational programs.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
1A3	Record procedures for annual events, volunteer outreach, and other visitation related activities.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
Strategy 1B: Develop and update an emergency response communication plan.											
1B1	Complete an Emergency Response Plan, including a phone tree, identifying a response team and contacts, and creating a "chain of command" for emergency events.	Response	Short-Term	Staff Time	Medium	X	X	X	X	X	
1B2	Share the Emergency Response Plan with the Board of Directors, key volunteers, and other partners as needed. Post in several accessible locations, as well as keeping an updated digital copy.	Preparation	Short-Term	Staff Time	Low	X	X	X	X	X	

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1B3	Establish an outreach strategy to communicate plans for reopening after periods of closure.	Response	Medium-Term	Staff Time	Medium	X	X	X	X	X	
1B4	Participate in semi-annual meetings as an All-Star Heritage Community.	Preparation	Long-Term	Staff Time	Low	X	X	X	X	X	X
Strategy 1C: Create and share disaster response protocol both on-site and on a digital platform.											
1C1	Use the incident report log in the Emergency Response Plan to create a detailed record of incidents and corrective actions taken.	Response	Long-Term	Staff Time	Medium	X	X	X	X	X	
1C2	Create a facilities directory that includes location of emergency response supplies, first aid kits, contact information, and evacuation routes. Post the directory in several easily accessible locations.	Preparation	Short-Term	Staff Time	Low	X	X	X	X	X	
1C3	Train staff, board, and volunteers on utility shut-offs, emergency response protocols, and communications strategies as outlined in the Emergency Response Plan.	Preparation	Medium-Term	Staff Time	Medium	X	X	X	X	X	
Strategy 1D: Support the development of continuity plans for Main Street district businesses, organizations, and building owners.											
1D1	Maintain annually updated log of contact information of business, organizations, and building owners in order to share resources for documenting and developing their own continuity of operations plans.	Preparation	Long-Term	Staff Time	Medium					X	
1D2	Inform businesses, organizations, and building owners within the Main Street district of the City's toolkit.	Preparation	Medium-Term	Staff Time	Low					X	X

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Goal 2: Identify, diversify, and cross-train heritage organization stakeholders in essential roles.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	Heritage Partner #1	Heritage Partner #2	Heritage Partner #3	Heritage Partner #4	Main Street	City Partner
Strategy 2A: Cross-train stakeholders in essential business operations roles to ensure redundancy in the event of a disaster.											
2A1	Cross-train 2+ members in financial and accounting management skills.	Mitigation	Medium-Term	Staff Time, Training Course	Medium	X	X	X	X	X	
2A2	Cross-train 2+ members in grantwriting skills.	Mitigation	Medium-Term	Staff Time, Training Course	Medium	X	X	X	X	X	
2A3	Cross-train 2+ members in technological skills.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	
2A4	Identify other essential skills that contribute to the mission and business operations of the heritage organization and pursue cross-training opportunities.	Mitigation	Medium-Term	Staff Time, Training Course	Medium	X	X	X	X	X	

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Strategy 2B: Clarify and diversify decision-making on business operations in the event of a disaster.											
2B1	Establish a pathway for communication between the City and heritage organizations to provide guidance for business operation plans during an emergency, either as a representative who acts as a liaison or a central place to source information such as an email list-serve or Facebook page.	Response	Medium-Term	Staff Time	High	X	X	X	X	X	X
2B2	Create spending thresholds for disaster situations that can be made without being approved by the entire board.	Preparation	Short-Term	Staff Time	Low	X	X	X	X		
Strategy 2C: Cross-train All-Star Heritage Community members in emergency management practices.											
2C1	Participate in FEMA's IS-100.C: Introduction to Incident Command Systems online training course every five years.	Preparation	Short-Term	Staff Time	Low	X	X	X	X	X	
2C2	Attend and participate in the City's annual Emergency Preparedness Fair.	Preparation	Short-Term	Staff Time	Low	X	X	X	X	X	X

