



Cultural Heritage and Records Retention Task Force Report

To the Rebuild Iowa Advisory Commission

August 2008



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Introduction

The Rebuild Iowa Cultural Heritage and Records Retention Task Force respectfully submits its report to the Rebuild Iowa Advisory Commission (RIAC) for its consideration of the impacts of the tornadoes, storms, and flooding on Iowans and their cultural, historical, and arts institutions and organizations and records collections and archives. As the RIAC fulfills its obligations to guide the recovery and reconstruction of Iowa, the acknowledgement that culture and records as Iowa's identity is important, and that if these items of cultural heritage vanish from Iowa's landscape, the items that Iowans associate with their history, traditions, and sense of place also disappears.

Iowa is certainly not the only state that has experienced this type of disaster; however, many states have not recognized culture and records as critical concerns as part of the recovery and rebuilding process. When rebuilding Iowa stronger, smarter, and safer, quality of life is an important consideration for attracting new residents, making it a necessity to keep culture alive and thriving in Iowa. Additionally, the cultural arts constitute a vital economic industry, providing employment to thousands of Iowa's citizens and generating millions of dollars in local and government revenue across the state. In the case of records, these items are irreplaceable and provide important information for the daily workings of government and life in our state, and maintain vital records of Iowa's heritage and traditions.

This report provides background information on the damages incurred in Iowa from the disasters and additional context for policy and rebuilding discussions. It also offers recommendations to the RIAC for steps that might be taken to address the significant and important challenges faced by Iowa's cultural, historical, and arts institutions and organizations; individual artists and other cultural workers; and records retention entities and officials.

In the aftermath of the severe weather and its widespread damages, Iowa Governor Chet Culver established the Rebuild Iowa Office to oversee the strategic recovery efforts in Iowa and to coordinate the efforts of state agencies as they address recovery and rebuilding issues. Executive Order Seven also established the Rebuild Iowa Advisory Commission to oversee the office and to provide 45-day and 120-day reports to the Governor, Lieutenant Governor, and General Assembly on the impacts, immediate recommendations, and long-term recovery vision for the state of Iowa. Also created in Executive Order Seven are nine Task Forces to provide information and recommendations to the RIAC. The Cultural Heritage and Records Retention Task Force, one of the nine created, worked to ensure the Commission is provided, at minimum, the information required in this Executive Order. The Cultural Heritage and Records Retention Task Force split into two groups and met separately in a day-long session on July 30, 2008 to identify, prioritize, and develop recommendations for how Iowa can best address immediate and future needs for cultural institutions and organizations and records retention issues. This report is the product of the discussions, public input, information presented, and the expertise and experience of the Task Force. The report is divided into two parts, providing special focus to the different issues, priorities, and



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recommendations for Iowa's arts, history, and culture institutions; artists and other cultural workers; and records retention and management organizations.



Rebuild Iowa Cultural Heritage Task Force

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Task Force members were drawn from an all-volunteer pool of Iowans who expressed interest in serving the state. The response was overwhelming, with many more individuals volunteering than could be



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accommodated in the balance of a deliberative Task Force body. Rather than turn away volunteers who brought with them experience and expertise, each Task Force welcomed those volunteers to a Resource Group which participate in the meetings through offering presentations, specialized information, and additional input and ideas for rebuilding Iowa.

Rebuild Iowa Office staff supporting the work of the Cultural Heritage and Records Retention Task Force are Aaron Todd, Emily Hajek, and Mary Jane Olney.

In support of the Rebuild Iowa effort, Task Force facilitation, staffing, and report development services were provided by State Public Policy Group (SPPG), Des Moines.



Executive Summary – Cultural Heritage

Damage to cultural, historic, and arts institutions and organizations has a dramatic affect on communities. The impacts are felt on a variety of levels, and the exceedingly widespread damage sustained this year ranging from infrastructure damage, loss of revenue to communities, and damage to individual arts entrepreneurs' workspaces have had striking effects around the state. The Cultural Heritage and Records Retention Task Force respectfully submits its report to the Rebuild Iowa Advisory Commission as an opportunity to place data, issues, priorities, and recommendations before residents, communities, state officials, and policymakers at all levels for consideration on how best to guide, support, and resource these efforts.

It is very challenging to quantify the damage to cultural institutions and organizations as there is no regulatory entity for cultural institutions in Iowa. Therefore, much of the information received about damages from the 2008 disasters is incomplete and/or anecdotal. Additionally, much of the inventory housed within Iowa's cultural, historical, and arts institutions and organizations is literally priceless – dollar values either have never been assessed on property at these institutions and organizations, or cannot be assessed on particular items.

Independent of the disasters of 2008, Iowa's cultural institutions and organizations have served Iowans' sense of place, pride in community, and quality of life. Iowa's creative industry is not just housed in culture, history, and arts organizations, but also extends to creative industries such as science, math, technology, and other sectors that largely contribute to the economic development initiatives across the state. The following priority issues emerged in the discussions:

- The need to recognize the diversity and specialized needs of cultural institutions.
- The need to access additional resources.
- The need to plan appropriately for the future of cultural institutions in Iowa.

With the issues and priorities in mind, the Rebuild Iowa Cultural Heritage Task Force recommends the following to move Iowa closer toward the goals of rebuilding Iowa safer, stronger, and smarter and to provide for the necessary support to meet the varied needs of its individuals and communities including tools for rebuilding, restoring, and improving opportunities for success.

1. The state should assist in determining the entities affected level of damages sustained, and location of the damages.
2. The state of Iowa should assist in providing short-term operations and other immediate needs funding for affected entities.



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3. The state should assist cultural institutions and organizations by increasing cultural resources and technical assistance availability.
4. The state should provide support for preparation and mitigation of future concerns for cultural institutions and organizations.
5. The state should implement changes to standards and funding to assist in rebuilding efforts to create a higher quality of life for Iowans through cultural opportunities.



Damages and Impact on Cultural Heritage in Iowa

Cultural institutions and organizations range from independently-owned historic sites and century farms, city and county offices that maintain official and historic records, to small and large nonprofit arts, cultural, and history organizations such as the National Czech and Slovak Museum and Library in Cedar Rapids and the Iowa State Historical Museum in Des Moines. Iowa's state department dedicated to history, arts, and culture in Iowa, the Iowa Department of Cultural Affairs, is not a regulatory agency. Therefore, there is no mandatory reporting mechanism for assessing the number and type of sites in Iowa for damage. Additionally, concerns exist that assessment for damages to cultural entities is not strictly monetary, and insurance does not cover true replacement cost of cultural and arts inventories.

