**WELCOME**

**Corine Wegener – SCRI Welcome**
Smithsonian Cultural Rescue Initiative (SCRI)
- Works with SCRI and colleagues internationally looking to solve problems with available resources, even maintaining buildings such as this one [the Smithsonian Castle]

**Lori Foley – FEMA Welcome**
Federal Emergency Management Agency (FEMA)
- 38 of 58 HENTF members represented; 58 participants
- 33 attendees representing 18 federal agencies
- 25 attendees representing 20 private nonprofit service organizations

**Jonathan Hoyes – FEMA Welcome**
Director of Public Assistance Division, Recovery Directorate, FEMA
- Here for two reasons: 1) welcome, and 2) to plug Public Assistance Program and establish a link between us during this meeting
- Excited to hear the subject matter: lessons learned
- Last year really showed how federal government partners and FEMA can work together to produce innovations in the field
- A part of their transparency ethic is to look at and talk about the things we have worked on together and will continue to work on
- How can we apply lessons learned and the partnerships we have?
- No single agency can do it all on its own; we must work together and harness our individual resources and expertise
- Focus the mission on the people
- It is not just about after the event, but before, during, and after
- We need to get together more and talk about these issues
- FEMA had $20–25 billion in grants this year
- There are other appropriations that bring in other government partners and attempt to work together from a grant-giving standpoint
- FEMA is trying to find ways to lower barriers to access funds
- When the community needs them the most, FEMA can set aside those day-to-day procedures/barriers to help people
- Changes to the Public Assistance Program:
  - Houses of worship – are now eligible facilities for FEMA grants. These grants used to be aimed solely at public facilities. Such organizations are not FEMA’s strong suit, but there are significant cultural and heritage issues that we need to engage with and support from organizations like HENTF in order to learn best practices
  - Donating resources – when communities get resources that benefit all partners, recent changes to eligibility allow the community to utilize and harness the resources donated by
the community; 90:10 rule – for every one hour donated by the community the feds will donate 9 hours of assistance; this will help organizations that do not have the resources put away and are looking for resources all year round

- FEMA tends to focus on roads and infrastructure, providing technical resources, planning, and training, but they are not experts on facilities and the importance of culture to the communities
- FEMA is relying on others for technical assistance on preserving non-tangible elements
- FEMA thinks that working with this group will shorten the time it takes to get assistance, and it will empower cultural groups to use the resources they are offering. FEMA offers benefits and resources for before, during, and after a catastrophe.
- Questions for Jonathan:
  - Are there opportunities to make collections assessment data more accessible and ways to remove duplicate information and effort? We need a way of sharing data across disciplines and experts, and a way to cross-reference this data.
    - Jonathan – I agree. Hopefully this summit will lead to conversations about standards and procedures. It is hard to come in post-disaster with a solution. We need to start these conversations early on how to help and provide assistance. We encourage communication and collaboration between states and communities, and we need defined roles and responsibilities between states to help make responses more efficient. Perhaps we could have standards and guidelines to help us come in to events? The only way to move forward is through improved communication.
  - In relation to private and public partnerships, a culture of preparedness, increasing legislation, and funds, how do you funnel culture of preparedness into recovery, specifically in reference to coastal facilities?
    - Jonathan – We are not very good at it! We are not as successful as others. This is the first year we have implemented recovery requirements for disaster preparedness grants, which go to communities and tribes to support purchase of equipment and supplies. In the past we have focused on post-disaster response issues, but the new requirements is starting to emphasize preparedness as well. It always helps to have pre-existing conversations even if you cannot completely or accurately cover the broad range of interconnected issues. Simply discussing how to develop a disaster recovery document helps. It is not just about pumping money out; it is about doing things faster so that money is more effectively used.
  - In the 2017 FEMA After-Action Report some large-scale changes were proposed. How will those be implemented?
    - Jonathan – As a result of our new mission and direction, guided by our Administrator, we are being challenged to think about the ways we provide assistance, and to look at different ways of distributing and implementing our resources. It is not just about improving what we are doing in the short term, but what can we do and plan for in the long term. Our strategic plan is attempting to simplify these actions and is looking at ways to change our procedures in a manner that will make it more community focused and less organizational focused. In other words, what things can FEMA do from an administrative stance to make it easier and faster for communities to access their resources, even if it means it will be more complicated and time consuming for FEMA?

**HENTF MEMBER INTRODUCTIONS**

Brief introductions and explanations of what HENTF partner organizations accomplished in 2017 for disaster response and/or recovery:
• **Ruby Harper** and **Patricia Walsh**, Americans for the Arts – supports the nation’s access to arts and infrastructure, funds individual artists and organizations supporting disaster response and recovery; website acts as a clearinghouse and works to disseminate information to networks

• **Beth Hannold**, General Services Administration – provides services and goods to federal agencies, including facilities; focuses on historic buildings; 11 regions across the country; currently has a Preservation Officer in Puerto Rico helping communities recover their cultural and natural resources

• **Joan Brierton**, General Services Administration – acts as the government’s landlord, has expertise in managing properties, but does not have documentation on emergency responses, which vary by regions; looking to gain knowledge of what emergency preparedness groups and teams should be formed to help with rising crises; looking for guidance on sharing resources and interagency collaboration

• **Jacob Nadal**, Library of Congress – the Library is a preservation reference desk, provides information and support to libraries in affected regions; website contains info such as how to care for your collection; interested in hearing about gaps in their collection to help provide more comprehensive support

• **Andrew Robb**, Library of Congress – Collections Emergency Response and Action Officer, committed to providing technical expertise; started compiling a master list of cultural institutions across the country; provides coordination and expertise using these lists; deploys to emergencies, provides some technical assistance on the ground, and is interested in building information relationships and developing procedures

• **John Nelson**, Department of the Interior, Office of Environmental Policy and Compliance – coordinates the protection of natural and cultural resources during Response and works with FEMA, states, territories, and tribes to bring federal resources to bear if there are unmet needs affecting state assets following a disaster

• **Kim Harriz**, Department of the Interior, Office of Environmental Policy and Compliance – federal coordinating agency responsible for coordinating Recovery efforts for natural and cultural resources and historic properties under the National Disaster Recovery Framework

• **Brian Lusher** and **Andi Mathis**, National Endowment for the Arts – recently deployed to Puerto Rico, coordinated cultural resource information for artists and arts organizations

• **Eryl Wentworth**, Foundation of the American Institute for Conservation (FAIC) – as executive director of both FAIC and AIC, advances the preservation of cultural heritage, working with assessors (buildings and collections) to help museum staff prepare for emergencies, and reaches out to provide resources to small institutions

• **Jessica Unger**, Foundation of the American Institute for Conservation – as emergency programs coordinator, coordinates the National Heritage Responders, a group of trained responders that can be deployed on the ground to assess and respond; NHR fields calls on a hotline, provided support to Puerto Rico before people could be on the ground by connecting experts and communities, helped coordinate the response after, and continued to train more individuals to work with local alliances

• **Eric Pourchot**, Foundation of the American Institute for Conservation – many people in the room are lone [ar]rangers; how are we ready to respond when the need arises?