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Goal 3: Diversify and secure the location, physical storage, and maintenance of heritage resources.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	Heritage Partner #1	Heritage Partner #2	Heritage Partner #3	Heritage Partner #4	Main Street	City Partner
Strategy 3A: Identify and clarify responsibilities for the maintenance of buildings that heritage resources are housed within.											
3A1	Clarify building maintenance responsibilities between the City of Cottage Grove and heritage organizations occupying city-owned buildings.	Mitigation	Short-Term	Staff Time	Medium	X			X		X
3A2	Clarify building and public space maintenance responsibilities between the City, other building owners, and the Main Street district area.	Mitigation	Short-Term	Staff Time	Medium					X	X
3A2	Begin routine check-ins on the status of buildings during weekends, slow seasons, and closures.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
Strategy 3B: Increase funding for building maintenance and security projects.											
3B1	Secure funds for updates to the buildings' electrical, plumbing, ventilation systems, fire alarm and suppression systems, sprinkler systems, and/or seismic updates.	Mitigation	Long-Term	Funding	High	X	X	X	X	X	X
3B2	Install security systems in buildings that house heritage resources.	Mitigation	Long-Term	Funding	Medium	X	X	X			

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3B3	Ensure all businesses, organizations, and building owners in the Main Street district have access to and knowledge about local grant programs.	Mitigation	Medium-Term	Staff Time	Low					X	
Strategy 3C: Diversify the location of heritage assets, important organizational information and documents to reduce disaster impacts.											
3C1	Move the digital back-up of heritage assets to an online platform (Google Drive, Dropbox, iCloud, etc.)	Mitigation	Short-Term	Staff Time, Funding	Low	X	X	X	X	X	
3C2	Duplicate digitized items on CDs, thumb drives, hard drives or servers and move at least one copy to a separate physical location.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	
3C3	Move irreplaceable heritage assets to the building's most secure location.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X		
3C4	Consider the City Armory, once it is available, as a secure off-site storage location and develop a plan to move priority heritage assets to the space.	Mitigation	Long-Term	Funding	High	X	X	X	X	X	X
Strategy 3D: Identify improvements and increase funding for the storage of heritage assets.											
3D1	Identify updates and/or improvements to the storage of heritage assets.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X		
3D2	Secure funds to purchase archival boxes, fireproof and/or waterproof display cases, fireproof filing cabinets, or other additional storage equipment.	Mitigation	Long-Term	Funding	Medium	X	X		X		
3D3	Secure funds to purchase a high-quality scanner to increase the capacity for digitizing heritage assets.	Mitigation	Medium-Term	Funding	Medium	X	X	X	X		

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Strategy 3E: Create a procedure for the inventory of individual organizations' heritage assets (Includes inventory of buildings, building needs, property owner contracts, etc.)											
3E1	Create a procedure for tracking existing inventory, including items loaned to other heritage partners.	Mitigation	Medium-Term	Staff Time	Low	X	X		X	X	
3E2	Copy digitized paper records to an online system.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X		
3E3	Include image/description to collections inventories to ensure that damaged assets can still be identified after a hazard.	Mitigation	Long-Term	Staff Time	Medium	X	X	X		X	
3E4	Establish a procedure for a routine inventory of heritage resources, including adding new items, and noting those in poor or vulnerable conditions.	Mitigation	Medium-Term	Staff Time	Low	X	X	X	X	X	
Strategy 3F: Create policies and procedures for the maintenance of buildings.											
3F1	Conduct annual building checks with the fire marshal to adhere to fire safety codes and regulations, including businesses and historic buildings in the Main Street district	Mitigation	Short-Term	Staff Time	Medium	X	X	X	X	X	
3F2	Create and adhere to building closing procedures.	Preparation	Short-Term	Staff Time	Low		X	X	X		
3F3	Inspect and perform maintenance annually to fire extinguishers, disaster preparedness kits, and supply of first aid kits.	Preparation	Short-Term	Funding	Low	X	X	X	X	X	
3F4	Adhere to best practices for hazard mitigation: items off the floor, securing shelves, etc.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X		

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Strategy 3G: Coordinate with businesses, building owners, and other relevant partners to gather and share location, physical storage, and maintenance of historic buildings of Main Street.											
3G1	Inform businesses, organizations, and building owners of workshops and trainings for repair techniques.	Mitigation	Medium-Term	Staff Time	Low					X	
3G2	Recommend documentation of conditions of the buildings in the district are shared with the City and Fire Department (i.e. sprinklered or not).	Preparation	Short-Term	Staff Time	High					X	X
3G3	Encourage all businesses and building owners to share building structural information with the City and Fire Department (footprints, floorplans, etc.).	Preparation	Short-Term	Staff Time	High					X	X
3G4	Maintain an inventory of Main Street buildings, including condition status, renovation, and emergency evacuation routes, in partnership with the City.	Preparation	Short-Term	Staff Time	Medium					X	X