Following the disasters of 2008, the Iowa Department of Cultural Affairs (DCA), with assistance from the Iowa Museum Association and the Iowa Historic Preservation Alliance, learned about the level of damage incurred by Iowa's museums, theaters, art galleries, studios, organizations, individuals, historical properties, cemeteries, archeological sites, and others through multiple conference calls, a single dedicated email address, and a self-administered electronic survey. Data obtained by the DCA does not constitute a comprehensive view of the scope of damages or assessment of current or future damages or needs. Rather, anecdotal assessments can be made from these collection efforts. The Iowa Department of Cultural Affairs has learned anecdotally that:

- Many organizations have had to find temporary office space and alternative sites to present productions, art exhibitions, and other events until their buildings can be tested for structural integrity.
- Many artists have been prevented from entering their studios.
- Mold issues are a major concern.
- Many organizations have concerns that a first reaction will be to declare historical buildings structurally beyond repair and those historically-trained architects will not be part of the assessment teams evaluating structures.

The Iowa Cultural Resources Damage Assessment is still active in collecting data. As of August 12, 2008, DCA had received 41 responses. Even with these few responses, there are some clear trends:

- Lack of flood insurance is a major issue.
- Not a single individual artist that responded indicated that they had any insurance coverage, and only one responding arts organization had any insurance coverage that would apply to their situation. A few historic organizations, museums, and historic properties fared somewhat better.
- Insurance claims for just the 10 respondents with some insurance coverage totals nearly \$2.7 million.

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- The average loss of these 41 organizations as reported to FEMA is over \$2 million, with a total reported loss for these 41 organizations of over \$24 million. Again, this value is not comprehensive; damage estimates for cultural organizations in Cedar Rapids alone are estimated at over \$100 million. The DCA is estimating total damage at nearly \$813 million for all cultural organizations.
- There is an enormous continuing need for basic restoration and recovery support, as well as technical assistance.
- A developing problem with huge potential impact is the loss of revenue as organizations move forward – fewer ticket buyers, fewer people buying art work, fewer patrons in general for these important cultural resources all contribute to lost revenues for these organizations and institutions.

Jim Kern of Brucemore, Inc. in Cedar Rapids cited the following information about the Cedar Rapids area:

- Approximately 75-80 percent of Cedar Rapids cultural organizations have been impacted and the entire Czech Village and New Bohemia Historic District is damaged.
- Cedar Rapids cultural leaders estimate damages in excess of \$100 million in Cedar Rapids alone.
- The Paramount Theater in Cedar Rapids estimates it had a high amount of water invade its building.
- The African American Museum in Cedar Rapids had 6-12 feet of water.
- Ushers Ferry Historic Village in Cedar Rapids had several buildings washed away.

Other examples of losses to museums and cultural organizations include buildings and structures, as well as artifacts, objects, photographs, documents, and other cultural resources, as reported by the Department of Cultural Affairs:

- Paramount Theater lost its organ.
- Ice House Museum (Cedar Falls), Dan Gable Wrestling Institute (Waterloo), Czech and Slovak Museum, African American Museum, Seminole Farms, Ushers Ferry, and many others had museum artifacts and documents, impacted. Some entities additionally suffered structural damages.
- Complete loss of historic pedestrian bridge in Charles City and loss of one span of the Sutliff Bridge in Cedar County.
- Hancher Auditorium and The University of Iowa Art Museum were among the buildings that suffered significant flood damage in Iowa City.
- The George M. Verity Tow Boat, dry-docked in Keokuk, had water over its deck.
- The Alvin Miller House in Charles City, a Frank Lloyd Wright house, suffered approximately \$1 million in damages.



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Losses to museums and cultural organizations are not limited to direct water contact with collections. High and uncontrolled temperature and humidity levels impact collections that were not “wet” but may not have been removed from affected structures.

Also, it is important to remember that there are a number of cascading impacts affecting cultural institutions and organizations. When facilities are flooded and cannot be used for a period of time, operating losses – often dramatic – are sustained. Most cultural organizations and artists rely on patronage for continued operations and existence. Operating losses are exacerbated as residents are displaced by floodwaters and as discretionary dollars are directed toward flood recovery, by the perception that organizations and artists’ studios are closed even after they have reopened. Additionally, many Iowa artists are mobile and not tied to a specific place of residence, therefore much of the arts community fears that Iowa will lose artists to surrounding states if they do not receive support.



Issues in Cultural Heritage

The events of 2008 have affected Iowans in a number of ways, as demonstrated by the anecdotal data. Recognizing that cultural institutions provide the critical infrastructure for quality of life in a community, and that culture in Iowa has a variety of cascading impacts, all of these impacts must be noted and taken into consideration when defining priorities for rebuilding a safer, smarter, and stronger Iowa.

It is important to note that issues related to culture in Iowa should be weighed carefully with recognition that best practices that may be appropriate in housing, infrastructure, and other interest areas may not be the best course of action for historic properties or cultural and arts institutions and organizations. These institutions and organizations should also be recognized for their unique distinction. Currently, barriers are being surmounted through a variety of efforts to encourage collaboration and interaction between arts, history, and cultural groups. Notable efforts include the creation of the Iowa Cultural Coalition and the Culture, History, and Arts Teams (CHAT) initiative, an effort managed by the Iowa Department of Cultural Affairs promoting organization, communication, and networking of Iowa's cultural, arts and historical organizations and institutions within 13 regions throughout the state.

Due to the nature of the infrastructure and inventory of cultural institutions and organizations, time is of the essence. It is extremely important to these organizations and institutions to consider immediate, intermediate, and long-term steps necessary to best address their distinct and vital needs for rebuilding and long-term sustainability.

The Context

When considering the issues facing cultural institutions and organizations in Iowa following the disasters of 2008, it is important to remember that culture and the arts are critical industries in Iowa. According to a study by the Iowa Department of Cultural Affairs and the University of Northern Iowa's Sustainable Tourism and Environment Program, cultural arts generated 3,480 jobs and \$347 million dollars in and around Black Hawk, Montgomery, Pottawattamie, Wapello, Winneshiek, and Woodbury counties and the 31 counties that surround them in the 12 month period ending in the fall of 2007. In addition, a 2006 Iowa Cultural Corridor Alliance and Americans for the Arts survey of 63 cultural organizations in the 11 Iowa counties in the Cedar Rapids/Iowa City area found:

- \$63.08 million dollars in local economic activity
- Support for 1,986 full-time equivalent jobs
- \$33.9 million in household income to local residents
- \$6.21 million in local and state government revenue



In the Greater Des Moines area, a 2006 survey of 37 cultural, artistic, and education venues by the Bravo Greater Des Moines found:

- \$87.74 million in total sales
- \$44.55 million in value-added services
- \$29.9 million in labor income
- 1,994 jobs

Moreover, the Travel Industry Association of America has documented 81 percent of adult travelers include a cultural event while on a trip of 50 miles or more away from home. Such travelers also bring the benefit of longer stays and higher average expenditures, in turn generating more revenue for the community.

