

**Utah Alliance for Response Forum
State Office Building Auditorium, Salt Lake City
November 2, 2011**

MEETING NOTES

(See also accompanying PowerPoint presentations.)

WELCOME

Patricia Smith-Mansfield, Director of Utah State Archives and Records Service, and Utah State Archivist

- Welcome, all.
- Mini-grants for preparedness are available through the State Archives.
 - Contact Janelle Tuttle (jtuttle@utah.gov) for grant requirements.
- Recommends all institutions fill out and utilize the Council of State Archivists (CoSA's) Pocket Response Plan (PReP).
 - <http://www.statearchivists.org/prepare/framework/prep.htm>

Randy Silverman, Preservation Librarian at the University of Utah's Marriott Library

- This is the most important preservation-related workshop held in the state of Utah.
- This meeting is important for its long-term impact on protecting collections—all collections can be lost to just one small event.
- Thanks go to the Planning Committee for bringing people together and continuing this initiative.
- Thanks, too, to BELFOR Property Restoration for sponsoring the luncheon and providing information on recovery.

Barclay Ogden (Meeting Facilitator), Director for Library Preservation at UC Berkeley and Co-Director of the Western States and Territories Preservation Assistance Service (WESTPAS)

- For more information on today's speakers refer to your packets for speaker bios or visit Utah's Alliance for Response page on Heritage Preservation's website:
<http://heritagepreservation.org/afr/SLC/KickOffForum.html>
- Today's forum is separated into three parts:
 - A discussion of what heritage managers need.
 - What emergency responders need.
 - An opportunity to meet and get to know your fellow colleagues and begin the process of creating meaningful partnerships.
- This forum aims to not only provide you with inspiration but also to create actionable goals.
- As a group, we'll decide the purpose of Utah's Alliance for Response program, create next steps, make assignments, and maintain momentum.

PARTNERSHIPS TO PROMOTE EFFECTIVENESS

Lori Foley, Vice President of Emergency Programs at Heritage Preservation

- Alliance for Response (AFR) started in 2003 and has been quite successful in 18 regions around the country since its inception.

- The focus of the program is to help foster the relationships between the cultural heritage community and the emergency response community.
 - AFR also aims to strengthen partnerships within the heritage community and create a culture of self-reliance.
- It's important to establish strong relationships with those in your community before a crisis so you can be most effective in the event of a disaster.
- Cultural institutions must demonstrate to the emergency response community that they are not a burden and demonstrate their preparedness.
- Cultural institutions play an important role in our communities:
 - They are visited 2.5 billion times a year and have an estimated 5 billion artifacts in their holdings.
 - A community cannot move forward after a disaster until its cultural heritage has been restored.
 - Cultural heritage is the fabric of a community.
- We need to acknowledge that cultural institutions are not adequately prepared for disasters.
- Emergency responders need to know about your facility, understand your floor plan, changes that occur to your floor plan, location of utility shut-offs, the location and types of hazardous materials, and the location of priority objects (those objects that are imperative to recover first).
- Invite first responders to tour your building, making sure to include all shifts, day and night.
- The stewards of cultural institutions need to know how to operate within the existing emergency response framework.
- It's important to build a relationship with these first responders so you both have an understanding of each other's needs.
- The emergency response field and cultural heritage field are two distinct worlds, but they must intersect.
- Both communities need to understand the vocabulary used in both fields; a list of commonly used acronyms is included in your packet.
- Also included in the packets is a Working with Emergency Responders poster to help cultural institutions bridge the gap.
- Determine what the next steps of your community are, but keep in mind you do not have to reinvent the wheel.
- You can build upon frameworks that have already been enacted in other AFR areas.
- What Alliance for Response has achieved:
 - Active preparedness networks that have training and education programs and are effecting real changes to local and state emergency response policy.
 - Examples:
 - SHER used Heritage Preservation's Risk Evaluation and Planning Program (REPP) worksheets to evaluate risks at cultural institutions.
 - TACREN created an emergency hotline for cultural institutions.
 - NYC partnered with their Office of Emergency Management to conduct tabletop exercises.
 - The COSTEP MA annex to the Comprehensive Emergency Management Plan formally recognizes that emergency managers have a role in assisting cultural institutions following a disaster.