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Goal 4: Expand opportunities for education and diverse partnerships that provide expertise, increased capacity, and increased community investment in heritage assets.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	Heritage Partner #1	Heritage Partner #2	Heritage Partner #3	Heritage Partner #4	Main Street	City Partner
Strategy 4A: Establish new partnerships that can provide expertise in preservation techniques and practices.											
4A1	Contact local Tribes for accurate representation and stewardship of resources.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	X
4A2	Partner with University to provide expertise and resources in historic preservation.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	X
4A3	Partner with other cultural heritage organizations such as Oregon Black Pioneers, the Oregon Historical Society, Maxwell Heritage Interpretive Center, or Portland Chinatown Museum to provide expertise and resources in historic interpretation.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	X
Strategy 4B: Maintain and create new partnerships that provide support for organizational capacity-building, marketing, and outreach.											
4B1	Identify and attend Diversity, Equity, and Inclusion trainings to support partnership building and heritage preservation of underrepresented groups.	Mitigation	Medium-Term	Funding, Training Course	Medium	X	X	X	X	X	X
4B2	Partner with University to provide technical assistance and expertise in grantwriting.	Mitigation	Medium-Term	Staff Time	Medium		X	X	X	X	X

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4B3	Partner with local schools to increase the volunteer base for digitizing of records, allowing for students to build transferrable skills.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	X
Strategy 4C: Increase community awareness and investment in the disaster resilience of heritage resources.											
4C1	Partner with local schools to increase the volunteer base for assistance with the maintenance of organizational websites, and social media accounts, allowing for students to build transferrable skills.	Mitigation	Long-Term	Staff Time	High	X	X	X	X	X	
4C2	Increase media presence of heritage resources and work of heritage organizations.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	X
4C3	Publicize annual events and regular visitation hours of heritage organizations through Travel Lane County.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
4C4	Establish new collaborative events, such as seasonal parties or silent auctions.	Mitigation	Long-Term	Staff Time	Medium	X	X	X			

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Goal 5: Increase and diversify current and future funding sources to strengthen the economic resilience of the All-Star Heritage Community.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	Heritage Partner #1	Heritage Partner #2	Heritage Partner #3	Heritage Partner #4	Main Street	City Partner
Strategy 5A: Identify and participate in passive revenue collection.											
5A1	Identify and partner with local businesses that operate a community rewards program for nonprofit organizations.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	
5A2	Set up heritage organizations to receive benefits from micro-donation programs such as Amazon Smile.	Mitigation	Short-Term	Staff Time	Low	X	X	X	X	X	
5A3	Strengthen or create membership programs in order to spread donation contributions across the year to provide revenue in slow seasons.	Mitigation	Long-Term	Staff Time	Medium	X	X	X		X	
5A4	Create annual virtual fundraising for disaster preparedness projects using platforms like Facebook or GoFundMe.	Preparation	Medium-Term	Staff Time	Low	X	X	X	X	X	
5A5	Identify opportunities for pooled funding and resources, such as volunteer or interning networks through the Community Center’s summer tour program.	Mitigation	Long-Term	Staff Time	Medium		X	X	X		

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Strategy 5B: Develop a contingency plan for organizational operations to support economic resilience.											
5B1	Create and maintain contingency plans for in-person events.	Preparation	Medium-Term	Staff Time	Low	X	X	X	X	X	
5B2	Identify Main Street as the central point of contact for economic resilience and recovery resources: marketing, support for grant applications, support for online platforms and online messaging.	Response	Medium-Term	Staff Time	High	X	X	X	X	X	X
5B3	Attend trainings on economic programs that provide access to state funding and tools, such as tax credits.	Mitigation	Medium-Term	Staff Time	Medium	X	X	X	X	X	X
Strategy 5C: Identify and catalog relief funds for nonprofit organizations and/or heritage resources to provide aid during response and recovery phases.											
5C1	Identify grants and funding sources that can support the heritage organizations through periods of closure.	Preparation	Long-Term	Staff Time	High	X	X	X	X	X	X
5C2	Identify foundations, charities, and government programs to support heritage resources and preservation in order to diversify revenue stream.	Preparation	Long-Term	Staff Time	High	X	X	X	X	X	X