Economic developers have emphasized the impact of the creative economy in recent decades. It is essential that Iowa promotes the creative economy in its rebuilding effort as a way to diversify the local economy and tax base and to improve the quality of life for residents. Once a job is offered, the first question asked by the prospective employee often concerns salary levels. The second question usually concerns the quality of life offered by the employer's location. Other research has shown that knowledge workers first pick a place to live based on quality of life factors, then look for a job. Vibrant, dynamic communities with a unique sense of place and a diversity of recreational and cultural assets become a destination of choice for new employers and entrepreneurs. In rebuilding a stronger, smarter state, Iowa must ensure that its communities rebound from this disaster with a sustained or improved quality of life that recognizes the social and economic value of their cultural, arts, and historical organizations and institutions.

To provide context to the discussion about current funding opportunities, below is a listing of resources made available in response to Iowa's natural disaster impacts:

- Arts organizations and artists
 - The Iowa Arts Council has offered a total of \$108,000, distributed through \$500 Emergency Arts Relief Grants and \$3,000 to \$6,000 grants and stipends to professional artists and arts organizations. Funding for the grants and stipends came from the National Endowment for the Arts, which included an additional \$3,000 for administrative support for the Iowa Arts Council. Additionally, an anonymous gift of \$5,000 from an Iowa artist living abroad was distributed in \$1,000 increments to individual artists impacted by the natural disasters.

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- Historic Preservation
 - Historic Tax Credits: Federal Historic Tax Credits, which can be applied to 20 percent of qualified rehabilitation costs to income-producing properties, are available. State Historic Tax Credits, which can be applied to 25 percent of qualified rehabilitation costs for commercial, residential, and rural properties, are generally available. However, due to the cap on available credits and a high number of applicants for state fiscal year 2009, all State Historic Tax Credits are reserved. In the 2009 application period, applicants requested approval for projects with construction costs of more than \$225,750,000. However, tax credits available for preservation were sufficient to support just under \$40,000,000 in construction costs.
 - Historic Sites Preservation Grant (HSPG) applications are due in September 2008. Administrative rules limit the number of HSPG grants per county to two. Individual awards range from \$40,000 to \$100,000; however, an emergency grant process has been created for this natural disaster event that lowers the minimum grant request to \$1,000.
 - The Historic Resource Development Program (HRDP/REAP) grants, available through the State Historical Society, have been allocated for state fiscal year 2009, and applications for state fiscal year 2010 are due in spring 2009. However, a limited amount of emergency Historic Resource Development Program Grants (HRDP/REAP) of up to \$15,000 have been made available. HRDP grants usually support projects of \$20,000 or less, with no more than \$100,000 awarded per county.
- The National Endowment for the Humanities has Emergency Grants available to salvage or protect humanities collections when assistance from FEMA is not available.
- The Institute of Museum and Library Science administers the Conservation Project Support Program, which awards up to \$250,000 to help museums identify conservation needs and priorities to ensure the safekeeping of their living and nonliving collections. Funds can be used to develop disaster preparedness and recovery plans.
- Public Assistance through the Federal Emergency Management Agency and the Iowa Homeland Security and Emergency Management Division is available to eligible private non-profit organizations.
- Federal Emergency Management Agency Individual Assistance may be available.
- The Small Business Administration offers Physical Disaster Business Loans to nonprofit organizations for uncompensated physical losses that are a result of declared disasters.

The Cultural Heritage Task Force acknowledges that storm damage occurred across multiple sectors of the cultural landscape, which will require varying types and degrees of assistance.



Priority Issues

With so many entities identified within the category of cultural heritage, it is challenging to provide a comprehensive list of solutions, especially when so much data remains unavailable. Given the diversity of historic, arts, and cultural organizations in Iowa, it is no surprise that these entities have often worked independently. Due to the magnitude of the 2008 disasters and the need for a comprehensive recovery and rebuilding plan, the state has a role to provide leadership in guiding and further refining priorities to ensure the sustainability of Iowa's rich cultural heritage. For the purposes of brevity, "cultural institutions" also refers to individual artists and cultural workers.

The Cultural Heritage Task Force has identified the following priority issues:

- The need to recognize the distinct needs of cultural institutions.
- The need to access additional resources
- The need to plan appropriately for the future of cultural institutions in Iowa

The need to recognize the distinct needs of cultural institutions.

Recognition of the distinct needs of cultural institutions around the state is critically important to the recovery effort facing Iowa's cultural institutions. One of the most acute needs is accurate damage assessments of individual organizations. Cultural, historic, and arts organizations require assessment by trained specialists; however, this need is often not met due to a scarcity of trained assessment professionals. There is a grave risk of traditional assessment strategies used for other non-historical types of infrastructure leading to assessments of historical buildings or their contents as unusable or unrecoverable prematurely, with no regard for their historical or cultural significance. Along with the need for individual assessments, cultural entities function differently, thus recovery and rebuilding will be different for each entity. It will be important to recognize these distinct needs as communities work toward rebuilding.

The need to access additional resources.

Cultural, historic, and arts institutions have very limited opportunities for funding, with a few grants available from the state and federal entities. Many of Iowa's cultural institutions receive their funding from donors and admission fees. Compounded by a soft economy and high demand for charitable dollars, many doors are not open to collect admission; these entities have serious needs for operational, as well as rebuilding funding. Additionally, many individual artists lost not only studio space, but their inventory of sellable products, significantly impacting their ability to function operationally in the short-term. Finally, current caps on the state historic tax credit program and Historic Site Preservation Grants (HSPG), as well as the need for a dedicated emergency funding source for Historic Resource Development Grants (HRDP) are a significant barrier to providing relief to some of the highest need areas.

The need to plan appropriately for the future of cultural institutions in Iowa.

The disasters of 2008 have presented Iowa's cultural communities with an opportunity to plan for future disasters and fortify their physical, financial, and programmatic infrastructure. For many entities, there is a lack of organizational capacity to simultaneously recover and plan for the future; thus, it is important that planning for future disasters not get lost as these entities struggle to rebuild and restore their place in the community. There is no existing inventory of Iowa's cultural organizations and individuals, making it difficult to plan, coordinate, and respond effectively to disasters. Also, technical expertise is needed to create hazard mitigation and disaster preparedness plans that are specific to individual organizations and coordinate with their respective community and county emergency management plans.

