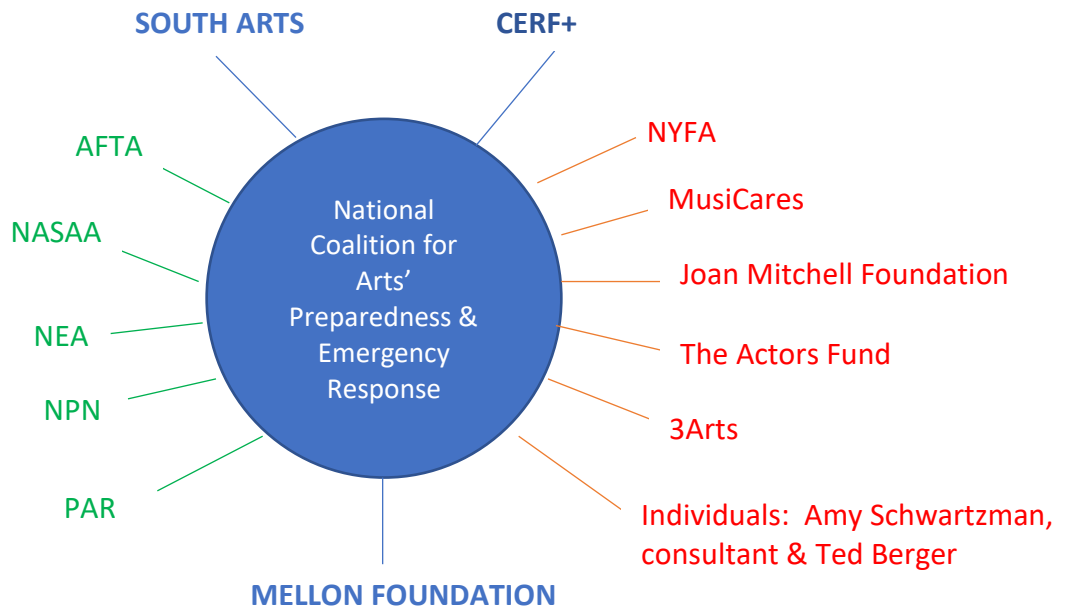




## Outcomes of NCAPER On-Site Steering Committee Meeting of Members



### Taking Action to Move Things Forward

Identifying the gaps, Connecting the Dots, Developing the Agenda

January 3, 2019, 11:30 – 5:00 PM  
The Actors Fund, 727 7th Avenue

Barbara Schaffer Bacon  
Facilitator

# NCAPER STEERING COMMITTEE DISCUSSION GUIDE & NOTES

January 3, 2019

A=Agree ?=Question D=Disagree	<b>NCAPER</b> Mission, Goals and Core Work	Discussion Notes
<p>?</p> <p>Wordsmithing issues which people were asked to ignore for the sake of discussion. These points were taken from existing documents, the websites, proposals, etc.</p>	<p><b>WHAT</b></p> <p>A coalition of national, regional, state and local arts organizations, public agencies, and foundations the NCAPER helps</p> <ul style="list-style-type: none"> <li>• ensure that artists, arts/cultural organizations, cultural funders, and arts businesses have the capacity and ability to respond effectively to disasters and emergencies affecting the arts and culture sector.</li> <li>• serve as the hub around which other arts response and recovery entities – connect and align strategic operations.</li> <li>• advances the Arts Sector is an essential collaborator in broader societal efforts for preparedness, emergency response, and recovery to ensure the resilience of the general community.</li> </ul>	<p>Add: Arts, Culture and arts businesses</p> <p>What happened to the safety net statement?</p> <p>NCAPER is a proactive switching station</p> <p>NVOAD participation</p> <p>Advances the role of the arts in community recovery through the arts...</p>
	<p><b>WHO</b></p> <p>NCAPER’S primary constituency is the existing arts networks in the U.S. (arts service organizations; artist-centered organizations and funders; the NEA, regional arts organizations, state and local arts councils)</p>	<p>Add: artists</p> <p>Need to put NCAPER logo on Steering Committee members websites</p>
	<p><b>HOW:</b> Planning, Networking and Education</p> <ul style="list-style-type: none"> <li>• Provide arts-sector-specific support preceding, during and after disasters through a coordinated system of communication and information sharing for arts responders</li> <li>• support for the development, training, and ongoing education of arts and artists-responders</li> <li>• support and advocacy for readiness during steady-state times to increase resiliency and continuity of operations of the arts sector.</li> <li>• relationships with providers in the emergency services sector for improved disaster service delivery to Art Sector</li> <li>• educate emergency responders regarding the needs of the arts community, through communications and materials during steady-state (non-crisis) periods</li> </ul>	<p>Are these the top 5?</p> <p>Add – working to develop local networks</p> <p>NCAPER should have an AGENDA not a strategic plan</p>