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Goal 6: Support the economic resilience and recovery of building owners and businesses in the Main Street District.		Prioritization				Partners					
		Emergency Cycle	Timeline	Resources	Complexity	Heritage Partner #1	Heritage Partner #2	Heritage Partner #3	Heritage Partner #4	Main Street	City Partner
Strategy 6A: Identify and communicate grant funding opportunities for businesses.											
6A1	Inform and encourage property owners and businesses of city-managed loan/grant programs.	Response	Long-Term	Staff Time	Low					X	X
6A2	Inform and encourage property owners and businesses of FEMA and other emergency response and recovery funds.	Response	Long-Term	Staff Time	Low					X	
6A3	Offer guidance to property owners and businesses on grant applications.	Response	Long-Term	Staff Time	Medium					X	
Strategy 6B: Encourage building owners and businesses to develop continuity of operations plans to support economic resilience.											
6B1	Respond to questions from building owners and businesses regarding recovery.	Response	Short-Term	Staff Time	Medium					X	
6B2	Identify Main Street as the central point of contact for economic resilience and recovery resources: marketing, support for grant applications, support for online platforms and online messaging.	Preparation	Long-Term	Staff Time	High					X	
6B3	Inform and encourage property owners and businesses to attend trainings on economic programs that provide access to state funding and tools, such as tax credits.	Preparation	Medium-Term	Staff Time	Medium					X	

APPENDIX P: EMERGENCY RESPONSE PLAN

This appendix provides a template for an Emergency Response Plan for heritage organizations. This plan is adapted from resources available for nonprofit, small business, and museum emergency planning from FEMA, the Getty Conservation Institute, and Safe-Wise Consulting.

The Emergency Response Plan outlines the following:

- The roles of heritage organization representatives in an emergency
- Procedures to be followed for specific emergencies
- When to evacuate staff and visitors, and who should make the decision
- How to contact staff and volunteers
- How to contact external experts for support or assistance
- When to relocate or evacuate the collection, and who should make the decision
- What supplies are needed and where they are stored

This plan is a tool for organizations. It should be personalized and amended to fit your organization’s specific needs, building structures and operations, and staffing model. In addition to reviewing the guidance within the plan, the Board of Directors and other organizational leadership should update the plan to include specific details for your organization, including but not limited to communication procedures, training plans, supply lists, roles and responsibilities, etc.

EMERGENCY RESPONSE PLAN

Included in this Emergency Response plan are the following documents:

Organizational Information	2
Policy and Organizational Statements	2
On-Site Protocols & Procedures	4
Building Evacuation.....	4
Fire Emergency	4
Shelter-In-Place / Lockdown	5
Medical Emergency.....	5
Emergency Response Communications	6
Response Team.....	6
Phone Tree.....	8
Supply List	10
Check List for Response Preparation	11
Incident Documentation	14
Plan Revision History	14

ORGANIZATIONAL INFORMATION

Organization Name	
Primary Contact Name & Role	
Primary Contact Telephone	
Primary Contact Email	
Last Plan Revision Date	

POLICY AND ORGANIZATIONAL STATEMENTS

Emergencies are unplanned events that can significantly impact the [Heritage Organization]’s ability to steward heritage resources and serve the broader community. This plan considers how the organization can better prepare for, respond to, and recover from various emergencies.

The [Heritage Organization] Board has outlined the following goals for emergency response:

- Sample Goal 1: Prevent fatalities and injuries to staff, volunteers, and visitors.
- Sample Goal 2: Reduce damage to heritage assets, buildings, and other essential business resources.
- Sample Goal 3: Shorten the time needed to recover from an emergency event

PLAN DISTRIBUTION & ACCESS

- The Emergency Response Plan will be distributed to all organization Board Members and regular volunteers,
- Multiple print copies of the Plan should be stored in a central location to ensure that volunteers and board members can quickly review roles and reference information.
- An electronic copy of this Plan should be stored in a secure and accessible location [Dropbox or Google Docs are both free and are good platforms for storing files securely].
- Electronic copies should also be stored on a secured USB flash drive.

TRAINING & REGULAR PREPARATION ACTIVITIES

In addition to creating this plan, it is essential that board members, staff, and regular volunteers are trained in emergency response procedures. Consider efficient ways to conduct training, such as incorporating into regular and new volunteer orientations or conducting “all team” trainings on a twice annual basis. Training for emergency response should typically include:

- On-site emergency response procedures
- Emergency response communication, including:
 - Notification, warning, and communications procedures;
 - Individual roles and responsibilities
 - Using the phone tree
 - Means for locating family members in an emergency
 - Insurance center information
- Where to locate and how to use emergency supplies
- First aid and relevant medical emergency training as needed
- Turning of gas and water

Daily Activities to Improve Your Response

- Computer system and files are backed up daily
- Copier and other equipment are turned off, unplugged, or put on power-saving mode
- The safe and confidential file cabinets are locked, and the keys deposited in the designated location
- Doors and windows are locked
- Waste disposal containers are emptied

