

Final Performance Report

PE-50122-15

**Western States and Territories Preservation Assistance Service
(WESTPAS)**

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Comparison of actual accomplishments with project goals

On behalf of the California State Library and California State Archives in concert with ten states and three territories in the Western and Pacific regions (Alaska, American Samoa, Colorado, Guam, Hawai'i, Idaho, Montana, Nevada, Northern Mariana Islands, Oregon, Utah, Washington, and Wyoming), the Peninsula Library System of San Mateo, California, administers the "Western States & Territories Preservation Assistance Service" (WESTPAS), a preservation information, education, and training program to extend the access lives of heritage collections in smaller libraries and archives throughout the Western and Pacific regions.

The goal of WESTPAS is to educate and motivate library and archives professionals in the Western and Pacific states and territories to protect and preserve their collections of enduring value. In most smaller institutions without preservation professionals on staff, preservation capability and commitment are created by educating administrative staff to the issues of protection and stewardship of assets and by training staff responsible for collection care in preservation methods and best practices. A preservation information service via the Web, email, and telephone supports individual institutional efforts to resolve preservation problems and implement best practices. Preservation workshops and the preservation information service are used in combination to promote commitments among institutions to assist one another in the event of disaster and to share preservation information for routine collection care.

In pursuit of its goals, WESTPAS had four objectives for 2015-2017. These objectives are based in part on a continuing need to deliver disaster preparedness training to many libraries and archives in the region that currently are unprepared to respond to disaster. One third of heritage institutions in the WESTPAS region now have written disaster response plans, some 2,000 of an estimated 6,000 heritage institutions in the 14 state and territory region. WESTPAS' goal is to reach a "tipping point" after which disaster preparedness will be perceived by all heritage institutions to be essential to the stewardship of heritage collections and disaster response plans will become common in heritage institutions.

- **Objective 1. Deliver 22 "hybrid" workshops (a combination of webinar instruction and in-person training) on writing plans for disaster response and collection salvage to 330 staff from 150 of the more remote heritage institutions in the region that have not yet participated in WESTPAS plan-writing workshops; produce written disaster response plans for all participating institutions.**

Toward the goal of disaster preparedness, a workshop model targeted to institutions located in more remote areas of the WESTPAS region was developed and delivered beginning in Spring 2014. The workshop is a blend of webinar and in-person training with a goal to reduce the travel time of participants in remote areas while attaining the same high levels of outcomes attained by WESTPAS in-person workshops.

In preparation for this workshop model, a survey undertaken in April-May 2012 of potential participants in the WESTPAS states and territories indicated a high level of receptivity to the hybrid training model. Of the 139 respondees, 88% were interested in a hybrid workshop model that offered a second in-person day within 3 hours travel, and 93% agreed to do homework as part of the webinar portion of the workshop in preparation for the in-person portion. These high percentages of willingness to work prior to the in-person workshop have been borne out in practice.

WESTPAS Protecting Cultural Collections Workshop Statistics, 2015-17

Date	Trainer	State	City	Attendees	Unique Institutions
7/17/15	Page	CO	Grand Junction	8	7
8/18/15	Page	CO	Greeley	20	13
8/24/15	Page	CO	Steamboat Springs	19	12
9/22/15	Silverman	AZ	Flagstaff	10	5
9/24/15	Silverman	AZ	Tempe	14	5
9/25/15	Silverman	AZ	Tucson	10	4
9/25/15	Page	CA	Palo Alto	19	12
10/06/15	Silverman	UT	Salt Lake City	23	10
10/15/15	Silverman	UT	Cedar City	10	6
10/23/15	Davis	HI	Honolulu	14	12
10/27/15	Silverman	MT	Billings	11	8
10/28/15	Silverman	MT	Helena	12	5
10/30/15	Silverman	MT	Missoula	10	6
11/04/15	Davis	HI	Kahului	6	6
11/13/15	Menges	WA	Seattle	12	10
2/24/16	Page	CA	Oroville	24	9
4/22/16	Page	CA	Redding	14	8
8/18/16	Silverman	UT	Logan	13	6
10/14/16	Silverman	ID	Moscow	11	6
10/17/16	Silverman	ID	Boise	16	14
10/19/16	Silverman	ID	Twin Falls	10	4
10/21/16	Silverman	ID	Pocatello	13	6
10/24/16	Silverman	ID	Idaho Falls	16	10
10/26/16	Silverman	UT	Salt Lake City	10	8
2/27/17	Menges	NM	Santa Fe	27	14
3/9/17	Kern	NV	Las Vegas	13	5
3/28/17	Silverman	UT	Price	34	20
5/15/17	Silverman	AZ	Holbrook	12	6
5/17/17	Silverman	NM	Gallup	12	7
5/17/17	Menges	NM	Las Cruces	29	10
5/19/17	Silverman	NM	Albuquerque	15	11
5/22/17	Page	CA	Belmont	30	17
5/22/17	Silverman	NM	Clovis	10	5
5/31/17	Kern	OR	Portland	12	10
6/20/17	Page	CO	Windsor	27	14
7/17/17	Silverman	AZ	Phoenix	47	17
7/18/17	Page	CO	Golden	23	13
7/20/17	Page	CO	Colorado Springs	10	8
8/17/17	Page	CO	Alamosa	14	8
8/25/17	Silverman	UT	Green River	9	8
10/10/17	Silverman	NM	Zuni	21	8