- National Leadership Institutes addressed how to develop strategic relationships with emergency managers and how to sustain networks.
- The Alliance for Response Toolkit is available online; your network can springboard from these resources.
- Other Heritage Preservation resources are available online at <http://heritagepreservation.org/PROGRAMS/TFresources.html>

WHY NOT MINOT?

Lessons Learned from Previous Disasters Affecting Cultural Resources

Randy Silverman, Preservation Librarian at University of Utah's Marriott Library

- We can learn from the flooding disaster that occurred in Minot, North Dakota, in June of this year.
- There were warnings prior to the flood, and history suggested it would happen again.
 - In 1969 the Souris River flooded and devastated Minot. In response, the Army Corp of Engineers built several flood control structures and gauges to monitor the height of the river.
 - During 2011, NOAA put out a chart that suggested the river would once again be a flood problem and predicted a number of regions, including Minot, would flood.
- Some locals took action and boarded up, moved out, or put up earthen berms to protect buildings.
- As predicted, the waters rose and became the single worst flood in Minot, perhaps North Dakota, history.
- Knowing ahead of time that there was a warning period and information was available, what could have been done to protect life and property?
- An earthen berm was put around the State Fair Grounds.
- Sadly, the Ward County Historical Society, located on the Fair Grounds property, was not protected and ended up under water.
- The museum, in addition to historic buildings that included the town's first court house and a school house, received major flood damage.
- This is even more devastating when you realize that approximately 90% of the Historical Society's holdings were unique to Ward County and were irreplaceable.
 - For example, the first car purchased in the county received extensive damage.
- Books that had not been affected by the water level eventually began to mold as objects and artifacts lay dormant for weeks.
- Seven weeks after the flood, the first conservators arrived in Minot and attempted to stabilize the situation.
 - Conservators moved objects and began putting them out to dry.
 - However, they focused intently on individual objects instead of the larger picture.
- Randy arrived a week later and asked how they would move forward.
- During this time, a disaster recovery firm said they would help the Society find the funding for repairs and work with FEMA.
 - The director signed on with this firm but to this day nothing has happened.
- So Randy began the process of working with FEMA when he discovered the organization had no flood insurance and no paperwork had been filed with FEMA.

- Fifteen weeks after the flood the director passed away.
- Efforts are still ongoing to secure funding for the Society.
- How can we learn from this and how can we apply it to Utah?
- A number of preventive measures could have been taken to protect objects, including:
 - Moving objects above the flood line.
 - An earthen berm was placed around the nearby stadium, but not the Historical Society.
- How can this lesson be applied to Utah? It's a fact that an earthquake will happen here. What can we do to prepare?
- Answering this question is what today is about.

Panel Discussion:

FIRST RESPONDERS' ROLES IN PROTECTING CULTURAL PROPERTY

Judy Watanabe, Operations Bureau Chief at Utah Department of Public Safety, Division of Homeland Security

- Judy is the Point of Contact for the Great Utah ShakeOut exercise, taking place April 17 – 19, 2012.
- A catastrophic plan is being prepared for the scenario: a 7.0 magnitude earthquake, during winter, while kids are in school.
- The plan is nearly complete and will be finalized in November.
- While planning for this scenario we discovered a number of things:
 - Power could be out for days, weeks, or even longer.
 - Fuel and water will be key issues.
 - Water and waste water systems will be down for weeks.
 - Hospitals will reach capacity.
- As part of the planning process we are attempting to figure out how to get resources to the area, determine what resources we'll need immediately, what resources we'll need weeks down the line, how to house these resources, and determine who and what receives priority.
- What does this mean for cultural institutions?
 - First responders will not be going to your institution first so it's important to be able to take action on your own.
- A part of FEMA's Whole Community initiative is to invite non-traditional partners to the emergency planning process. Today's meeting is an example of this.
- By working together both communities can better understand each other's priorities and work off the same page.
- We want cultural institutions to be successful in recovery. To do that you must take responsibility.
 - Being here today is a big step.
 - Understand you are the most knowledgeable about your collections and you know best how to protect them.
 - Prioritize!
 - Communicate information to emergency responders.
 - Make sure you're prepared at home. You'll be needed at work and you cannot be useful unless your family is okay.