Periodic Activities to Improve Your Response

- Have fire extinguishers in the administration areas inspected and recharged if necessary
- Coordinate the duplication and off-site storage of new documents
- Semiannual facility inspection (maintenance)
- Review insurance regularly
- Verify and update information on the contact list of emergency resources (see Page 5)
- Update the call-list with changes in staff, volunteers, or operations (see Page 7)
- Check emergency supplies, and reorder if necessary (see Page 8)
- Complete the Checklist for Response Preparation at least twice per year (see Page 9)

ON-SITE PROTOCOLS & PROCEDURES

The following sections outline various emergency events and procedures specific to each. These steps are most relevant when staff, volunteers, or visitors are in the building.

Building Evacuation

Evacuation may be required if there is a fire in the building or other hazard, such as a gas leak. The designated staff/volunteer on duty will lead the evacuation of the building and account for all employees outside at a safe location. Ensure maps of evacuation routes are clearly posted around the building in easy locations for staff, volunteers, and visitors to see.

1. Evacuation is initiated by lead staff/volunteer on duty
2. Contact EMS and/or police
3. Notify all people to leave the building
4. Be calm and avoid panic and a surge at the exits - provide any assistance required to elderly people, people with small children, people with disabilities, etc.
5. Check rest rooms to make sure everyone is out
6. Stand by exits to make sure no one re-enters
7. If possible, turn off computer.
8. If possible, grab personal items and important documents.
9. Secure doors and assemble at a specific, safe location outside
10. Follow the instructions and direction of the police
11. Document the incident (see page 11)

Fire Emergency

1. Pull the fire alarm (if available and not already activated) to warn occupants
2. Evacuation is initiated by lead staff/volunteer on duty
3. Dial 911 to alert the fire department and provide the following information:
 - Organization name and street address
 - Nature of the fire and location in building
 - Type of fire alarm (detector, pull station, sprinkler)
 - Location of fire alarm (building and floor)
 - Name of person reporting fire and telephone number for return call
4. Notify all people to leave the building
5. Redirect building occupants to stairs and exits away from the fire
6. Account for all staff, volunteers, and visitors at the primary assembly area
7. Meet fire department incident commander and tell them:
 - If everyone has been accounted for and if there are any injuries
 - An update on the nature of the emergency and actions
 - Building floor plans, keys and other assistance as requested
8. Assign staff/volunteers to verify that fire protection systems are operating normally and to operate building utility and protection systems as directed by the fire department,
9. Document the incident (see page 11)

Shelter-In-Place / Lockdown

A lockdown may be necessary in the case of severe weather, an airborne hazard, a threat from a disorderly person, or if a child has been identified as missing. Lockdown or shelter-in-place orders are typically called by emergency responders but could also be called by the lead staff/volunteer on-duty. In the case of a lockdown order:

1. Evacuation is initiated by lead staff/volunteer on duty or police officials
2. Direct any staff or volunteers outside to enter the building
3. Close exterior doors
4. Contact EMS and/or police
5. Move employees to interior spaces above the first floor (if possible)
6. Designate a person to monitor news sources for updated emergency instructions
7. Document the incident (see page 11)

Medical Emergency

If a medical emergency is reported, dial 911 and request an ambulance. Provide the following information:

- Number and location of victim(s)
- Nature of injury or illness
- Nearest entrance (emergency access point)

List any staff or volunteers that are trained to administer first aid, as well as the location of medical supplies. If no staff are trained in using specialized supplies, such as an AED or universal precautions kit, you should not keep them on-site. In the case of a medical emergency:

- Only trained responders should provide first aid assistance
- Do not move the victim unless the victim’s location is unsafe
- Control access to the scene
- Take “universal precautions” to prevent contact with body fluids and exposure to bloodborne pathogens
- Document the incident

VOLUNTEER NAME	TYPICAL SCHEDULE	PHONE NUMBER

Location of first aid kit and Universal Precautions Kit	
Location of Automated External Defibrillators (AEDs)	