• **Ann Hitchcock**, National Park Service – in response to 2017 disasters, NPS assisted FEMA, deployed around 49–50 people for cultural heritage and 10 for natural resource recovery, deployed over 1800 people to national and local incidents this year

• **Nadina Gardner**, National Endowment for the Humanities – NEH operates several programs that offer support, has an education and training program on a national level for preservation of collections and emergency preparedness and response, and can help launch initiatives for presidentially declared disasters
• **Tatiana Ausema**, National Endowment for the Humanities – provided grant support ($2 million in direct grants) to humanities organizations that serve and collect in affected areas

• **Cicily Hill**, National Humanities Alliance – 200 humanities organization across the nation; primarily advocates for funding for the humanities from the federal government and researches the range of humanities work

• **Kyle Arbuckle**, National Emergency Management Association – facilitates national EMAC [Emergency Management Assistance Compact] program, and in 2017 and 2018 has been advocating for disaster recovery format

• **Kathi Kromer**, American Library Association – distributed funds to help library collections and to purchase technology and equipment

• **Bambi Kraus**, National Association of Tribal Historic Preservation Officers – supports all tribes in every organization from the Hill to emergency response; in 2017 in Northern California many tribes were responding to fire; SE flooding and storm damage; currently working to communicate what resources are available to SE tribes not used to dealing with floods

• **Becky Kaczkowski**, Society for the Preservation of Natural History Collections – an international organization that helps support biodiversity; resources are on their listserv and information for their members

• **Abigail Choudhury**, The Andrew W. Mellon Foundation – supports the increase of scholarly communication and response to protect cultural heritage

• **Andy Finch**, Association of Art Museum Directors – support group for art museum CEOs

• **John Conklin**, International Association of Emergency Managers, US – represents higher education and health care; 7,000 international members; works with state governments on policy issues to make policy changes

• **Jamie Loichinger**, Advisory Council on Historic Preservation – incorporates historic preservation into programs, training, and educational components; developing programs in the states and territories that were affected

• **Paul Kuenstner**, Association for Preservation Technology International – 1500 architects, engineers and preservationists; in 2017 they informally connected with people to do building assessments; trying to formalize process and preparing to deploy members

• **Nina Jean Louis**, Association for Preservation Technology International – structural engineer; researching and developing strategies to bring awareness, spearheading applications on traditional and contemporary technology to preserve and protect, and looking for education and outreach opportunities to plug their expertise into

• **Sarah Koeppele**, Department of Homeland Security – specializes in environmental planning, historic preservation, and energy conservation; in 2017 supported FEMA and deployed people from Headquarters; looking at creating more efficient models at the preparedness, planning, and response phases

• **Sid Caesar**, Department of the Interior, Bureau of Indian Affairs – heads Tribal Assistance Coordination Group for the 500+ federally recognized tribes; focus is on the timeframe between when the disaster happens and before FEMA or other organizations come in; assistance could be technical or financial

• **Allison Olson**, National Archives and Records Administration – provides access to federal holdings; NARA participated in Mission Assignments to Puerto Rico and USVI

• **Vicki Lee**, National Archives and Records Administration – led the Mission Assignment to conduct damage assessment at General Archives of Puerto Rico

• **Sheila Coppinger**, Chubb insurance company, representing the National Fire Protection Association – NFPA created standards for the cultural resource teams, integrated security into codes; new language, “shall have resiliency,” is being employed more in the code
• **Erik Hein**, National Conference of State Historic Preservation Officers – represents all states and territories in US and Canada, ensures disaster members are aware of task forces, and worked with partners to secure supplemental funding ($50 million) to assist with the emergencies in the Southeast

• **Jonathan Hoyes**, Federal Emergency Management Agency – directs Public Assistance

• **Donna DeFrancesco**, FEMA, Office of Environmental Planning and Historic Preservation (OEHP) – Readiness Branch manages, deploys, and trains EHP cadre (over 800 individuals); in 2017 deployed over 500 members, an increase from 300 members on the ground in past years

• **Lori Foley**, FEMA, OEHP – coordinates with HENTF members and other federal partners to protect cultural heritage

• **Stephen Carruth**, FEMA – deputy director of OEHP

• **Julie Weisgerber**, FEMA, OEHP – provides technical support as policy specialist

• **Jack Heide**, FEMA Region II – responsible for distributing the hazard mitigation grants and pushing the message of mitigation

• **Terry Jackson**, American Association for State and Local History – disseminates information to its membership; in 2017 members pooled money to give out 26 small grants to distribute to history institutions that had gaps in their insurance and were not covered by other resources

• **Connie Bodner**, Institute of Museum and Library Services – primarily provides grant support for libraries and museums, helps other organizations that help libraries and museums; best suited for planning, support, and recovery operations

• **Nancy Bechtol**, Smithsonian Facilities – designing, planning, and maintaining the Smithsonian facilities; currently dealing with 67 active roof leaks in 2018 due to weather

• **Corine Wegener**, Smithsonian Cultural Rescue Initiative (SCRI) – director of the program’s international focus on recognition, resilience, response, and research

• **Stacy Bowe**, SCRI – coordinates training, which in 2017 and 2018 included Heritage Emergency and Response Training (HEART) for cultural stewards and emergency managers in DC, Puerto Rico, and USVI

• **Samantha Snell**, Smithsonian National Collections Program – focused on collections emergency management for Smithsonian collections (i.e., education, preparedness, mitigation, and recovery); set up a distribution list of collections staff members to push out collections resources and information; helped connect with loan officers from other institutions to protect objects while on loan to and from the Smithsonian

• **Bill Tompkins**, Smithsonian National Collections Program – dedicated to improving stewardship of Smithsonian collections, including emergency management; serves on an advisory group to Smithsonian senior management, provides policy oversight of Smithsonian collections, and works with the 23 units by providing support in planning, funding, collaborating, etc. on collections initiatives