- Think about how you will take care of the people in your building.
- Judy looks forward to working an annex into the planning.
- In addition to the ShakeOut, a recovery exercise is planned for June 2012.
- Please consider joining these drills and treat the ShakeOut exercise like it's an actual earthquake.
 - www.bereadyutah.gov
 - www.shakeout.org/utah

John Flynt, Community Preparedness Coordinator, Salt Lake City Office of Emergency Management

- A “practical and pragmatic guy,” John grew up in the rural South and has spent his entire career in emergency management.
- He’s learned how important personal responsibility is.
- During an event, neighbors help neighbors, and cultural institutions make up their own community; you will need to help each other.
- Develop or update a COOP plan, which should be a part of any emergency operations plan.
 - The plan includes all the things necessary to get back to business after a disaster.
- Make sure you have internal emergency contact information.
 - Who is responsible and for what?
- Consider having a liaison from your institution who is in charge of working and communicating with emergency responders.
 - You must come to the table with your prioritized list: with trained staff, it will take me X amount of time to retrieve these high-priority objects from these locations.
 - Have that information available to negotiate with first responders.
- If an event happens, life safety will take top priority.
- The more planning you are able to do in the beginning the better off you’ll be in the end.
- It’s imperative to write out your emergency plan.
- Plan as if your organization will never see an emergency responder.
- Be proactive about protecting your collections.
 - Create maps of your building and collections, keep up-to-date inventories, and include information on a thumb drive in your building’s Knox Box.
- Consider taking CERT training.
 - This model will assist you in assigning roles and responsibilities.
 - The model will also provide you with the skills necessary to do some recovery on your own.
 - <http://www.citizencorps.gov/cert/>

Jeffrey Graviet, Director, Salt Lake County Emergency Services

- “I am going to share a story with you that will demonstrate the importance of continuity of process and how important it is to take responsibility for your facility—everything rides on your shoulders.”
 - In 1988, I was a trooper for the Utah Highway Patrol. I noticed a vehicle coming toward me on I-15 that was taking up three lanes of traffic.

- After I pulled the driver over I prepared to leave my vehicle. I fixed my uniform, made sure my gun was ready, and approached.
- I began a conversation with the driver and asked to see his registration and driver's license.
- At some point, the driver asks me where my car is. When I look behind me my car is gone.
- After leaving the vehicle, the car slipped from park to reverse and went northbound, eventually stopping on a delineator pole.
- "The point is, what do you do when you look back and your *car*, your facility, your priceless collections are gone?"
- At the time you can't do anything but stand in shock, but if you plan beforehand you can mitigate the impacts of disaster and minimize damage.
- Understand that while you may feel as if you are on your own, you have partnerships and resources available to you to solve problems.
- Take advantage of training available to you on the FEMA website.
 - Incident Command System (ICS) training will teach you the language of emergency response so you can communicate with your partners.
 - <http://training.fema.gov/EMIWeb/IS/IS100b.asp>
- Make sure you have an emergency response plan. Read it often and know what individuals are responsible for what actions, know who your emergency responders are and create relationships with them, know how you can assist your community, and understand your role and responsibilities.
- In the event of a disaster you will have to make decisions to mitigate your situation. Preparation will make those decisions easier to make.