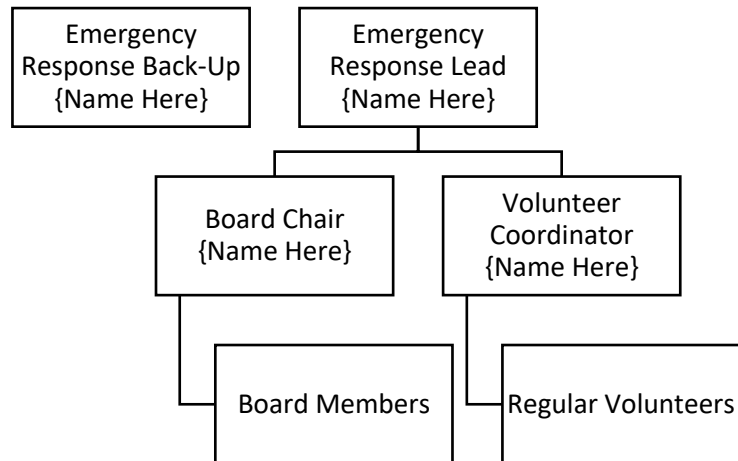
EMERGENCY RESPONSE COMMUNICATIONS

Communication during an emergency event is key to a swift response and early planning for recovery activities. Outline your immediate emergency response team, including a chain of command and strategy for contacting key members of the organization during an emergency.

The primary response team should participate in training and regular testing of this plan. The FEMA Course on Introduction to the Incident Command System is recommended (available at <https://training.fema.gov/is/courseoverview.aspx?code=IS-100.c>). Participating in regular training exercises is important to make sure key organizational members know what do when there is an emergency. Emergency response team members should be trained in CPR and first aid. Staff, board members, and regular volunteers should receive training on safety, emergency event protocols, building security, and information security.

Response Team

Use the chart to indicate the “chain of command” in the event of an emergency for your organization.



Emergency Response Lead

The Emergency Response Lead could be a board or staff member readily available during an emergency. They will be in command during an

emergency and charged with coordinating with the Board Chair and a Volunteer Coordinator. A secondary Response Lead should be identified in the case the primary is unavailable, or the nature of the emergency requires additional support. If the Emergency Response Lead is the Board Chair, the Vice Chair should serve in a coordinating role. They should be trained in CPR, first aid, and how to respond to other emergency threats. Their responsibilities include, but are not limited to:

- Assessing the incident to determine if it requires an emergency response
- Coordinating professional responders, such as ambulance, police, and fire departments
- Determining if an evacuation is necessary and managing an evacuation
- Knowing who may need assistance during an evacuation and how to assist them
- Knowing the workplace layout and evacuation routes
- Verifying that staff, volunteers, and visitors are safe after an evacuation
- Documenting the incident afterwards

Emergency Service Response

List any contacts for emergency response, including facilities or building management staff familiar with building utility and protection systems, and those who may assist with property conservation activities.

CONTACT NAME	EMERGENCY SERVICE	TELEPHONE
	Fire Department	
	Emergency Medical Services	
	Police Department	
	Emergency Management Agency	
	Hospital	
	Public Health Department	
	Electrician	
	Plumber	
	Clean-up / Disaster Restoration	

List the location of the following warning and notification systems:

	SYSTEM	LOCATION OR ACCESS POINT
WARNING SYSTEM	Fire Alarm	
	Security Alarm	
	Other (describe)	
NOTIFICATION SYSTEM	Electronic	
	Telephone Call Tree	
	Evacuation Map	

Phone Tree

During an emergency event, disseminating information can be critically time-sensitive or jeopardizes the safety of the building, office operations, and collections. A phone tree will be used to communicate the information to key staff, board members, and volunteers.

Your job of calling is not done until you reach the next person on the list and have assurances that he or she will continue the tree. The last person on the tree is responsible for calling the organization’s Emergency Response Leader to ensure that calls are complete.

Phone Tree

	NAME	ROLE	PRIMARY PHONE	SECONDARY PHONE	EMAIL ADDRESS
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					

SUPPLY LIST

For response to an emergency event, the following supplies should be on hand:

- First aid kit
- Universal precautions kit
- N95 Masks for volunteers and staff
- Automated External Defibrillator (AED) (if any volunteers are trained)
- Fire extinguishers
- Flashlights
- Batteries
- Emergency Contact List & Phone tree

The Red Cross makes emergency preparedness kits available for purchase online (<https://www.redcross.org/store/preparedness>), including many of these items as well as [starter clean-up kits for flood and fire](#).