• **Elke Selter**, Smithsonian Cultural Rescue Initiative – contractor researching budgeting and training and how to calculate damage in terms of dollar amounts

• **Jane Seiter**, United States/International Council on Monuments and Sites (US/ICOMOS) – small NGO that advocates for world heritage and cultural heritage sites; concerned with climate change and shares technical expertise

• **Lisa Craig**, representing US/ICOMOS – has supported communities in hazard mitigation planning and encourages resilience planning in historic coastal communities

• **Mary Schobert**, Conservation Center for Art and Historic Artifacts, representing Regional Alliance for Preservation – provides treatment and preservation services, risk assessments, educational programs, and assists with disaster preparedness plans
• Janet Vaughan, American Alliance of Museums – serves museum professionals; focuses on disaster preparedness and pushing out information
• Lisa Ackerman, World Monuments Fund – Climate Change and Cultural Heritage Committee focused on collecting best practices on an international level, sharing resources within their network, getting more information out to cultural specialists, connecting emergency managers with cultural resource managers, and HAZMAT mitigation
• Amy Williams, US Army Corps of Engineers – looking for ways to make the protection of cultural resources a higher priority within the Army Corps; interested in learning about methods of collaborating with other agencies to provide resources
• Adam Jones, National Trust for Historic Preservation, Government Relations and Policy – private nonprofit; in 2017 provided grants to individual properties affected by hurricanes in Puerto Rico and performed cost assessments in California
• Rebecca Kennedy, National Postal Museum
• Cornelia Carey, CERF+
• Steve Mason, National Guard Bureau

OUTCOMES
Lori outlined outcomes for the meeting:
• Understanding of:
  o Federal roles in response and recovery
  o Successful (and unsuccessful) actions taken by HENTF members in response to 2017 disasters
  o Actions HENTF members will take in the future
• Commitment to increase engagement between HENTF federal agencies and HENTF private nonprofit entities

FEDERAL RESPONSE AND RECOVERY IN RECENT DISASTERS
Federal Emergency Management Agency
Stephen Carruth
Deputy Director of the Office of Environmental Planning and Historic Preservation (OEHP)
Natural & Cultural Resources Recovery Support Function (NCR RSF) Sector Lead when deployed to PR
• The Puerto Rico response operation has engaged about 3,000 people
• How do we translate Recovery Support Functions into a sector-based approach?
• Sometimes facilities fall between sectors
• Re-imagining the pumping station
  o Working across sectors with the Water Sector to provide technical resources to write a long-term project
• Review of Natural & Cultural Resources Sector organizational chart
  o About 40 people in total
  o Three basic sections: Cultural Resources Solutions, Recreational Resources Solutions, and Natural Resources Solutions
• Work with USDA
• Outcomes for the Cultural Resources Section
  o Help historic properties, cultural institutions, and arts organizations recover from disaster impacts
  o Artists are able to utilize support and resources after a disaster in order to resume their artistic careers
• Challenges and insights:
We were dealing with people who were stewards of the institutions, and we needed to build relationships with those people. We had to rely on FAIC or people with connections to those institutions, and because FEMA is divided into sectors we were not necessarily used to working with universities or religious facilities or municipalities, which are outside of our “normal” museums and libraries. How do we make sure there are no cultural institutions falling between the cracks? This is a massive challenge.

How can we help ICP [the territorial cultural agency Institute of Puerto Rican Culture] applicants start their projects? Liaisons are stretched thin. We need to be taking a few extra steps to ensure that the processes that were agreed upon are carried through. Having a personal connection can help alleviate the overwhelming emotional tolls.

How can we gather into one place the data that we collect and the info needed in all of these different sectors? How do we eliminate redundancies, and how can we stabilize these resources? There are numerous kinds of assessments that have varying and overlapping purposes. We are creating a pilot project to look at removing these redundancies and demands on human labor.

National Response Framework – Emergency Support Function #11 (ESF #11)

John Nelson
Department of the Interior (DOI), Office of Environmental Policy and Compliance

- Responsibility: Protection of natural and cultural resources and historic properties under ESF #11 of the National Response Framework
- Pulls together the different agencies that have natural or cultural resource components to assist state, tribal, and local governments involved in protection efforts
- A large number of DOI Bureaus are and can be leveraged when needed
- They support agencies and partners
- Mission Assignment (MA) process:
  - FEMA sends a statement of work/task order to a federal agency to help assist with a disaster
  - DOI is typically the agency that receives the statement of work for natural and cultural resources
  - Statement of work also reimburses funding
  - State/local/tribal governments must initiate and follow the mechanism to get assistance, and DOI helps them navigate the MA process
  - Hurricane Season 2017:
    - Puerto Rico
      - Supported State Historic Preservation Officer (SHPO)
      - Supported Institute of Puerto Rican Culture and General Archives
        - Team from NARA, SI, NPS, and HHS (CDC)
        - Assessed structures and collections
        - Conducted training for impacted institutions
    - US Virgin Islands
      - Supported SHPO
      - Helped them navigate the Mission Assignment process
      - Deployed someone at the regional level to make sure we understood the needs of the SHPO so that we could advocate for their needs under ESF #11

National Disaster Recovery Framework – NCR Recovery Support Function

Kim Harriz
Department of the Interior, Office of Environmental Policy and Compliance

- Focus on response and recovery
• Not until 2017 was there a strong response history under this Framework
  o Deployment not something usually incorporated under federal response
• Puerto Rico was not a typical disaster
  o When does response stop and recovery begin?
    ▪ It is a continuum
  o Recovery Support Functions typically not activated until months after a disaster
• Natural and Cultural Resources Core Capability
  o Boils down to what we are trying to do: support through a strategic plan
    ▪ Determine damages
    ▪ Identify recovery priorities
    ▪ Develop a strategy that the federal agencies can support
    ▪ Create an implementation plan with short-, medium-, and long-term steps that can be executed with federal and private partners
    ▪ Provide support where there is limited capacity, which is different for every disaster
  o Works with the communities and state, tribal, and local governments to do the above steps
  o Develops extensive overview and coordination plans determined by how a recovery unfolds
  o Recovery Support Function finds the gaps and ways to support those objectives through connecting with other agencies
    ▪ Ex: Hurricane Harvey Recovery – TX
      o Determined that a government agency was needed for support
      o Field Coordinator was deployed to assess and produce a report
      o Reviewed agencies and their support functions, and cross-referenced them with what was needed
      o Developed an implementation plan
        o Helped find financial support (federal and private)
        o Developed training and strategies
• Transformation and Innovation in the Wake of Devastation – PR Recovery Plan
  o 6 Courses of Action relating to cultural/historic resources in the plan
    ▪ Data Repository – very important to know what and where your resources and assets are
  o Looking for methods of funding
• US Virgin Islands
  o Beyond preservation and training, looking at developing communication networks and workshops
  o Looking at developing resiliency

Lori – Stretch your mind to think about what your organization can possibly do to increase support and improve upon efforts undertaken following the 2017 disasters.