Gaps in Cultural Heritage Assistance and Recovery

After learning about assistance currently available to Iowa's cultural and arts organizations and institutions, the Cultural Heritage Task Force recognized gaps in service provision required to sufficiently assist in recovery and rebuilding. As the state begins to assist with solutions to the needs of these entities through policy strategies and new initiatives, it is important to note identified gaps in assistance.

In recognizing the diversity and distinct needs of cultural institutions, it is easy to note the lack of sufficient immediate response and recovery assistance available and the acute need for appropriate assessments to be conducted so that these entities may move forward with recovery efforts. There are currently no formalized systems for training certified cultural assessors, nor is there a recognized list of individuals in Iowa that are able to provide this service. Regarding opportunities to access additional funding, the most immediate gap identified by the Task Force is the lack of mechanisms for receiving assistance for operational expenses, immediate disaster response and assessment, and long-term considerations and necessary planning. Finally, a large gap exists in internal planning capacity and communication between cultural institutions and those who plan for the mitigation, response, and recovery during emergencies.



Cultural Heritage Recommendations

Iowa's cultural entities remain an essential component of Iowa's quality of life and economy. All members of the Cultural Heritage Task Force emphasize that culture is a critical, but often overlooked, infrastructure in Iowa. The recommendations brought forward for consideration by the Rebuild Iowa Advisory Commission address the three priority issues discussed in previous sections of this report. As called for in Executive Order Seven, the Task Force gathered information on damage to Iowa's cultural institutions and organizations to the best of its ability, considered best practices, and identified issues and gaps that deserve the state's attention. The recommendations reflect those findings and the consensus deliberations of the Task Force.

Recommendations are presented that address the efforts in the diverse and distinct needs of cultural institutions, the need to access additional resources, and the need to appropriately plan for the future of cultural institutions in Iowa. Each recommendation includes a brief narrative explanation and rationale, as well as potential strategies that may be effective in implementing the recommendation.

1. The state should assist in determining the entities affected, level of damages sustained, and location of the damages.
 - Diversity and distinct needs priority. The State of Iowa should address the mapping of cultural, historic, and arts institutions and organizations. In order to meet this need, the state should assist with immediate identification of these locations and the assessment of damages.
 - Strategy:
 1. Provide supportive resources for a comprehensive data collection effort, including geo-mapping and other assessment data collection, and training of volunteers, professionals, and staff to respond to disasters and provide damage assessments for cultural and arts institutions and organizations.
2. The state should assist in providing short-term operations funding, staffing, and other immediate needs for affected entities.
 - Access to additional resources priority. The Task Force recognizes that the weeks following a disaster are the critical period in which these entities are most in danger of failing financially, resulting in permanent closures. To assist these individuals and organizations, the state can augment existing financial support to cultural institutions that normally depend upon admissions and sales to cover operating expenses through an alternative funding stream or other assistance dedicated to helping keep these institutions solvent during recovery and rebuilding periods. This funding could potentially be used for finding temporary space for exhibitions, events, and business

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operations centers, as well as providing safe storage for collections and equipment. Additionally, there is a real danger that displaced artists and other cultural workers will leave Iowa and not return. A mechanism is needed to ensure that these workers can find work in Iowa.

- Strategies:
 - Identify alternative sources of funding to support interim operational costs for arts, history, and culture organizations. Economic loss is not covered by FEMA programs.
 - Find alternative spaces for displaced cultural organizations and artists and assist with the costs of acquiring these spaces.
 - Provide moveable storage to cultural institutions and organizations.
 - Consider the creation of a Works Progress Administration (WPA) style program that allows cultural workers to stay working. Cultural organizations that are temporarily closed while recovery and rebuilding is occurring could lend idle employees to other cultural organizations. These employees would complete productive work and learn new skills. Cultural workers would stay employed and in Iowa.
- 3. The state should assist cultural institutions and organizations by adopting flexible approaches to new and existing policy.
 - Access to resources priority. To ensure that resources for cultural entities are spread around the state, rules cap Historic Site Preservation Grants (HSPG) to two grants per county and allow a maximum of \$100,000 to be awarded to any county. Historic Resource Development Program grants have been utilized via special appropriations to fund historic preservation needs during previous emergencies. Emergency rules revisions and/or a special appropriation for these and other funding streams would allow for important flexibility and additional funding relief for areas experiencing the highest devastation following the events of 2008. This redistribution of funding is an immediate concern and is suggested to be temporary in order to meet the most acute needs with existing resources. These acute needs include coordination of flood recovery, administration of programs, and provision of on-the-ground technical assistance. In addition, the state should also participate in advocating for bringing more federal funding for cultural institutions and organizations to the state. In the wake of recent hurricanes, Florida dedicated a portion of the sales tax generated by recovery dollars to cultural organizations impacted by the storms. Iowa should consider similar policies to ensure that all disaster relief funds go to persons and organizations in need of assistance.



- Strategies:
 - Research appropriate changes to Historic Site Preservation Grant (HSPG) program to allow greater flexibility during emergencies. Of top concern is the cap allowing only two HSPG awards per county and a total of no more than \$100,000 awarded per county.
 - Consider appending resources to the Historic Resource Development Program (HRDP) to respond to emergency needs throughout state declared disaster area
 - Expansion of the Technical Assistance Network (TAN). This program, funded with reverted funds from HRDP grant projects, offers consultants that provide an assessment of documentary collections, historic buildings, and museums and offers technical assistance to be used in developing HRDP grant applications. The current \$15,000 of available resources for the TAN is far short of the demand. Much more significant resources are needed to meet the demand for technical assistance across the state by affected entities.
 - Advocate for passage of a \$35 million federal appropriation for the Historic Preservation Fund for properties impacted by natural disasters in the Midwest.
 - Dedicate a portion of sales tax generated from recovery and rebuilding dollars to cultural organizations and institutions, as shown in example in Florida.
- 4. The state should provide support for preparation and mitigation of future concerns for cultural institutions and organizations.
 - Plan appropriately for the future of cultural institutions and organizations in Iowa priority. The state should encourage cultural entities in Iowa to participate in emergency planning and mitigation internally and in coordination with their communities and counties. The Task Force has recognized that the events of 2008 highlight the need for cultural institutions and organizations to be better prepared for future disasters and to integrate culture into their community and county emergency plans. The Task Force encourages state support and assistance in putting resources and regulations in place to encourage this critical preparation and collaboration. Especially for cultural institutions, it is important to plan to receive necessary, specialized supplies and equipment for recovery processes.
 - Strategies:
 - Request evidence of emergency planning for all organizations receiving state funding for grant applications and as a component of grant reporting.