10/12/17	Silverman	NM	Santa Ana Pueblo	39	31
10/23/17	Silverman	UT	Salt Lake City	23	17
10/27/17	Silverman	MT	Billings	11	7
10/30/17	Silverman	MT	Ekalaka	11	6
11/6/17	Silverman	AZ	Prescott	13	9
11/13/17	Silverman	UT	Vernal	10	6
11/16/17	Menges	WA	Seattle	32	22
11/30/17	Page	CA	Santa Rosa	32	22
12/4/17	Silverman	NM	Socorro	11	6
12/6/17	Page	CA	Los Angeles	24	18
12/8/17	Page	CA	San Diego	17	9
12/9/17	Kern	OR	The Dalles	5	5
Total				898	526

The success of the hybrid model has been very gratifying to date; over 90% of institutions (with sometimes two or more participants each) created a written disaster response plan. Even more exciting, the Project originally projected delivering 22 workshops to 330 participants from 150 institutions, but instead was able to deliver 53 workshops to a total of 898 participants from 526 institutions, partly a consequence of the reduced cost of delivering hybrid workshops.

- **Objective 2: Deliver 5 one-day workshops on testing disaster plans to identify institutional vulnerabilities and promote networking to increase effectiveness of disaster response to 75 staff from 37 heritage institutions in the region that have not yet participated in WESTPAS plan testing workshops; produce collaborative actions, with follow up from the trainers to track on progress with actions for all workshops.**

Six “Are You Ready?” workshops were delivered in 2015-17 with several outcomes in mind: engaging participants from earlier WESTPAS workshops in a continuation of preservation-related actions; increasing institutional awareness and action by implementing a self-administered disaster vulnerability assessment questionnaire; and promoting the benefits of inter-institutional collaboration and mutual aid networks. A total of 114 library and archives staff, representing 59 institutions, participated in the workshop.

WESTPAS Are You Ready? Workshop Statistics, 2015-17

Date	Trainer	State	City	Attendees	Unique Institutions
10/14/15	Menges	AK	Fairbanks	15	10
2/26/16	Page	CA	Castro Valley	15	5
4/8/16	Kern	OR	Portland	27	12
7/28/16	Page	CO	Denver	30	19
6/19/17	Page	CO	Denver	12	10
11/7/17	Kern	NV	Reno	15	3
Total				114	59

Prior to the workshop, participants undertake a self-assessment of their institution’s disaster vulnerabilities to increase participants’ awareness and to focus their attention on needed actions. Following a

group review of disaster vulnerability findings at the beginning of the day, the workshop introduces a scenario planning exercise to provide participants with an opportunity to “test” their disaster plans in response to an incoming storm. Observations from that exercise, combined with earlier findings on institutional vulnerabilities, provide content for small group discussions to look for vulnerabilities shared by multiple institutions, setting the stage for discovery of opportunities for community collaboration to improve disaster preparedness. Representatives of geographically proximate institutions are grouped together to enhance the likelihood of discovery of opportunities for collaboration.

The workshop produces several take-away lists of actions for participants: institutional vulnerabilities to be addressed based on the self-assessment and workshop review; gaps in disaster plans to be addressed based on the scenario planning exercise; community actions to be taken based on group discussions to identify shared needs and opportunities for collaboration.