THE WHOLE COMMUNITY – A LOOK FORWARD
Donna DeFrancesco, OEHP/FEMA
• All disasters are locally led, state managed, and federally and privately supported
• Catastrophic disasters overwhelm state and local organizations, and multiple catastrophic disasters overwhelm agencies; there is not enough capacity to respond
• Harvey, August 25, 2017 – planned for that event and 2 additional events
  o After Irma, FEMA was planning for 2 events that occurred + 2 potential events, so a total of 4 events
  o Then Maria and the CA wildfires happened
In total there were 6 Level-1 events, which blew the planning scenario of 4 events out of the water

Solutions:

- Support from DOI in terms of ESF
- DHS activated Surge Capacity Force – able to leverage another 100 people (NASA, Executive Office of the President, Border Patrol, etc.) to be on the ground attending to historic preservation and natural and cultural resources
- Had to go from 300 to 500 people on the ground, and had to build capacity very quickly
  - Looked at contracts, local hires, HENTF members, including FAIC, and various organizations

Challenges:

- The problems not solved today become risks of tomorrow
- What were the problems you were not able to solve in your organization in 2017 and will remain risks in 2018?
- How can HENTF help resolve those problems?

Activity:

- Use Post-it Notes to write down examples from your own organizations (5 min)
- Whole Community – A look forward
  - What could your organization/agency have done but didn’t?
  - What do you need from HENTF to make that happen?

Responses:
A REVIEW OF HENTF OBJECTIVES (see https://culturalrescue.si.edu/hentf/about-hentf/) and MEETING HENTF’S OBJECTIVES: A SAMPLING OF 2017 HENTF MEMBER ACTIVITIES

Objective #1: Provide education and training

- Stacy Bowe, Smithsonian Cultural Rescue Initiative (SCRI)
  Heritage Emergency and Response Training (HEART)
  - Launched in 2017, HEART is a weeklong training program for 25 participants from across the country, drawn from both the cultural heritage and emergency management communities. Training includes presentations, tutorials, and practical application
    - The goal is to teach participants to think holistically about disaster response, e.g., gain experience talking to the media
  - HEART: Puerto Rico – organized in response to the 2017 hurricane season
    - Museum of Art of Puerto Rico in San Juan created coalition to protect PR heritage and contacted SCRI to hold a special training session
  - HEART: USVI – 2 two-day workshops
    - To accommodate the limited availability of the participants – the first on St. Thomas, the second on St. Croix
  - HEART 2018
    - Program scheduled for December 2018 in DC
  - Future goals:
    - Increase teaching corps
    - Increase participation of HEART grads in future programming to create a stronger alumni network
    - Make curriculum sharable
    - Assess impact

Objective #2: Provide technical assistance, guidance, and/or resources

- Vicki Lee, National Archives and Records Administration (NARA)
Puerto Rico Mission Assignment
  o  Mission Assignment, Nov 12 – 16, 2017
    ▪  A four-person team traveled to PR to assess damage and provide technical assistance. Primary focus was on the National Library and General Archive and providing assistance to ICP (Institute of Puerto Rican Culture), the territorial entity responsible for these agencies
    ▪  8 site visits and 7 damage assessments:
      •  Archivo General
      •  ICP main offices
      •  National Gallery
      •  University of Puerto Rico (UPR)
      •  Museum of the Americas
      •  National Guard Museum
      •  La Casa del Libro
      •  Castillo San Cristóbal
    ▪  2 training sessions:
      •  Day 1: located in the front lobby of Archivo General (with no electricity, the front lobby had the most natural light)
        o  Demonstrated how to vacuum books and moldy objects
        o  Discussed proper personal protective equipment (PPE) and solutions for hard surfaces
      •  Day 2: ICP main offices – called on network and provided additional training
  o  Mission Assignment, Dec 10 – 16, 2017
    ▪  A 6-person team traveled to PR to assess damage, share technical expertise and assistance, and hold a day-long training in disaster mitigation and response
    ▪  5 site visits and 3 training sessions:
      •  UPR Mayagüez campus
      •  Museum of Art of Ponce
      •  Museum of Art of Puerto Rico
      •  Casa Roig, UPR
      •  Herbarium of Botanical Garden
    ▪  Training sessions:
      •  Distributed both English and Spanish version of booklet compiled by team
      •  Topics covered:
        o  PPE & mold
        o  Object handling
        o  Cleaning books
        o  Vendors
      •  Trained over 85 people in 3 days
    ▪  Challenges in PR:
      •  Lack of electricity caused HVAC to fail, creating problems with heat and humidity
      •  Getting supplies/equipment to island; team was required to bring all supplies and equipment in their luggage
      •  Size and magnitude of the damage
    ▪  Challenge for NARA:
      •  2/3 staff members gone for 2 weeks (around 700 hours of staff time total)
In the future:
- NARA wants to continue but is looking at staff and budget reductions
- Looking for creative ways to continue involvement

*Tatiana Ausema, National Endowment for the Humanities (NEH)*
Briefing on Hurricane Recovery Efforts
- NEH focuses on the “resource” part of Objective #2
  - Staff don’t deploy into the field but rather provide needed financial resources to cultural institutions on the ground to enable them to move forward
- Disaster response has been a part of NEH’s mission since 1992, and the organization has been involved in HENTF from beginning
- Hurricane Harvey (TX):
  - 5 days after the storm hit, NEH announced a $1 million initiative to provide grants for recovery
    - Applicants could apply for grants of up to $30K
    - In the end, NEH provided $1.7 million in grant funding
    - However, NEH didn’t anticipate other hurricanes
  - Due to NEH’s history of involvement and experience in disaster response, they benefitted from having a network of “on-the-ground” organizations and contacts
  - However, they were also working with institutions that had no prior experience with NEH and were simultaneously dealing with FEMA
    - Response: to spend time forming relationships with applicant institutions and pre-existing contacts to ensure that they had the right resources
- Lessons learned:
  - Networks work, and work quickly
    - NEH was able to provide targeted funding to institutions that needed it quickly, e.g., Blue Triangle Multicultural Association (mural)
  - Fast turnaround is beneficial
    - However, what applicants thought they needed and what they actually needed in the end was very different
    - NEH assistance was provided at the back end
- Challenges:
  - “Building an airplane mid-flight”
    - The structure that worked for one disaster didn’t work for the next
  - Puerto Rico had no power
    - NEH applications are dependent on reliable internet; without it they cannot accept applications. As a result, many could not submit applications by the deadline or distribute money
  - Regulatory challenges – working with applicants who have not dealt with federal funding or Section 106 (federal review process) before
- Continued support
  - NEH will provide funding to bring in support and continue developing partnerships to ensure training is available