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- Create a resource guide of subject matter experts and funding opportunities to assist these agencies with emergency planning and hazard mitigation.
 - Design and implement of an intra-state and inter-state Emergency Management Assistance Compact (EMAC) model to provide necessary coordination of on-the-ground technical and equipment support.
 - Encourage cultural entities to participate in floodplain management plans.
5. The state should implement changes to statewide standards and resources to assist in rebuilding efforts to create a higher quality of life for Iowans through cultural opportunities.
- Plan appropriately for the future of cultural institutions in Iowa priority. As the Task Force recognizes long-term needs and opportunities to rebuild Iowa safer, smarter, and stronger, it is important to consider the opportunity to diversify the economy of local communities to prevent potential downturns through the strengthening of cultural institutions. It is important to encourage the rehabilitation and rebuilding of cultural entities that have been damaged, while fortifying current structures. An improved quality of life is essential to a rebuilt Iowa.
 - Strategies:
 - Explore opportunities to fully fund the Historic Resource Development Program (HRDP). HRDP constitutes 5 percent of the Resource Enhancement and Protection (REAP) program. At full funding, this would allocate \$1 million to the HRDP program. The attached chart in the Supporting Documents section shows the demand for grants from the State Historical Society and available resources of the State Historical Society before the disasters.
 - Research opportunities to lift the cap on state historic tax credits to facilitate a more rapid rehabilitation of damaged structures and to save structures that are in danger of being demolished due to unavailability of funds for rehabilitation. Lifting the cap would align Iowa's Historic Tax Credit program with the Federal Historic Tax Credit program. This recommendation is essential for Main Streets across Iowa, rural homesteads, and farms devastated by the natural disasters, as well as the future of entire neighborhoods, such as the Bohemian Commercial Historic District in Cedar Rapids. This program has already leveraged \$236 million in direct private investment since 2000, not counting increased tax revenues or calculating economic multipliers. In addition to leveraging construction costs 4 to 1, the rehabilitation projects enhance the state income tax, state sales tax, and local property tax revenues.



Rebuild Iowa Office

- Expand and support programs through established collaboration initiatives such as the Culture, History, Arts Teams (CHAT) initiative or Iowa Tourism Regions to meet local needs and support collaboration. For example, CHAT regions serve as a communication tool between cultural organizations and the Department of Cultural Affairs, and raise awareness about the economic impact these organizations and institutions have across the state. Another option discussed for providing this assistance was Iowa's Tourism Regions and Education Programs serve communities statewide and are housed in the Iowa Department of Economic Development. These organizations can also be used as a mechanism for providing technical assistance to cultural organizations on emergency preparedness training.
- Utilize the Iowa Great Places program for community planning in impacted communities. The Great Places program has a framework for ensuring all community stakeholders are "at the table" for creating a comprehensive investment strategy for the next five to ten years. Stakeholders must articulate their sense of place, identify their strengths and gaps, develop a vision for the future, and create a plan for making that vision a reality. Once the investment proposal has been developed, communities may submit them to the Iowa Department of Cultural Affairs for designation as a Great Place. Once designated, all relevant state agencies will work with communities as they implement their plan by offering technical assistance, essentially creating a one-stop-shop for community development assistance. Additionally, all grant applications from Great Places to state agencies receive additional consideration. Iowa Great Places can work with FEMA's Long-Term Recovery Planning Process and assist in the development of a Great Places proposal for each community. Additional Great Places staffing would be necessary to focus attention on impacted communities.
- Consider increased support of arts funding. Currently, Iowa is ranked low on the list of arts spending in the nation, and demand for funding is considerably larger than what is available. This is imperative for supporting local artists and enhancing quality of life for Iowa. The attached chart in the Supporting Documents section shows the demand for grants to the Iowa Arts Council and available resources before the disasters.
- Explore expansion of the Technical Assistance Network (TAN). This program provides consultants that have the expertise to assess documentary collections, historic buildings, and museums and also offers technical assistance. The current appropriation of \$15,000 is far short of the demand and does not compensate professionals at market rates.
- Increase the support of public art associated with construction of new and damaged buildings as well as maintenance of projects.

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- Use “green” building standards when rehabilitating/rebuilding. Rehabilitation of existing structures is one such “green” method.



Cultural Heritage Supporting Data and Information

- Iowa Arts Council Funding Demand and Available Resources
- State Historical Society Funding Demand and Available Resources
- DCA Flood Report Map
- CHAT Regions
- News Articles

Rebuild Iowa Records Retention Task Force

- Karris Golden, Task Force Chair, Waterloo
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- Representative Carmine Boal, Iowa General Assembly, Ankeny
- Senator Nancy Boettger, Iowa General Assembly, Harlan
- Alan Clausen, Hawkeye Community College, Hudson
- Michael Dargan, Waterloo Public Library, Waterloo
- Brian Ford, Rockwell Collins, Cedar Rapids
- John Goerd, Iowa Judicial Branch Department, Des Moines
- Bernardo Granwehr, Iowa State Auditor's Office, Des Moines
- Amy Groskopf, Davenport Public Library, Davenport
- Brian Ford, Rockwell Collins, Cedar Rapids
- Gordon Hendrickson, State Historical Society of Iowa, Clive
- Senator Wally Horn, Iowa General Assembly, Cedar Rapids
- Marian Karr, City of Iowa City, Iowa City
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- David McCartney, University of Iowa Libraries, Iowa City
- Representative Helen Miller, Iowa General Assembly, Fort Dodge
- Nancy Parrott, Jasper County Recorder's Office, Newton
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Rebuild Iowa Records Retention Resource Group

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- Steve Petersen, Rockwell Collins, Cedar Rapids
- Gordon Smith, Involta, Cedar Rapids
- Tim Soderholm, Wells Fargo Financial, Ankeny
- Jeff Stein, Archives of Iowa Broadcasting, Denver
- Vicki Walch, Council of State Archivists, Iowa City

Task Force members were drawn from an all-volunteer pool of Iowans who expressed interest in serving the state. The response was overwhelming, with many more individuals volunteering than could be accommodated in the balance of a deliberative Task Force body. Rather than turn away volunteers who brought with them experience and expertise, each Task Force welcomed those volunteers to a Resource Group which participate in the meetings through offering presentations, specialized information, and additional inputs and ideas for rebuilding Iowa.

Rebuild Iowa Office staff supporting the work of the Cultural Heritage Task Force are Aaron Todd, Emily Hajek, and Mary Jane Olney.

In support of the Rebuild Iowa effort, Task Force facilitation, staffing, and report development services were provided by State Public Policy Group (SPPG), Des Moines.