Anticipated outcomes for “Are You Ready?” workshops are being realized. Consciousness about building risks is raised from self-administered building risk assessments undertaken by all participants, followed by discussion and comparison of findings in the workshops. Participants follow up with actions that support formal and informal mutual aid networks. WESTPAS trainers track progress on participants’ lists of follow-up actions for 12 months after the workshops to encourage participants and to assess outcomes.

The audience for the “Are You Ready?” workshops necessarily is limited because participating institutions must already have a written disaster response plan; consequently, the trainers emphasize these workshops in areas where there have been recent hybrid disaster plan-writing workshops.

- **Objective 3: Deliver 10 one-day workshops on creating and funding preservation projects to enhance care of collections to 150 staff from 100 smaller heritage institutions that have not yet participated in WESTPAS project development workshops; determine institutional preservation priorities and craft key elements of preservation project proposals, with follow up from the trainers to track on progress of participants in all workshops.**

Creating and Funding Preservation Projects to Enhance Collection Care was developed in response to requests from the community. The value of the project approach to collection care cannot be overestimated; many of today’s institutional preservation programs began with a project. Sixteen “Creating and Funding Preservation Projects” workshops were delivered, reaching 252 participants in 168 institutions.

This workshop focuses on assessing collection needs and developing preservation projects to address them. Prior to the workshop, participants undertake a self-assessment of their institution’s collection preservation needs. Using data from their institutional self-assessments, participants discover how to set priorities for addressing needs. With priorities in hand, the workshop turns to an exploration of options for funding, emphasizing making a case for increased funding from their own institutions. Strengths and limitations of foundation and governmental grant sources are reviewed to find matches between institutional needs and funding opportunities. Key preservation issues and concerns common to many grant programs are called out for examination; participants then draft statements to begin building a project proposal. Participants review one another’s work to offer comments to clarify and strengthen proposal statements. The trainers serve as facilitators, guiding the workshop process and coaching participants on the experiential exercises.

The workshop produces several takeaways for participants: a method for setting institutional preservation priorities; knowledge of major foundations and government agencies with a history of

support for preservation of collections; knowledge of key preservation issues to be addressed in preservation project development; and draft texts of key elements in preservation project proposals.

Successful outcomes are defined as increases in participants’ knowledge of actions that need to be taken to create and fund preservation projects and completion of a project proposal. WESTPAS trainers stress the importance of completing a preservation project proposal by sending out reminders to the group, tracking on progress for 12 months following the workshop, and offering assistance as needed.

Most of these workshops were delivered in California to take advantage of California state-supported grant funding for institutional preservation assessments.

WESTPAS Creating and Funding Preservation Projects Workshop Statistics, 2015-17

Date	Trainer	State	City	Attendees	Unique Institutions
10/29/15	Ogden	CA	Pleasant Hill	13	8
11/19/15	Ogden	CA	Palm Springs	16	10
12/11/15	Ogden	CA	Santa Barbara	12	8
1/13/16	Ogden	CA	Petaluma	13	10
3/11/16	Ogden	CA	Los Angeles	18	13
5/16/16	Ogden	CA	Bishop	18	11
9/26/16	Ogden	CA	Monterey	10	7
11/30/16	Ogden	CA	San Francisco	20	14
1/23/17	Ogden	CA	Los Angeles	29	23
9/13/17	Ogden	CO	Greeley	10	7
9/14/17	Ogden	CO	Denver	29	11
9/15/17	Ogden	CO	Colorado Springs	11	7
11/3/17	Ogden	CA	San Diego	10	5
11/9/17	Ogden	CA	Claremont	17	12
11/13/17	Ogden	CA	Santa Rosa	11	9
12/1/17	Ogden	CA	San Jose	15	13
Total				252	168

- **Objective 4: Maintain the WESTPAS preservation information service, including website, 24/7 emergency phone service, and reference service by email and telephone, to meet an anticipated demand of 10-15 queries/week.**

The WESTPAS preservation information service was set up in 2007 with non-NEH funds to complement the NEH-funded workshops and to provide the ongoing presence and support needed to achieve long-range preservation goals. Prior to this service, a collection emergency “hotline” did not exist anywhere in the West. Telephone and email queries are fielded by all the trainers, aggregating to 10-12 requests per week. The service continues to be much used and appreciated.

Changes to the project work plan and lessons learned

A Getty Foundation- funded project in 2015 and a California Office of Emergency Services- funded project in 2016 supplanted workshops (in addition to the workshops reported above) that originally were to be delivered with WESTPAS funds. Consequently, a no-cost extension through December 2017 was secured to enable WESTPAS to deliver more workshops throughout the WESTPAS region. Otherwise, no changes were made to the project work plan.