*Andi Mathis, National Endowment for the Arts (NEA)*
Your Federal Arts Agency
- Mission: to provide opportunities for arts participation by all
Grant applicants don’t have to be art organizations.
- They can just be working on an art project.

Majority of NEA’s disaster support is awarded through state arts agency partners.

Range of support:
- Money provided to state arts agencies to redistribute to affected artists and organizations.
- Initial and ongoing support for Arts Ready (artsready.org) – preparedness taught to artists and arts organizations.
- Along with HENTF, NCAPER (National Coalition for Arts’ Preparedness and Emergency Response), and NCR RSF, participated in a national convening on readiness and resilience in 2016.

Emergency Fact Sheet following 2017 hurricane season provides information on the amount of funding that went to each state.

Lessons learned and future plans:
- Creativity is necessary in response to specific needs (e.g., construction materials).
- Disaster work will be located in a newly opened program office (NEA did not deploy to PR or USVI).

NEA is working on two projects in PR related to mental health:
- With Health & Human Services and PR state agency – on suicide prevention.
- With FEMA on notion of bringing creative arts therapists to shelters.

Cornelia Carey, CERF+

The Artists Safety Net:
- For 30 years CERF+ has helped safeguard and sustain careers of artists working in craft disciplines and provided emergency response to benefit studio artists across the country.
  - Emergency relief.
  - Advocacy.
  - Network building.

Career protection (disaster training, legacy and estate planning, Get Ready grant program): no amount of money can help when studio and body of work, markets, etc. are lost.
- Goal of career protection program is to teach readiness for disasters.

Advocacy: educating decision makers.

Craft Emergency Relief Fund:
- Provides financial assistance through grants of up to $6,000.
- In-Kindness program brokers donations/discounts from suppliers.
- Harvey/CA Fires/Irma +Maria – CERF+ distributed over $500,000 in support.
  - However, had to put relief program on hold in May to raise more money (first time in 33 years that this has happened).
  - A scaled-back version will be relaunched in August.

Impact – 86% of recipients in PR said it was the only assistance they got.

PR Response:
- Pre-hurricane alerts:
  - 3 years prior, a team took a trip to PR to build relationships.
  - Immediately prior to the storms, CERF+ sent relevant info on how to prepare.
- Extensive outreach post-disaster to educate about resources available to artists in addition to financial support.
- Hired consultant on the ground to assist with outreach.
- Joined Clinton Foundation Global Initiative on Caribbean Recovery.
- Team plans to return to PR next spring
  - Challenges:
    - Limited previous contact
    - Language and culture – nothing translated
    - Large population of folk and traditional artists was undocumented (no NGO affiliation) and were largely unfamiliar with grant writing
    - No power
    - Overwhelming demand
  - Lessons Learned:
    - Programs need to be scalable to accommodate uncertainties
    - Maintain a fund reserve
    - Crowdfunding works
    - The importance of being on the ground after disasters to create connections in communities and networks (e.g., with FEMA and charities)

- **Abigail Choudhury, The Andrew W. Mellon Foundation**
  - Emergency Preparedness and Response Grants
  - After determining that they needed a coherent response to disasters, Mellon Foundation joined its Performing Arts program and the Art History, Conservation, and Museums program to launch an arts and cultural heritage program in 2014 as strategic commitment to strengthen national infrastructure for preparedness rather than response
  - Started with the Smithsonian Institution with a series of grants for planning and launch of SCRI and HENTF, programs that are central to efforts in U.S. and abroad
  - Supported FAIC to build capacity as coordinators of training programs on risk evaluation and response
  - Mandate to be inclusive and address lack of emergency support structure in the performing arts
    - Provided training modules and method
      - In 2015/16, provided grants to launch Performing Arts Readiness initiative (PAR)
      - 29 webinars conducted to date + other online tools
  - 2017 grant to South Arts to strengthen NCAPER
  - All resources were tested by the 2017 hurricane season
    - Provided a few grants after Harvey
    - Following Maria, Mellon worked with NCAPER, FAIC, SCRI, PAR
    - Puerto Rico grants were made to Museo de Arte de Ponce, Museo de Arte de Puerto Rico, and to Northwestern for an artist residency exchange program
  - Mellon is thankful for the interconnected community of practice for the advocacy, dedication, and sustained work during the particularly damaging 2017 season

**Objective #3: Coordinate the collection and sharing of incident-specific information**

- **Jessica Unger, Foundation of the American Institute for Conservation (FAIC)**
  - The Wonders of Google
  - Not typically involved in objective #3, usually more active in objectives #1 and #2
  - Need to understand where support is needed – after Harvey, coordinated with FEMA/HENTF to determine:
    - What info they need about institutions affected
      - Google Sheets (multi-person use): Basic contact, county, social media/web info (updates on status), tracking communication
County (special data): way to see if they were reaching across the impact zone
Close to 500 institutions
Is data collection and mapping a possible project for HENTF?