Executive Summary – Records Retention

After a disaster, people often find themselves struggling to prove ownership, insurance coverage, registrations, and other essential facts that are necessary to rebuilding their homes and lives. When an individual loses an item of record, they count on their government, where an “official” copy is located. When a disaster has affected both the individual and the public infrastructure, these losses are compounded. Typical records requested after a disaster include mortgages, deeds, probate records, wills, divorce settlements, school records, titles, and many others. In essence, the ability to access records is a civil rights issue – most people believe that it is their right to obtain vital and essential records, and that it is the government’s and other institutions’ responsibility to store and secure these records. For the purposes of this report, vital records are defined as birth, death, and marriage certificates. Other important records are considered “essential.” Also, for the purpose of this report, “records retention and management organizations” refers to state and local records, library materials, and archival collections.

Iowa and Arkansas are two of the only states in the country where there exists no comprehensive records retention program. Due to this, there is currently no comprehensive data collection system for storing and securing vital and essential records across institutions. Local entities have a responsibility to provide records in a complete and timely manner. Additionally, cities and counties have a legal obligation to preserve information for any pending litigation. Cultural, arts, and historical organizations and institutions such as State Historical Societies, libraries, and institutes of higher learning all store and maintain collections and archives that are vital to the cultural and traditional integrity of local communities. The likelihood of organizations to protect records often depends on their understanding of the importance of the records, and making necessary decisions based on the noted importance. It is also critical to recognize that records have different values: essential records are not necessarily permanently valuable.

As the face of records changes, it is important to note the need to plan for the future of records retention. The priority issues that emerged from information and discussions are threefold for Iowa in the aftermath of the disasters:

- Education and communication support
- Continuity of operations support
- Emergency preparedness and response planning

With the issues and priorities in mind, the Rebuild Iowa Records Retention Task Force recommends the following to move Iowa closer toward the goal of systematic records retention and management:

1. The state should implement an effective Records Management Program.

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2. The state should design and implement a communication plan educating about the importance of vital and essential records.
3. The state should engage institutions maintaining vital and essential records in emergency planning and preparedness.
4. The state should maximize and encourage opportunities for collaboration among in-state and out-of-state entities and service providers that may be called upon for on-the-ground technical assistance during emergencies.
5. The state should secure and coordinate resources for continuity of operations for libraries and other cultural institutions that have the responsibility of records management and storage.



Damages and Impact on Records in Iowa

For the purposes of the Task Force and this report, “records” constitute records, collections, archives, and other tangible items. The State Historical Society of Iowa and the State Archivist in Iowa are housed in the Iowa Department of Cultural Affairs, Iowa’s state department dedicated to history, arts and culture. It is not a regulatory agency; therefore there is no mandatory reporting mechanism for assessing the number and type of sites managing records in Iowa or any damage these sites may have incurred to their records, collections, or archives. Additionally, many have expressed concern that assessment for damages to cultural entities is not necessarily monetary, and insurance does not cover true replacement cost of these types of items. Moreover, there is a very short window of opportunity to save documents often inventoried in collections and archives, with the first 48 hours being most critical to the integrity of these items. It is also important to note that vital and essential records are not ordinarily assessed a standard monetary value.

Information regarding the State Records Center and State Archives indicate that these records are generally well protected. Records in the State Archives are stored above the 500-year floodplain in the State Historical Building in Des Moines, Iowa; however, 25,000 cubic feet of records are stored in a leased facility in the Raccoon River floodplain in Des Moines, including all of the records from the Iowa Supreme Court. Many of these records were temporarily removed during the threat of flooding. In both Benton and Bremer counties, public records were lost or damaged.

The Iowa Cultural Resources Damage Assessment, administered by the Iowa Department of Cultural Affairs (DCA) is still active in collecting data. As of August 12, only two city and county archives offices and two libraries had responded. These institutions indicated problems with lack of flood insurance, losses to collections, and the need for recovery assistance. The DCA has also collected voluntary data via conference calls and a dedicated email address. A number of courthouses across the state reported damage to collections stored in basements. The State Library of Iowa has also collected information from libraries across the state and has reported more than \$20 million in damages to Iowa’s libraries. Losses include 4,500 items from the collection at the Elizabeth Rasmussen Memorial Public Library in New Hartford and 200,000 items from the collection at the Cedar Rapids Public Library. Some communities lost a large portion of their records. The City of Oakville was able to salvage some municipal records, however many are thought to be permanently lost. The tornado that devastated Parkersburg carried pieces of paper from the city clerk’s office as far away as La Crosse, Wisconsin. The State Library of Iowa’s reports on Iowa’s library losses do not include damages incurred at The University of Iowa. The Task Force recognizes that communities that incur damages to their libraries lose more than just pieces from their collection, but also space for programs, computers for internet access, capacity to assist people in meeting their information needs, and a community gathering place, among other items.

Issues in Records Retention

The events of the summer of 2008 have affected Iowans in a number of ways, as demonstrated by the data. Impacts on records retention created by the disasters, still mostly unknown, will have far-reaching short and long-term effects on individuals, communities, and organizations for years into the future. Recognizing that records provide the critical infrastructure for continuity of life of local communities, it is extremely important that the state examine current records retention practices when identifying priorities for rebuilding a safer, smarter, and stronger Iowa.

Loss and damage of these important records can have far-reaching detrimental impacts on individuals, businesses, community organizations, and non-profits. Although the most critical time in providing solutions has passed, valuable lessons learned from past disasters can be used by policymakers to ensure the safety of these critical documents in the future. Additionally, entities that did address the threat before damage was incurred have outstanding needs that require assistance in the short-term, such as the need for alternative space to hold saved records as permanent storage is being prepared and expert laboratory work on items being recovered. It should be noted that the Iowa Conservation Preservation Consortium coordinated an important response in the Cedar Rapids area and was on the ground assisting immediately following the disaster, saving about 90% of the collection.

With 83 counties declared Presidential Disaster Areas for Public Assistance and 74 declared for Individual Assistance as of August 12, 2008, it comes as no surprise that the severity of damage is very high. These unprecedented losses in Iowa signal both a warning and an opportunity for the state. As Iowans work to put their lives back together and realize the importance of the maintenance of these records, it is important to consider the immediate, intermediate, and long-term steps necessary to best address the state and community needs for safe and secure records retention.