SHUT OUT AFTER "THE BIG ONE"

Regaining Building Access to Assess Collection Damage after the Seismic Event

Brent Maxfield, Professional Structural Engineer, Temple and Special Projects Department of The Church of Jesus Christ of Latter-day Saints, and Structural Engineers Emergency Response (SEER) and Building Occupancy Resumption Program (BORP)

- Keep in mind that after an event control of your building will be turned over to emergency responders.
- Prior to an event it's important to know how your building will perform.
 - Go back to your organization and ask this question.
 - You may discover steps need to be taken to retrofit your building.
 - For example, unreinforced masonry buildings pose a real issue as they cannot be pushed very far before succumbing.
- How are buildings damaged during an earthquake?
 - Drift: How far your building will get pushed in the event of an earthquake. Something brittle, like masonry, cannot be pushed far before breaking. Newer buildings that are up to code can be pushed farther.
 - Acceleration: Acceleration on mass creates force. While your building may not fall you must acknowledge things will move inside the building.
- Start thinking about how your collections are being protected inside your building.
- Maximum Considered Earthquake (MCE) is a concept used to map ground motion during an earthquake.

- Buildings are not built to withstand worst-case scenario ground movement so even a smaller earthquake can cause damage.
- “When you talk about earthquakes there is a lot of variability.”
- Something to consider is how your building will hold up after “the big one.” Structural engineers want to make buildings safe, but they’re not thinking about how your building will be protected after an earthquake.
- After an earthquake, it’s important to understand who is responsible for allowing you back into your building. Your jurisdiction will make those decisions.
- Engineers use a rapid evaluation ATC20 document to evaluate each building.
 - <http://www.atccouncil.org/pdfs/rapid.pdf>
- Trained inspectors will assess the building for cracking, leaning, and other damage to determine whether the building is deemed unsafe (a red plaque), restricted use (a yellow plaque), or inspected (a green plaque).
 - Although a building may be deemed inspected and given a green plaque, this does not necessarily mean the building is safe.
 - A green plaque only means that it’s lawful to enter.
 - If given an unsafe plaque you would need permission from the jurisdiction to enter the building.
- You can hire another engineer to do a more detailed inspection; there is the potential that your tag may change.
- Tagging after a disaster will take a significant amount of time and overwhelm resources.
 - Much of this work will have to be done by approved volunteers.
- The Structural Engineers Association of Utah (SEAU) is working on creating a plan to move things along more efficiently, but it will take quite an effort. It could be weeks before your building gets tagged and that does not ensure you’ll be able to enter.
- So what can you do? What if you can’t wait? Can you be proactive?
- A new initiative, the Building Occupancy Resumption Program (BORP), will allow people to take charge.
 - The goal is to allow a jurisdiction to preauthorize post-earthquake building inspection.
- Requirements: You must hire an engineer prior to an earthquake to study and create your facility’s BORP/Inspection plan.
- This ensures people who understand your building will be investigating after an earthquake.
- BORP is a way to get people back into their buildings quicker. The program allows your building to be inspected without having to wait for a volunteer inspector.
- Your engineer knows they have a responsibility to tag a certain number of buildings which means more immediate tagging.
- In summary, assess your building and your collections, understand what type of building you are in, understand how your interiors may react to acceleration, and if you’re interested in avoiding a bottleneck, consider BORP, which will hopefully be adopted soon.

Break-out Session I:

WHAT DO HERITAGE MANAGERS NEED TO MAXIMIZE THE EFFECTIVENESS OF THEIR ORGANIZATION?

Participants were asked to discuss the following question and choose their top three needs to share with the group. Below are the top three needs expressed by each of the nine tables of participants:

NEED ONE	NEED TWO	NEED THREE
Must have a diagram of the building in our Knox Box.	Establish emergency supply kits for people and collections.	Preauthorize who is responsible for making decisions and spending/authorizing money.
Provide training and understand the roles of our emergency plan.	Mitigation of known hazards and creation of a plan that identifies those hazards.	Work with campus resources for mutual aid agreement—an agreement that shares resources.
Identify and rank our risks/hazards.	Familiarize ourselves with the grants available for pre- and post-disaster funding.	Have a pre-arranged contract with a property restoration crew.
Prioritize collections.	Have back-up data in a separate location.	Have pre-assigned roles for staff.
Heavy institutional representation.	Utilizing and talking about our emergency plans.	Prioritize the priorities.
Pre-assessment of the building collections. Determine hazardous issues.	Mitigation plan to reduce the number of hazards.	Develop partnership with those in the community and advocate on your collections' importance to the community.
Create a good COOP plan.	Create a security plan for your valued collection—police may not be available.	Create documentation and familiarize yourself with funding.
Understand what we have and where it's located by continuously updating our inventory.	Partner with others.	Train staff. For example, use CERT to assist with cross training.
Assess the risk and understand the performance of our buildings.	Create a disaster plan and make sure all personnel are trained on it.	Just breathe.