For recovery from an emergency event and the immediate restoration of collections/artifacts, the following supplies should be on hand:

- Waxed or freezer paper
- Protective clothing aprons, gloves, rubber boots
- Plastic sheeting
- Lighting, fans, dehumidifiers, mops, wet/dry vacuum
- Portable lights
- Generators
- Scissors or utility knives
- Heavy duty tape
- Paper, pencils
- Buckets
- Large garbage cans
- Sponges
- Soft cloth, brushes
- Plastic garbage bags
- Paper towels
- Blotting paper
- Screen racks
- Clothesline and clothespins
- Cotton gloves
- Extra fine steel wool
- Fans
- Hair dryers
- Extension cords

CHECK LIST FOR RESPONSE PREPARATION

Complete this check list on a periodic basis to assess your organization’s current preparedness. After answering the questions, consider your next steps to improve preparedness. For example, if your organization is not prepared to handle a medical emergency, what steps can you take to get prepared? This could include enrolling a regular volunteer in training or other strategies.

GENERAL EMERGENCY RESPONSE	YES / NO / UNSURE	NEXT STEPS
Are you prepared to handle a medical emergency?		
Do you have an emergency supply inventory? Is it up to date?		
Are flashlights and batteries readily available?		
Is the insurance provider aware of the emergency plan?		
Are copies of important documents and records stored off-site?		
Are step-by-step directions posted near all emergency equipment, and are staff members aware of their existence?		
Has the fire department visited the site within the last six months?		
Are emergency telephone numbers and/or addresses updated and posted in central location?		
Is insurance policy up to date?		
Are there evacuation maps near exits?		
BUILDING SAFETY	YES / NO / UNSURE	NEXT STEPS
Are your building and grounds up to local safety codes?		
Has your building had a maintenance inspection in the last six months? (biannual)		
Do local police and services have copies of your site plan, indicating location of utility mains and various kinds of extinguishers?		
Are floors clear of wood shavings, paper, cloth, packing, and other flammable materials?		

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Are walkways clear of debris?		
Have alarm and fire suppression systems been tested recently?		
Are emergency exits accessible? Are doors clear of obstructions?		
Do all locks have keys nearby?		
Are fire extinguishers fully charged and accessible?		
Is electrical wiring in good condition?		
Are drains and gutters clear?		
Are heating and electrical system motors free of dust and clutter?		
Are overhanging trees cut away from the building?		
Are pipes, plumbing, and the roof regularly checked for leaks?		
STAFF/VOLUNTEERS	YES / NO / UNSURE	NEXT STEPS
Are staff and regular volunteers prepared to handle an emergency, including sounding an alarm, evacuation protocol, and using fire extinguishers?		
Does a general organization-wide cleanup take place on a semi-annual basis, with the entire board/staff participating?		
Do appropriate persons know where the water shut-off valves are located? What about the electrical switch, fuse panels, or controls for heating and air-conditioning units? Do these individuals know how to safely turn these off?		
Are volunteers included in emergency drills or put in positions where they might have to report on or respond to a crisis?		
Are volunteers aware of incident report procedure?		

COLLECTIONS	YES / NO / UNSURE	NEXT STEPS
Are important collections stored away from windows and pipes?		
Do non-conservators know which objects in the collection are most sensitive to extreme fluctuations in relative humidity?		
Have any staff/volunteers been taught how to carry fragile objects, and trained to assess when to move collections and when to wait for conservators or art handlers?		
Have any staff/volunteers been trained to document damage to artifacts, equipment, and the building with videotape, photographs, and written observations?		
Have any staff/volunteers been trained to conduct an initial site survey after the building is determined safe?		
Have local police and fire officials been consulted about the institution's special needs?		
Is there a collections inventory?		
Is the collection inventory digital and accessible from another location?		

INCIDENT DOCUMENTATION

Create a detailed record of all emergency incidents or other major events that may impact the organization’s ability to prepare for and respond to an event. Documentation should take place after any building evacuation, shelter-in-place order, on-site medical emergency, or weather event that impacts operations, building structures, or collections.

After each incident, the organization should complete an “after action report.” This is a time for the organization to debrief the incident. This process should include identifying strengths in the response as well as areas for improvement as an organization. Determine appropriate corrective actions, including making updates to the Emergency Response Plan.

DATE OF INCIDENT	DESCRIPTION OF INCIDENT	CORRECTIVE ACTIONS NEEDED	COMPLETION DATE	STAFF/VOLUNTEER NAME

PLAN REVISION HISTORY

REVISION #	DATE	DESCRIPTION OF CHANGE	STAFF/VOLUNTEER NAME

APPENDIX Q: SAMPLE IMPLEMENTATION MEETING AGENDAS

This appendix provides sample agendas for two semi-annual meetings to support implementation of your Disaster Resilience Plan for Heritage Resources. These agendas should be adapted to meet the needs of your committee, as well as the resources available for implementation and the ongoing role of the Project Champion. Each meeting agenda is structured as a 90-120-minute meeting with flexibility within each agenda item.