The Context

Records retention is often considered by the public to be an automatic and inconsequential service provided by government and private entities, but called upon in times of need with the expectation of ready access. With no statewide system regulating records retention across institutions, some individual entities are left to develop their own set of standards for retention of different types of records, locations for records storage, schedules for how long to keep records, and appropriate modes of records destruction. Every County Board of Supervisors and City has the authority to set its own records retention schedule. Public entities have a responsibility to maintain accessible records available for the public at little cost. Although this information is consistently accessed throughout the year, there is a heightened demand for this information by individuals who have incurred losses due to the disasters and are in need of copies of their own records that may have been lost. Additionally, many entities, such as hospitals, are legally required to have access to all records at all times, including during disasters. In 2003, an updated Municipal Records Manual was released by the Iowa Department of Cultural Affairs to assist municipalities with records



planning. Each city may choose to refer to the Manual, but none are required to apply its suggestions and each is ultimately responsible for creating its own plan.

Often space shortages require that records be stored in otherwise unused space, such as basements and lower-priced rental storage. Some spaces used by affected institutions were located in floodplains or other settings susceptible to internal structural problems like broken water pipes. Moving records is often labor-intensive and requires moving trucks, preferably with refrigeration. It is no surprise that this undertaking can often be prohibitively expensive. When records have been damaged, especially by water, there is a very short window of time, usually 48 hours, for critical steps to be taken to save records. Refrigeration is required once paper documents have incurred water damage, and in most communities, affordable statewide refrigeration resources are not often readily accessible.

There are 543 public libraries in Iowa, 80 higher education libraries, 365 school districts, 99 counties, and countless other institutions – all with the responsibility of storing and maintaining records, collections, and archives. These groups have long needed coordination and locally-administered technical assistance for disaster response, but with few incentives or financial resources to improve local records retention practices, this need has been difficult to meet.

To provide context to the discussion, current funding opportunities available for damage response and recovery include:

- The National Endowment for the Humanities is offering Emergency Grants to salvage or protect humanities collections where assistance from FEMA is not available.
- The Institute of Museum and Library Science administers the Conservation Project Support Program, which awards up to \$250,000 to help museums identify conservation needs and priorities to ensure the safekeeping of their living and nonliving collections. Funds can be used to develop disaster preparedness and recovery plans that include a provision of training for those throughout the state that are in charge of collections. This may include personnel from libraries, museums, state, city, and county officials. As noted in the Cultural Heritage section above, HRDP funds are also available.
- The Historic Resource Development Program (HRDP/REAP) grants, available through the State Historical Society, have been allocated for state fiscal year 2009, and applications for state fiscal year 2010 are due in spring 2009. However, a limited amount of emergency Historic Resource Development Program Grants (HRDP/REAP) of up to \$15,000 have been made available. HRDP grants usually support projects of \$20,000 or less, with no more than \$100,000 awarded per county.
- Federal Emergency Management Agency and Iowa Homeland Security and Emergency Management Division Public Assistance program is available to eligible private non-profit organizations.



- Federal Emergency Management Agency Individual Assistance may be available to individuals charged with records retention.
- The Small Business Administration offers Physical Disaster Business Loans to nonprofit organizations for uncompensated physical losses that are a result of declared disasters.

Priority Issues

Due to the diverse nature of records retention and records users, it was challenging to identify a core set of priorities by which to make recommendations for the state that can assist in meeting the needs of all stakeholders. However, the Records Retention Task Force has recognized three distinct issues in which state assistance can provide important leadership and direction to solve issues of records retention exacerbated by the events of 2008. The Records Retention Task Force has identified the following three priority issues:

- Education and communication support
- Continuity of operations support
- Emergency preparedness and response planning

Education and Communication Support

During the Records Retention Task Force meeting, it was apparent that without a formal records retention structure in Iowa, there is a lack of communication between groups responsible for records retention such as counties, cities, museums, libraries, historical and cultural organizations and state entities. Beyond inter-communication once a disaster strikes, leaders are often not sure who to call upon for assistance and expert advice. As records change and more items are stored using electronic and other technologically-advanced means, retention schedules and storage plans will need to be adjusted. Paper conservation labs exist around the state, but with no form of communication for needs and available solutions and funding, these resources may go unused. These resources are especially important during the critical 48 hours after water damage has occurred. Most of these entities have not had access to additional resources and do not have the technical capacity to apply for grants and supplemental funds. Training for grant writing and accessing supplemental funds is necessary.

Continuity of Operations Support

Immediately following a disaster, it is important that records be salvaged and that responsibilities for managing records continue. Records have often been moved before and after disasters, creating a need to



locate temporary or new permanent storage facilities. Additionally, many entities responsible for records retention will need to access additional resources to handle damage repairs. Many entities will also require additional staffing support to meet the increased demand for access to records. Moreover, along with maintaining continuity of operations, entities will also require professional assessments to identify and prioritize damages.

Emergency Preparedness and Response Planning

Many agencies do not have training or existing plans for how to take care of their records in emergencies. Additionally, entities responsible for records retention are faced with collections of a variety of types and ages, requiring an entity to prioritize records and collections. There is a need for additional training for all records professionals to plan for emergencies. Records are a critical resource for public and private entities, alike, and should be treated as such when planning for a disaster.

Gaps in Records Retention

After learning about the lack of assistance available to entities responsible for vital and essential records retention, the Records Retention Task Force identified gaps in service provision to assist in recovery and rebuilding. As the state begins to assist in meeting the needs of these entities through policy changes and new initiatives, it is important to note identified gaps in recovery assistance and coordinated regulation.

Most notably, there is no statewide structure to provide guidance and coordination for records retention among various groups charged with retention responsibilities. In fact, stakeholders report that there is generally an overall lack of comprehensive information regarding all areas of records maintenance. Few guidelines exist in state code to assist local entities with planning for records and there is no standard retention schedule to help local entities determine how to make the best decisions for their planning.

Many stakeholders also identified that there is a lack of cooperative sharing of known resources. These critical resources are available to be accessed, but since there is not a planned strategy for accessing these resources, they are often unused. Additionally, records are not noted as an asset in state emergency plans, setting a precedent all around the state that these items are not critical for the planning process.

Finally, there is a gap in communication between entities maintaining vital and essential records and the individuals served. Entities need to know how to work together and about the importance of vital and essential records, collections, and archives to the public interest, as well as education on how the public can best retain their own records. Expectations and demands are often unable to be met currently.



Records Retention Recommendations

Subject matter experts in the Records Retention Task Force noted that a good, effective, well-managed Records Management Program is essential for effective disaster preparation and response. To protect this valuable resource, the Records Retention Task Force recommends that the state of Iowa undertake certain efforts to meet the needs of public and private institutions around the state charged with the responsibility of records retention and the Iowans who count upon these vital and essential records. Recommendations are presented that address immediate, intermediate, and long-term issues facing records retention to make Iowa stronger, safer, and smarter in the future. The recommendations will each relate back to one of the three priority areas identified by the Task Force: education and communication support, continuity of operations support, and emergency preparedness and response planning. Each recommendation includes a brief narrative explanation and rationale, as well as proposed strategies that may be effective in implementing the recommendation.