- Collaborated with state cultural heritage emergency network TX-CERA [Texas Cultural Emergency Response Alliance] for information sources
  - Where to get information and how to standardize what has been collected
  - Who to share the information with
- Project with the University of Texas at Austin School of Information: student volunteers identified 300 institutions, created, and distributed a survey to collect status information (335 calls made)
  - Students developed a way to streamline process and use it elsewhere, used Google Voice account for free calls, and created handout
- A similar project was undertaken at the University of Florida

What does the future hold?
- New technology should help us move forward in collecting information
- A possible way of utilizing FAIC volunteers who are interested in assisting with disaster recovery but cannot be deployed

Objective #4: Increase the incorporation of cultural and historic resources into planning efforts

- Jack Heide, FEMA Region II Community Planner, Risk Analysis Branch, Mitigation Division

  Mitigation and the Arts
- Mitigation advisor in USVI
- How is FEMA helping the artist community mitigate disaster?
- How is FEMA using artist community to promote ways FEMA can assist?
- Resilience Plan (online) included arts and cultural awareness (including the two HEART Trainings)
  - People required to sign off on document; as a result it holds them accountable for everything included within
- Every state and territory is required to have a hazard mitigation plan that must be updated every 5 years
  - Includes various sectors; each sector has a representative in working group
    - Each group is required to measure risks against hazards and develop own goals and standards
    - Cultural Awareness is 1 of 4 overarching concepts in USVI but is not included as a group
- Need for creative thinking in USVI
  - Ex: As a part of risk communication, plans to produce a full-length documentary that covers oral traditions, youth experience, traditional skills
  - Ex: Book of poetry and stories that communicates experiences will be published as communication and outreach materials
  - Ex: Alexander Theater in St. Croix is an abandoned structure that the community has been trying to turn back into performing arts center for decades but for which it has been unable to raise the funding. Instead, turning it into a community shelter that is FEMA eligible for emergencies and performing arts during “peace time.” The result: shelters can be removed from schools and the community gets a more valuable multi-use facility.
Objective #5: Provide information and guidance to the public

- **Rebecca Kennedy, National Postal Museum, Smithsonian Institution**
  SCRI in the DRC: Providing Assistance to Survivors through Salvage
    - After the hurricanes, SCRI provided assistance to survivors in recovering and salvaging family treasures
    - DRC (Disaster Recovery Center) – a place where survivors can receive assistance and info
      - SCRI goal: to set up in a DRC quickly before people throw away their family treasures
        - Need to build relationship with FEMA and other agencies as well as work with the media to let people know about availability
    - The Smithsonian role is to demonstrate salvage, *not* restoration or conservation
    - Sending staff members familiar with handling objects
    - Use simple methods and easy-to-find supplies
      - All supplies are under $100 and are not usually needed for more important disaster response activities (i.e., won’t be hard to find)
    - SI teams purchase many supplies on site and go to Goodwill/thrift stores to purchase “fake” objects to demonstrate salvage techniques
    - Challenges:
      - Staffing the response and getting them trained appropriately
      - Supplies & handouts (how to reuse and make sure they arrive)
      - Internet access not always available
      - Unclear role: DRC managers set tone for the salvage station; if SI team is introduced to DRC staff then they can point survivors to salvage station
    - Solutions:
      - Training more staff (prepare them to work in an emotional environment)
      - Developing deployment handbooks (the techniques and options)
      - Briefings to DRC tenants (so they know SI is there and what they can do)

**CONCURRENT BREAK-OUT SESSIONS**

**Federal (Public) Agencies Break-out Group**
Led by Stephen Carruth, FEMA, and Cori Wegener, SCRI

**Discussion topics:**
- What did federal partners do well regarding the 2017 disasters?
- How can federal efforts better integrate private entities?
  - How can PNPs better assist federal grantees and sub grantees?
  - How can federal entities help PNPs become more educated on becoming operational partners?

**The conversation took place as follows:**

Cori Wegener (CW): How can we best integrate the expertise of nonprofits and federal agencies?

Person 1 brings up the idea of traveling to private museums across the country to discuss funding as a possible answer.

Person 2 inquires about the process that U.S. tribal leaders must take when asking for assistance during an emergency.

Person 1, from the Bureau of Indian Affairs, answers: While it was previously advertised that tribal leaders could address the President, they should, in reality, be able to discuss the emergency with the Dept. of the Interior. However, FEMA must take on preliminary damage assessment.
CW brings up the example of conservation of archives in Puerto Rico, where Mission Assignments were a major challenge.

Person 3 notes that the logistical aspects of Mission Assignments complicate emergency work for an organization, stating: “Our core programs cannot be shifted to this activity. I found it very hard this year to be as responsive as I wanted to be.”

Stephen Carruth (SC) asks participants if anyone had a solid understanding of how Mission Assignments functioned, and most people did not.

Person 4 asserts that there is a need for a more conveniently streamlined process, one in which an agency can provide a performance period and cost, after which other employees handle the operational process.

Person 5 asks: How do we insert a person without a period of performance in the case of an emergency? Without the exact information on the disaster, management won’t be as effective.

Person 6, a DOI representative, responds: “It’s easy for us to understand, it’s unique to us.” He notes that after disasters, there are always different response and recovery options, and there is always resource damage so deciding who must be deployed is always a longer process.

Person 2 suggests a system in which all office and traveling people are briefed in advance; the organization sets temporary account numbers, and those numbers aren’t always immediately assigned, making them reimbursable. While there are always amendments, the office can still use the same temporary reimbursable account numbers as before, but still must have more information (i.e., classification) of the actual disaster.

SC notes the importance of acknowledging resources with budget people in advance, laying groundwork early.

Person 7 suggests that while having basic elements down — budget, logistics, etc. — is important, the information on Park Service, architects, etc. is also essential to note. Suggests using Google Drive as a tool to keep information available to office.

SC notes the resource max.gov that can be used by federal agencies.

When inquiring about things that “work well” in disaster response sector, Person 2 notes: things that used to be in the private sector are now in the public, and these things function more effectively under the federal government.

CS describes the Smithsonian’s operation as a quasi-federal organization; she asks, how do we better incorporate private members?

Person 8 suggests asking, what can we do from an inventory management perspective? Suggests incorporating conservators into public supervisory positions.

Person 3 notes: “We’re trying to respond to an unusual year; building, getting better at pulling people from smaller, regional civil entities for deployments.”

Person 8 suggests incorporating agreements with universities, such as those that were used in the natural resource realm, to get non-govt. entities involved in govt. affairs.

**Private Nonprofit (PNP) Service Organizations Break-out Group**
**Led by Jessica Unger, FAIC, and John Conklin, International Association of Emergency Managers**

**Organizations attending:**
American Alliance of Museums
American Association for State and Local History
Americans for the Arts
Association for Preservation Technology
Discussion topics:

- If your organization didn’t participate in a response last year, what are the reasons?
- If you did participate, what were some of the challenges?
- If you did participate, did you coordinate with any federal partners?

National Association of THPOs (Bambi): We had capacity issues. The National Trust for Historic Preservation was essential. They gave us spatial data. We helped with lobbying/educating Capitol Hill with limited results.