MEETING AGENDA #1

Meeting: Disaster Resilience for Heritage Resources Project

Date:

Time:

Location:

Meeting Objectives:

- Identify which action items to prioritize, including realistic timelines and appropriate funding sources.
- Train new members of the Steering Committee on the plan goals and procedures.
- Participate in trainings and capacity building as identified within the action framework.

- | | | |
|-------------|---|----------------------|
| I. | Introductions | 15-30 minutes |
| | a. Name, Organization, Role | |
| | b. What is one thing you/your organization have accomplished to advance the Disaster Resilience Plan since we last met? | |
| II. | Plan Review | 15 minutes |
| | a. Are there any new participants involved? | |
| | b. Are there any updates on emergency planning and procedures from the local government? | |
| III. | Action Item Prioritization | 30-45 minutes |
| | a. What items can we mark as complete? | |
| | b. What items are you making progress on? What practices are you making within your organization? | |
| | c. What is each organization planning to prioritize in the next 6-12 months? | |
| | d. What items should we collectively prioritize for the next 6-12 months? | |
| | i. Funding Considerations | |
| | ii. Partnership Considerations | |

- iii. Risk and Vulnerability Considerations
- iv. Capacity Considerations – who will do the work?
- e. **Facilitation Guidance:** The prioritization will likely look different at every meeting. Consider how you can build off prior conversations and the work happening individually within heritage organizations. You may find it helpful to create a document for on-going tracking and updates to share at each meeting.
- f. **Discussion Outcomes:**
 - i. Committee members agree on 5-7 action items to prioritize before the next meeting and distribute tasks across members
 - ii. Committee members ensure accountability by sharing updates and progress within individual organizations
 - iii. Committee members leverage shared needs and resources

IV. Mini-Training

30-45 minutes

- a. Guest speaker, expert committee member, or online training focused on an identified need within the Disaster Resilience Plan
- b. Examples might include:
 - i. Creating a Continuity of Operations Plan
 - ii. Emergency/Crisis Communications
 - iii. Creating Diverse Partnerships
 - iv. Engaging Volunteers

MEETING AGENDA #2

Meeting: Disaster Resilience for Heritage Resources Project

Date:

Time:

Location:

Meeting Objectives:

- Review progress on action items from previous meetings.
- Review risk profiles and incorporate updates.
- Discuss strategies for continued public engagement.
- Identify and record successes, challenges, or any other relevant pieces of information to implementation.

- I. Introductions** **15-30 minutes**
 - a. Name, Organization, Role
 - b. What is one thing you/your organization have accomplished to advance the Disaster Resilience Plan since we last met?

- II. Action Item Updates** **30-45 minutes**
 - a. What items can we mark as complete?
 - b. What successes has your organization had so far?
 - c. What challenges is your organization facing?

- III. Revisiting Risk** **15-30 minutes**
 - a. Are there new risks that have been discovered facing heritage resources?
 - b. Has your community or organization faced a recent emergency event? If so, what was learned about your risk and vulnerability?
 - c. What changes are happening within your organization that might affect your risk and vulnerability?
 - i. Examples: leadership or staffing changes, location and facilities updates

- IV. Plan Review and Maintenance** **15-30 minutes**
 - a. Based on your established plan review timeline (i.e. every two years, every five years, etc.), select 1-2 of the following items to discuss:
 - b. When is the next scheduled plan update? What resources are needed to begin that process?
 - i. We recommend securing resources and discussing the next plan update two years in advance of the intended project start.
 - c. What changes need to be made to committee membership and leadership?
 - i. We recommend rotating leadership roles and establishing clear terms or service to avoid burnout.

- d. What public involvement strategies are needed to advance our action items and/or future plan update efforts?
 - i. These discussions may include engagement to the general public or outreach to other groups that could support your project implementation.
- e. What other community planning efforts are upcoming or ongoing? Are heritage resources represented in those efforts?
 - i. For example, an outcome of your Disaster Resilience Plan may be more engagement of heritage preservation professionals in natural hazard mitigation planning in your city/county
- f. **Discussion Outcomes:**
 - i. The Disaster Resilience Plan for Heritage Resources remains an active plan focused on implementation.
 - ii. Committee members anticipate ongoing use and improvement of the plan through a regular plan review cycle.