1. The state should implement an effective Records Management Program.

- All priorities. A well-planned Records Management Program is essential for planning for future disasters. It is important that the state lead and manage such an effort to ensure leadership, implementation, and quality. In the Program, records retention schedules need to be developed. Recognition that records can and should be destroyed when appropriate must also be stressed. A Records Management Program is also critical for continuity of operations, and provides a tool that entities can count upon when working through issues following a disaster. Finally, a standardized Records Management Program, designed and codified by the state will be an education and communication tool that can be used by all entities to “speak the same language” and learn about best practices for retaining records. This Program would take into account flexibility for local needs and customs.
- Strategies:
 - Conduct a comprehensive review of Iowa code concerning records retention and management.
 - Develop paper and electronic management standards statewide. The University of Wisconsin recently adopted a statewide electronic systems mandate for Regents Institutions that may serve as a model.
 - Provide an updated Records Retention Manual.
 - Develop standards for prioritizing documents and collections in a records retention schedule for all types of records.



- Provide clarifications for records definitions.
 - Set requirements for proper Records Management Programs by establishing a policy that forbids the location of state records storage facilities within floodplains and providing resources to relocate those currently located in floodplains.
 - Explore opportunities to allow trained professionals, especially those located in Regents institutions, in records recovery to offer assistance during state-declared emergencies.
2. The state should design and implement a communication plan educating the public on the importance of vital and essential records, collections, archives, photographs, and other items.
- Education and communication support priority. Many outside entities and the public do not understand the importance of vital and essential records, until access to these records is compromised. Training is needed to educate regarding proper precautions and steps to maintain the integrity of records or plan for and mitigate possible damage to records during a disaster. It is recommended that the state take the lead in educating cities, counties, and private and nonprofit organizations in Iowa about proper records retention procedures and the importance of vital and essential records.
 - Strategies:
 - Produce and disseminate public service announcements regarding the importance of vital and essential records planning for both institutions and individuals.
 - Provide resources and staff support to design and administer specialized training for groups managing records, and collections, such as libraries, cities, and courts.
 - Design educational programs and materials for institutions working with the public on a regular basis. These organizations are on the front lines with the public and are a great resource for fostering an understanding within the public of records retention issues from an institutional and individual perspective.
3. The state should engage institutions charged with maintaining vital and essential records in emergency planning and preparedness.
- Emergency preparation and response priority. In order to engage stakeholders in records retention and management and prepare and mitigate for future disasters, it is important to engage and train using a standardized curriculum. Entities with records retention responsibilities need formalized training in emergency preparedness and response due to the specialized requirements for

responding to disasters involving records. Along with providing information in this formalized way, it is also important to recognize that each entity with records responsibilities is unique and, as such, specialized technical assistance will be needed to support individual organizations.

- Strategies:

- Conduct a statewide, state-sponsored emergency preparedness summit with unique tracks for each of the nine Task Forces. The summit would include opportunities for information-sharing and training resources for records professionals.
- Provide resources for trainings on best practices for emergency preparedness with staff from State Archives and other professionals. This may be accomplished on-the-ground or online.
- Form a statewide team to provide on-the-ground technical assistance in preparing and responding to disasters as it relates to records retention.
- Train county and municipal emergency management professionals on the need to include records retention in emergency preparedness plans. Encourage relationship-building between those responsible for records management and emergency management professionals.
- Explore a Technical Assistance Network (TAN) expansion. This program, funded with reverted funds from Historic Resource Development Program (HRDP) grant projects, provides consultants who provide an assessment of documentary collections, historic buildings, and museum collections and offers technical assistance to be used in developing HRDP grant applications.

4. The state should maximize and encourage opportunities for collaboration among in-state and out-of-state entities and service providers to be called upon during emergencies.

- Emergency preparation and response priority. Throughout Task Force discussions, the group continually noted the lack of available resources and expertise in the state. By fostering collaborations within the state and with surrounding states, entities can best meet emergency needs in a more timely and efficient manner than they would be able to do on their own.

- Strategies:

- Design and implement Records Retention Crisis Response Teams similar to the EMAC system to focus on local level support. Provide support for emergency liability coverage so that assistance can be provided by out-of-state volunteer personnel. Such a response may include automatic mobilization of and resources for identified resources necessary to recover critical



records, like the records recovery lab at The University of Iowa and Iowa State University Library, when a state disaster declaration is issued.

- Encourage records entities to participate in local emergency management planning.
 - Provide state-level support during disasters for records management assistance that includes a 24-hour hotline and the coordination of regional technical assistance teams. Liability issues must also be addressed so that experts may enter a disaster zone to recover records and collections. Work with Homeland Security Presidential Directive 12 on development of a certification program and chain of command policies.
5. The state should secure and coordinate resources for continuity of operations for libraries and other cultural institutions' records management.
- Continuity of operations supports priority. Many entities have a variety of immediate needs that must be met in the first days following a disaster, including securing new locations, moving critical documents and restoring them as required, storing documents and equipment, and staffing. During these critical periods, all entities have a responsibility to the public they serve to continue services, even if service provision at this time may be quite costly. Some costs may be avoided by the sharing of resources and planning between entities statewide.
 - Strategies:
 - Provide resources for transitional facility and storage space for collections and institutions during and immediately following emergency situations.
 - Provide cooperative storage facilities regionally statewide. Explore opportunities to identify “safe grounds” for physical storage.
 - Facilitate employee sharing to meet staffing needs among agencies. This may be accomplished in conjunction with Iowa Workforce Development. Task Force members suggested creating a Works Progress Administration-style program that allows cultural workers to stay working by “swapping staffing” with other cultural institutions needing staff. Cultural organizations that are temporarily closed during recovery and rebuilding would lend idle employees to other cultural organizations, allowing them to complete productive work and learn new skills.
 - Provide emergency resources for conservation labs, ensuring long-term preservation of records, documents, and collections.

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- Provide support for continuity of operations beyond the immediate post disaster periods, recognizing that replacing collections, repairing facilities, and restoring services take time.
- Utilize formal state systems to coordinate grant applications and funding opportunities to mitigate competition among similar agencies for the same funding.
- Establish regional archives offices to provide direct technical assistance and training. One suggestion included housing these offices at Community Colleges around the state.
- Advocate for passage of the federal Preserving the American Historic Records Act (H.R.6056) and pass a legislative resolution in support.





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