NTHP (Adam): In Texas, the SHPO had turned everything over to FEMA in terms of surveying. The info that was coming back was slow. In Puerto Rico, there wasn’t a FEMA presence to do the survey for historical sites. We received a grant from the Conservation Trust of Puerto Rico to have students conduct surveys across the island. They came back with a good damage assessment. We took that to Congress to be included in the Emergency Supplemental Bill. It was well praised by Congress. The challenge with the surveying is connecting with professionals on the ground to do the surveying.

IAEM (John): So this goes back to capacity; you don’t have bench strength.

APT (Nina): Our organization has those SMEs [Subject Matter Experts], but finding the connection to use those services was a real challenge. We want to create partnerships. The first challenge is getting people trained, and there are a lot of training avenues in terms of emergency management and response, and the appropriate response to historical preservation. The American Institute of Architects’ Technical Council, too. We have people in the organization trained, but it’s getting those people out. There are pots of resources but they are not connected. We need teams of engineers, architects, collections managers, and conservators to deploy and be involved.

IAEM (John): So Mission Assignments drive everything on the FEMA side. What drives you guys?

US/ICOMOS (Lisa): Our table talked about this in the morning. We need a database of trained experts. If you’ve had HEART training, etc. We called for a collections emergency team, which would always be ready. We need more of those resources, individual experts. And we need to better understand their skill set. But we need to do it in a sensitive way.

NTHP (Adam): For example, the US Chamber of Commerce asked us, how do we partner with the for-profit emergency response businesses in a better way? They have experts.

IAEM (John): Why doesn’t that happen?
US/ICOMOS (Lisa): That’s just the way it’s done. We don’t have a culture to reach out to the private sector.

APT (Paul): We need to be better prepared. When we call SHPOs offering to help, they are overwhelmed.

FAIC (Eric): It needs to include a team approach, so that people know how to work within a unit. A roster of individuals would be useful.

US/ICOMOS (Lisa): Whoever is taking the lead also needs to coordinate and they need to assess which SMEs they need.

HENTF/FEMA (Lori): As part of FEMA’s response and recovery efforts, they were tasking entities who were qualified to do this, but we had to work through contracts. That eliminates a lot of entities. Getting through the qualification system is a challenge. We had to arrive at damage assessments and we need to leverage our activities.

NTHP (Adam): I think it was a disconnect in the storm. Our folks were trying to connect with FEMA.

US/ICOMOS (Lisa): Is there an IDIQ [Indefinite Delivery, Indefinite Quantity contract] for disaster response? As in could vehicles or resources be in place before the event? Or do you have to wait?

HENTF/FEMA (Lori): The idea is to work towards that. You already have momentum.

FAIC (Jess): The National Heritage Responders have been accepted into National Voluntary Organizations Active in Disaster (NVOAD). This is a very exciting development. FAIC was notified in May that we officially got accepted to NVOAD. NHR is 60% conservators but include generalists, too. In joining NVOAD, we are one of the first cultural groups to join. We have joined at the associate level. Other organizations at this level are the NAACP, the Humane Society, so groups that have missions in peace time, but also have an “in” when it comes to disaster response. We really hope our membership can expand into that. For example, there’s a great relationship between FEMA and Voluntary Agency Liaisons (VALs). It’s great to see a bridge that exists between the federal government, private nonprofits, and others. There is real strength in being a volunteer. It’s a way to have people open up to your mission.

FAIC (Eric): Also with NVOAD, it’s fairly expensive, your requirements aren’t to just pay large membership dues. They want you active on their committees, on a local and national level. We were able to write it into the institutional advancement grant, through the Mellon Foundation, but they want a pint of blood at door.

FAIC (Jess): There is quite a lot heavy lifting. Likewise, so many work with homeowners, so FEMA fact sheets, DRC work get more quickly into groups that have been effected.

AASLH (Terry): Is someone going to send more info about that once we get back to our home bases? We could put that out to our members. That kind of info would be valuable.

FEMA/HENTF (Lori): One of the challenges is that FEMA can only send out FEMA stuff. But HENTF members can send that info out.

FAIC (Jess): The strength is that we all have nimbleness. We can work outside the red tape. How do we most effectively capitalize on our own strengths?
NEMA (Kyle): We send a newsletter out to our [state emergency management] directors weekly. If there is something you want to send out, we can include it. The Emergency Management Performance Grant, 5% increase advance on it, it pays for itself.

National Association of THPOs (Bambi): Also diversity in this field. In terms of welcoming into arts and culture, make inroads to helping them.

US/ICOMOS (Lisa): What a federal agency can/cannot do, there is also help with writing grants. Some of these groups could not get grants because of lack of internet access. That is another skill set that we could bring to table.

Americans for the Arts (Patricia): Concerning distribution of information, what are the communication vehicles that we can utilize? Can we consolidate? Is there a more centralized place to enter the information? So that it’s all in one spot and we just keep pushing to this one location. Is there a way to do that?

FEMA/HENTF (Lori): We would much rather furnish links than duplicate other lists.

Americans for the Arts (Patricia): One of the challenges was that we are all updating our websites.

Americans for the Arts (Ruby): The other point is that we were disseminating to affected parties, if they wanted to donate dollars, etc. Our repository served a lot of purposes. Who is housing what resources? If I get something, then I should send it to you. You get something, you should send it to me.

FEMA/HENTF (Lori): We were in the midst of updating our website during last year’s hurricanes. We can post it there. Anything that comes up. We can keep feeding that. 5 websites may be updating their information 5 times. We need you to feed that to us. We don’t have capacity to look for it.

APT (Nina): You have to determine your audience. It’s just a complete lack of awareness of the resources. During my thesis study, one of my case studies, officers were ignorant of information. There’s us sharing information, but how do we make these informational resources interesting enough for people to pick up and read? FEMA integrates cultural and historical resources with disaster mitigation planning. Lisa from US/ICOMOS, while in Annapolis, that’s one city. How do we communicate this to larger audiences? Knowing how to tackle that, how can private nonprofits serve organizations better? I don’t know if this is possible. There should be a planning workshop or session involved with this. We should come up with some sort of plan to address these issues on response and recovery. I don’t know if this is possible to plan in the future to continue these conversations.

US/ICOMOS (Lisa): Going through the hazard mitigation process, when your local government needs this plan and you want to have funding available after a disaster, if you have such a thing, then you need to put cultural resources in your hazard mitigation plan. If we can get to a point where we can ask for that. Also, the flood insurance issue, lots of times we are there with our communities, and we say to minimize your risk, get flood insurance. It’s the little steps. If we can at least do the preparedness, it requires that they mention cultural resources. It means there’s a priority, in the city council or state. Maybe that’s a way we can start.