Additional Comments/Questions:

- We need to look at the way we prioritize collections. Are we looking at monetary value or significance? It's important to distinguish between the two.

How much do first responders need to know about the chemicals that may be coming from a collection?

- One of the things that is often forgotten is pulling together the Material Safety Data Sheets (MSDS) that describe the chemicals in your building. This is a key tool when approaching a potentially dangerous situation. If there is a fire, an MSDS will help first responders identify causes and allow them to act more efficiently.

MODELING ANTICIPATED EARTHQUAKE DAMAGE ALONG THE WASATCH FRONT

Douglas Bausch, Earthquake Program Manager and Senior Physical Scientist, Federal Emergency Management Agency (FEMA) Region VIII

- As part of the Utah ShakeOut, we've created a public outreach component modeled after California's ShakeOut.
 - Our goal for this region is to have 800,000 participants.
 - If you haven't, please go to our website and register, www.shakeout.org/utah/.
 - There are also numerous resources that can be found, including videos on the potential impact of an earthquake, planning tools, mitigation information, etc.
- Utah has been fortunate to have had a lot of great work put into its earthquake assessments.
- In many ways, the earthquake in Christchurch, New Zealand, serves as a great comparison as there are a number of parallels between the two communities.
- Paleoseismology is used to determine past earthquake activity, and every year they find more events on the Wasatch Fault.
- Findings from Utah's earthquake assessment/modeling:
 - Utah has a high susceptibility of liquefaction, which will in turn affect potable water and sewer systems.
 - Learned from Christchurch: Utah's modeling needed to be updated based upon increased debris due to liquefaction. Silt is difficult to remove from the water source.
 - Christchurch relied on 14,000 student volunteers to dig out basements and remove debris. Many resources were required to remove silt from the water sources.
 - Salt Lake City has an enormous vulnerability as many of the area's hospitals are located near the fault and major ground movement areas. Beds will be lacking in the event of an earthquake.
 - Transportation systems will suffer.
 - What makes this a catastrophic event is the number of unreinforced masonry buildings located in the region.
 - 90% of fatalities will be due to this one type of building.
 - There is a financial gap and lack of earthquake insurance in the region.
- Comparing Christchurch, New Zealand, with predicted outcomes of Utah quake:
 - Non-ductal concrete buildings caused numerous fatalities in Christchurch in addition to unreinforced masonry.
 - It is unknown how many of these buildings exist in Utah.
 - The Christchurch earthquake was followed by numerous aftershocks, which resulted in additional damage.
 - Utah has 5 times the population of Christchurch.
 - Shipping containers were used to prop up buildings like scaffolding and used to create tunnels to allow safe entrance into buildings.

- Christchurch will not rebuild in high liquefaction zones.
- Christchurch used a similar response system to the US and found it was understandable and provided a good understanding of the damage.
- However, there was confusion that green plaques assigned to a building meant the building was safe.
- <http://www.youtube.com/user/bereadyutah#p/a/u/0/OXIM4Nf3gZk>