Several lessons were learned:

- The quickly completed “Pocket Response Plan (PReP),” based on a CoSA format, together with downloadable appendices original to WESTPAS, was a huge success. Instead of leaving workshops with good intentions, participants left workshops with plans in hand.
- WESTPAS reached across a wide range of types of cultural heritage institutions, including government agencies as well as libraries, archives, and museums. The effect was to break down silos, to introduce staff to one another, and to develop new communication networks.
- The disaster plan testing workshops spun off informal mutual aid networks in the regions of the workshops; the level of activity of these networks has varied over time, responding to the interest of individuals and the need for collective action in response to disaster.
- WESTPAS trainers demonstrated the extraordinary value of using senior, rather than junior, preservation professionals to deliver the workshops. The considerable experience of senior practitioners, as well as savvy about getting things done in slow-moving institutions, provided essential credibility and inspired action from participants (outcomes).
- Making the workshops “free,” that is, no registration fee, lowered the bar to participation and widened the net to include smaller institutions for which even a modest registration fee would have precluded participation. However, all of the workshops advertised that the “price” of admission was action on the part of the participating institution. The strategy worked. NEH support inspired, and consequently leveraged, institutional commitments.
- Outcomes were the goal of WESTPAS, so they were tracked. Disaster response plans were written by over 90% of the participating institutions, and in the 12 months following project development workshops, 30-50% of participating institutions reported related follow up actions. WESTPAS could not discover any other organization delivering comparable workshops that tracked on outcomes, but much to the pleasure of the trainers, other organizations (e.g., Center for Conservation or Art and Historic Artifacts and the Midwest Art Conservation Center) have adopted or adapted the WESTPAS training model.
- Two workshop delivery models were explored: webinars and in-person sessions. Webinars proved to be good for information transfer whereas WESTPAS in-person workshops inspired follow up action from the participants. Not wanting to sacrifice outcomes (follow up action from participants), but wanting to economize on travel costs, a hybrid model of two webinars followed by an in-person day of activity achieved the best of both models, relatively low cost information transfer plus measurable outcomes.
- WESTPAS workshop design focused on active, rather than passive, participation. The workshops attracted administrators, curators, and development officers as often as staff assigned to collection care. Additionally, the disaster plan testing workshops attracted

community emergency services managers, who were invited to share their experience and outline services available to heritage organizations in the community.

- The WESTPAS organization model is a loose federation of independent trainers with a shared vision (e.g., seeking outcomes) and shared values (e.g., no registration fees in order to include smaller organizations caring for cultural heritage). With only a hired fiscal agent, but no “bricks and mortar,” nearly all resources were able to be focused on Project outcomes. Trainers were provided maximum flexibility to deliver the content and to respond to various learning styles.

WESTPAS has enjoyed NEH funding for the last 11 years, 2007-2017, including the just completed extension. During that time, the six trainers delivered 205 workshops to 2,170 memory institutions, urging 3,816 participants to action to improve collection care. In 2007, the trainers signed on for a 10-year tour of duty and served 11 before concluding that WESTPAS has become the success envisioned in the planning stage.

WESTPAS plants the seeds of a culture of preservation management; its workshops are designed to “get things done” and to foster institutional change in care of collections. Using commitments to action instead of registration fees as the price for preservation education and training makes it easier to encourage institutions where preservation is not now an administrative priority. Preservation management will become another new administrative skill, much as online communication technologies and institutional marketing recently have been added to the management skill sets of heritage professionals.

Multiple educational opportunities are needed to reach a broad audience with different timetables for addressing their collection preservation issues. Even with an economic incentive to manage the preservation challenge cost-effectively, growing a culture of preservation management takes time. WESTPAS has had eleven important years of considerable influence in the West; some of the workshop participants from 2007 already have become the next generation of administrative and budgetary decision-makers, now with a heightened awareness of the preservation needs of their collections.

The strategy of growing a culture of preservation management works. WESTPAS trainers come from institutions where preservation has matured from a seed project to an ongoing library management responsibility. The most lasting outcome of WESTPAS will be a culture where institutional resources, not just external funding, are dedicated to preserving access to our documentary heritage.

Respectfully submitted on behalf of the WESTPAS trainers*,

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