IAEM (John): Catch it at a state level, trickle down to local county level. How can FEMA reach out to you better? I really like Jack Heide’s presentation. Very creative in his approach because otherwise they wouldn’t get funding. So much is going on that often someone is only allowed to get involved when check marks require it. I think there has got to be a better way. I think FEMA Region 2 will be much better now, and he’s
heard your stories. How do we get that word out to the other regions? They do their own thing. How can we help them get the word out at a regional level?

FEMA/HENTF (Lori): It’s about raising awareness and education. I was at the Center for Domestic Preparedness in Anniston, AL. I had 30 minutes to talk to Federal Coordinating Officers who were in training. Of the 25 people there, only 2 of them had heard of HENTF before. Part of it is getting the word out. It’s easy for me. But we get confused with agriculture. Insert it wherever possible. Whenever you have interactions with government, see if you can bring up what is important and concerns you. Most of the people that we work with get it, but there is a huge barrier that leads to funding. I’ll take it to a Hazard Mitigation Officer: there is a way you can fund activities for mapping using hazard mitigation grant funds. If they are not aware of it, because funding usually goes to repair culverts, elevate buildings, a lot of our job is to get them to see that it IS something they can consider funding.

US/ICOMOS (Lisa): I’ve spoken twice at a Region 3 gathering, of all them SHMOs [State Hazard Mitigation Officers]. They like new stuff. Any organization here probably has some presentation they can offer to the region you live in. We would be happy to present on this. We have to go to that.

APT (Nina): One of the things she advised me on is starting with your local community. I’m looking at Arlington’s plan and it does not include climate change. Alexandria is farther along on that. They are doing flood mitigation studies. Trying to brainstorm different ways.

NFPA (Sheila): We created a PowerPoint presentation, it’s simple, and we use it to go out and give the presentation. Go to your community; one of our guys lives in Alaska, and he walks them through the process. They are not coming to us. Insert yourself into the process. Get influencers more involved. If we all did one thing we would make a huge difference. It’s a thought.

REPORT-OUT AND DISCUSSION

• Nina from nonprofit group
  o Challenges:
    ▪ Difficult to engage in disaster response
    ▪ A lot came back to capacity issues—manpower, resources necessary to deploy
  o How can we best communicate resources with each other using HENTF as vehicle?
    ▪ Communication issues exist with local communities, homeowners
    ▪ Have to identify who your audience is
    ▪ Create some type of localized resource with some centralized access location
  o Integration with FEMA challenges
    ▪ When disaster happens, difficulty of communicating on both sides
    ▪ FEMA reaching out and its asking/response mechanisms result in a lot of redundancy
  o It takes baby steps
    ▪ Recognize that “cultural resources” are not really identified in a lot of disaster mitigation plans
    ▪ Some cities are spearheading efforts
    ▪ How can nonprofits and FEMA together get the word out about cultural resource preservation and preparedness through education and awareness campaigns?
  o Communication issues main theme
    ▪ Need to effectively communicate that cultural resources are a priority
    ▪ How do we identify or create some sort of centralized database that identifies individuals who are already trained?
Would it fit in starting at local level or within HENTF itself?
PII becomes an issue, but Cori says it’s something that can be overcome

- Julie from federal group
  - Started with Mission Assignments and rocky road for those who hadn’t had experience receiving Mission Assignments in a long time
  - Is there a way to share or develop existing guidance or tips?
  - GSA has a 2-page streamlined process
  - A lot of agencies hadn’t deployed in a number of years. Is there a way in non-Type 1 years that we could deploy to prevent rustiness?
  - Work with budget folks in peace time to get processes rolling sooner
  - Park Service developed an interagency form to find out interest/availability/qualifications of staff for deployment for Mission Assignment readiness
  - Problem with non-FEMA agencies when they get to JFO and accessibility of resources
    - Max.gov: should train more people to use as is widely available
  - Center of Excellence being developed in PR
    - How to better engage NGO, nonprofit entities
      - FEMA has made it a priority to build a Center of Excellence to help match philanthropic donations coming into PR with identified needs from community side
      - For artist communities, some cultural institutions might not be eligible for government assistance
      - Hub of Philanthropic Engagement Puerto Rico – HOPE PR
    - Could be an interesting opportunity for HENTF nonprofits to engage in financing to accomplish priorities identified by communities
  - Ann Hitchcock asked about Andrew Robb’s point about engaging local teams
    - Good to keep people engaged at local and state levels in emergency response so they get trained, accustomed to processes. Think it’s a great idea, but question to Kim: if there were state-level teams, would you have the authority to deploy people from those state emergency management teams?
      - Lori: in NC, a cultural heritage response team based in state cultural agency all trained together, did deploy during Matthew. Instead of SI staffing DRC in NC, the NC team did, and it was easier since they were under auspices of state agency. Think it’s a good model, should work hard to establish more state-based networks.
      - Hurtle is establishing state-based entities, which must come from the state

HENTF IN THE COMING YEAR

Donna DeFrancesco, OEHP/FEMA

- Looking forward, problems of 2017 will continue in 2018
- Themes that have emerged: communication and situational awareness, feeling like don’t have full picture of issues, understanding impact and needs better
- How do we move forward in 2018 and beyond?
  - Clear identification of need is necessary to allocate resources
- HENTF: connecting expertise with need
  - Connecting resources with people who have or need knowledge
    - If you’re trying to make sure survivors are getting access to information, is there a centralized information source we can send them to?
Focus energies and websites to one place vs. trying to find information all over the internet
  - Andrew Robb: when you start talking about not having power/internet, there is a need for simple clear info on paper, where info can be centralized and focused on baseline, necessary information. Need to be thinking this way; handouts have been very effective and can be used

- There are specific incidents and audiences
  - All different types of info and groups who will be going in different directions
  - HENTF has to reach all of these audiences in order to be effective clearinghouse of info

- HENTF objectives
  - How is your organization going to continue to build capacity and explore alignment with objectives?

**CLOSED REMARKS**

- Lori: Intensity of disasters switched her from doing admin work to being in the field
  - With increased support, will be able to communicate more effectively
  - Looking at ways to communicate through a listserv accessible not just to HENTF members

- Cori: Trying to be a better source to link people to all the HENTF members and what they can provide

- Stacy: Intend to summarize notes and assemble report for dissemination

- Thank you for your engagement throughout the day!