POST-DISASTER FUNDING TO PROTECT CULTURAL PROPERTY

David D. Prothero, Public Assistance Group Supervisor, FEMA Region VIII

- FEMA's Public Assistance Group works with cities, military, and everything unrelated to private housing.
- The department is currently working on the flooding disaster declared in August of 18 counties in the southern part of Utah.
- Flooding is a great concern. In 2005, there were two flooding disasters in the area. Flooding is expected after robust winters.
- The Public Assistance program is slow moving and is a part of FEMA's Recovery program, not Response.
- The program does not fix anything, but rather provides money to have things fixed.
- The program covers 75% of eligible costs (as determined by FEMA).
- The additional 25% of funding is left to the individual or local government.
- The program must adhere to the Stafford Act.
- There is a process to receiving funding.
 - After an event, once things move beyond the county's ability to respond, the county will declare an emergency to the State.
 - If the State cannot fully meet the needs of the county, the Governor will then ask FEMA to assess the situation.
 - FEMA will arrive for one week to make preliminary predictions and estimate the cost of damages.
 - To be declared a national disaster certain thresholds must be met.
 - For Utah the threshold is \$3.5 million in damages.
 - The threshold is determined by population and is different in each county.
 - Once you meet that threshold your area will be declared a national disaster and you are eligible for funding.
- Once you file your Request for Public Assistance you will be visited by FEMA and state inspectors who will look at your damage to determine a cost for recovery.
- The mission of the program is to repair things back to pre-disaster condition, not to make improvements.
- If your institution has insurance, that amount of coverage will be deducted from any monies awarded to you by FEMA—funding cannot be duplicated.
- Rare items cannot be replaced; however a specialist may be brought in to determine an appropriate course of action.
- If you are in a flood zone and do not have flood insurance, FEMA cannot give you as much funding as if you had insurance.
- To participate in flood insurance your city or county must also participate in the flood insurance program.

- You must be able to provide evidence that you have ownership of your facility to receive funding.
- Damages must be repaired at a cost that is reasonable. Bids may be required.
- Documentation is one of the most important elements of this process. You will be asked to pull records for FEMA often.

Question and Answer:

How would FEMA Public Assistance be able to help in the example of Minot if they were able to submit paperwork?

- FEMA can pay for collection treatment and repairs to the buildings. Objects that can easily be replaced will be funded for replacement. However, irreplaceable objects will not.

ADDITIONAL FEMA PROGRAMS

Steven Hardegen, FEMA Regional Environmental Officer in Region VIII

- After Katrina collections were added to funding programs.
- Collections are now eligible for restoration.
- There are several mitigation grants available. Some are through FEMA, but many are administered by each state.
- There are also mitigation grants available after a disaster. For example, if your state receives \$100 million in damages, FEMA will provide 15% of that in mitigation grants so you can prevent those damages from happening again.
- There is \$100,000 or more in grants given out by states that are looking for a good project.
 - If you have a project ready to go, keep bringing it to the table.
 - They don't have to be for physical projects; they can also be for planning, creating an emergency plan, preparing resource kits, etc.
- There is preparedness funding to train first responders, build EOCs, fire stations, etc.
- "There is a lot of funding opportunity out there. Ask some questions and find out what people have done."
- All of these programs are listed on FEMA'S website.
 - <http://www.fema.gov/>

Break-out Session II:

WHAT DO EMERGENCY RESPONSE PLANNERS AND RISK MANAGERS NEED TO MAXIMIZE THEIR EFFECTIVENESS IN PARTNERING WITH HERITAGE MANAGERS?

Participants were asked to discuss the following question and choose their top three needs to share with the group. Below are the top three needs expressed by each table:

NEED ONE	NEED TWO	NEED THREE
They need to know which buildings have the cultural heritage in them. Where things are!	Building relationships with each other.	Hold workshops where emergency managers can come to cultural institutions and learn about why their holdings are important.

NEED ONE	NEED TWO	NEED THREE
Knox Box and what's in it. Need access to MSDS sheets, locations, etc.	Invite emergency responders to institutions to see what's in the building and let them ask questions of us.	Prepare staff with CERT training.
Establish priorities and communicate them.	Establish clear channels of communication and establish a liaison and authority.	Establish relationships prior to any emergency.
Work to get mitigation grants so first responders do not have to deal with those problems.	Create a culture of self-reliance.	Know about your collections so you can assist county officials in accurately estimating damages.
Establish relationship with first responders.	Provide access to the facilities before an event.	Work on creating standardized documentation to better assist first responders and risk managers. Important to speak the same language.
Share local jurisdiction emergency plan with cultural institutions so they can become familiar with their city's and/or county's plan.	Ask emergency managers to invite cultural heritage representatives to emergency planning meetings, e.g., Local Emergency Planning Committee (LEPC) meetings.	Create a system of credentialing cultural heritage professionals to allow access to buildings when they are safe to enter.
Be careful of only focusing on "the big one."	Make sure there is more than one person who is aware of your emergency plan. When creating your plan, utilize the Incident Command System. Planning is crucial. You need to know what type of help you need. For example, how many containers would you need to relocate your collection?	Map the collection and facilities and place this information in a Knox Box.
We often drill on life safety but forget to hold drills based upon property protection. Cultural institutions should offer their sites for such an exercise.	There should be a liaison on site to assist in interpreting the materials in the Knox Box.	There needs to be multiple layers of information and plenty of contacts in case one fails.

Additional comments:

- It's important to take video and pictures of your facilities and collections so emergency responders understand what your property looked like prior to the disaster.
- It's important to keep in mind that the majority of museums are small and often run by only volunteers. We, as larger institutions, need to take ownership for these organizations.

- Emergency responders may need to approach these smaller organizations.
- It's important for cultural institutions to band together and assist/support one another.
- Perhaps a mutual aid agreement could be struck between our organizations to assist each other. For example, those not affected by the disaster could come in to assist those who have and vice versa.
- Smaller libraries and museums, such as the Pioneer Memorial Museum of the Daughters of Utah Pioneers, are not represented at this meeting. It's likely they would have reservations about tackling some of these initiatives.
- Perhaps an increase in student internships could assist us in doing some of these larger items that our overtaxed staff are unable to. Let's bring in people who can help.
- The concept of self-help is important. We should work on sending those knowledgeable about collections to disaster areas; not just more bodies, but experts (Artifact Rescue Teams).
- The ShakeOut is a great opportunity to reach out and disseminate information.
- It's important to respectfully invite our tribal brothers and sisters to this process.

PLENARY SESSION:

NEXT STEPS TOWARD MAXIMIZING THE EFFECTIVENESS OF HERITAGE INSTITUTIONS

Barclay Ogden (Meeting Facilitator)

- Everyone has agreed that the list of needs created today is important. Are there any organizations here today that are willing to take the lead on one of these initiatives and provide the group with a framework or model?
 - State Archives: Will take the lead on COOP planning. Will share information on how they organize and inventory their collection.
 - Salt Lake County Emergency Management: Will expand invitation to emergency planning meetings—cultural institutions should nominate one to three liaisons.
 - Judy Watanabe will gather examples of mutual aid agreements and share with the group.
 - State Library is willing to host and organize training workshops.
 - Potential workshop opportunities discussed: the Incident Command System, Applied Technology Council, and non-structural walk-through of your building.
 - Chris MacAfee from the LDS Church History Library is willing to teach workshops on how to care for your belongings.
 - Eccles Health and Science Library is willing to share resources/toolkits available to them through the National Library of Medicine.
 - BYU Library has completed a disaster response and salvage plan and is willing to disseminate that to the group as an example. Their next step is creating a mobile application for the plan.
 - State Parks is willing to provide the framework they use to come to the aid of a park in the event of a disaster—mutual aid.
 - Similar frameworks exist through CERT.
 - Murray City Museum will be meeting with the city's leaders and is willing to report out on how that interaction goes.
 - Davis County Library is willing to share information on their inventory of emergency supplies, including Go Bags.

- Museum of Fine Arts is willing to share their experience on staff training.

Closing Remarks:

- How do we move forward, track our progress, and report our findings?
 - The Planning Committee for the Alliance Forum will take on a coordinating role.
 - Anyone interested in participating in this coordinating role and becoming a member of the Utah Alliance for Response Steering Committee is more than welcome to join.

Patricia Smith-Mansfield

- Thank you to all those who planned the forum, and a special thanks to our presenters.

Randy Silverman

- Thank you for taking the time to do this.
- This is really important and it is so wonderful to see such a turnout.
- Randy want to see this continue.
- For future forums, we will need to find themes.
- A future gathering may take place after the April ShakeOut.
- The Steering Committee will create a listserv for participants. Please continue to feed information into this and keep this process rolling.