<b>Priority</b> A = ↑high M=medium D = ↓Low	<b>Mellon Capacity Building</b> Work defined in the 2018-2020 grant (or previously planned)	<b>Notes</b>		
A	<b>Infrastructure</b> <ul style="list-style-type: none"> <li>• Solidify coalition form with staff leadership</li> <li>• Establish admin infrastructure</li> <li>• Adopt/test governance plan: steering and leadership roles; membership; working groups and committees; decision making</li> <li>• Pilot membership expansion</li> <li>• Future/sustainability</li> </ul>	Staff hired, now need to update the governance operating model;  South Arts committed to being NCAPER's fiscal agent throughout the grant period, may need to consider 501 (c)(3) development in future.  Networks draw in participation  Expanding membership is a priority		
A	<b>Program</b> <ul style="list-style-type: none"> <li>• Communications and Dissemination <ul style="list-style-type: none"> <li>- Website</li> <li>- Conference visibility</li> <li>- Promotional materials – for PR and membership</li> </ul> </li> <li>• Tools/Guides with video tutorials <ul style="list-style-type: none"> <li>- Cultural Placekeeping Guide (promote, assess, create online tool)</li> <li>- Essential Guidelines for Arts Responders (promote)</li> <li>- Data Collection assessments for artists and arts orgs (use, improve?)</li> <li>- Studio Protector adaptation for performing artists</li> <li>- (Case studies)</li> </ul> </li> <li>• Support Responder Networks <ul style="list-style-type: none"> <li>- Pilot Response Teams and protocols (projected)</li> </ul> </li> </ul>	Change to AGENDA  Tool Revenue plan needs to be understood more clearly. NEDCC maintains the tool and is paid to do so, but NCAPER will receive revenue from subscriptions beyond an agreed upon point/level of participation.		
A	<b>Education and Advocacy</b> <ul style="list-style-type: none"> <li>• Leverage point education/policy opportunities</li> <li>• Cross Sector Relationship building <ul style="list-style-type: none"> <li>- Heritage Emergency Task force (non-member participant)</li> </ul> </li> <li>• Create Act education</li> </ul>	Need to find new stakeholders <ul style="list-style-type: none"> <li>▪ Local/state gov't emergency preparedness</li> <li>▪ Artists – e.g. AFTA working from ground up</li> <li>▪ Locally based foundations</li> </ul>		
	<b>Coalition member key activity in same period</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Actors Fund</li> <li>• NYFA</li> <li>• MusiCares</li> <li>• Joan Mitchell</li> <li>• AFTA</li> <li>• NEA</li> <li>• 3Arts</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• NPN</li> <li>• NASAA</li> <li>• PAR</li> <li>• South Arts <ul style="list-style-type: none"> <li>- Arts Ready</li> </ul> </li> <li>• Cerf+ <ul style="list-style-type: none"> <li>- Studio protector</li> <li>- Responder network</li> </ul> </li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>• Actors Fund</li> <li>• NYFA</li> <li>• MusiCares</li> <li>• Joan Mitchell</li> <li>• AFTA</li> <li>• NEA</li> <li>• 3Arts</li> </ul>	<ul style="list-style-type: none"> <li>• NPN</li> <li>• NASAA</li> <li>• PAR</li> <li>• South Arts <ul style="list-style-type: none"> <li>- Arts Ready</li> </ul> </li> <li>• Cerf+ <ul style="list-style-type: none"> <li>- Studio protector</li> <li>- Responder network</li> </ul> </li> </ul>	
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## Governance Going Forward

### Review 2015 Governance Document

Use space here or make notes on your copy of the Governance doc

Note from Barbara Schaffer Bacon:

The governance document you are reviewing was approved by the Steering Committee in June 2015 after extensive development and review. However, much has changed and been learned as NCAPER and its members have responded to many new disasters. Also, the 3-year Mellon grant provides support for staff and resources for infrastructure and capacity building. It is time for a fresh review and NCAPER has the benefit of having both founding members and new members and six months of staffing on the ground. These can all inform our review.

Here are some things that stood out and should be considered:

- Composition of the steering committee is well defined and probably on target.
- There are some incongruities regarding terms of service and the intent for rotations and attention to diversity.
- With staff now in place, the responsibilities of the co-chairs can be adjusted
- The need for a formal advisory council versus recognized partners and advisors should be reviewed.
- Except that working groups are not called committees, the operating framework described is very “standing committee” like. In some cases, could ad-hoc groups be formed for a purpose and disbanded when the work is accomplished?

Members were asked to keep in mind a coalition, rather than a “501 C3” mindset during individual review & group discussion.

	<p><b>Steering Committee Basics:</b> role, composition, membership requirements, responsibilities, appointment and terms</p>	<p><b>Amy Schwartzman and Lynn Dates will review the existing document and present their findings and suggestions to the steering committee.</b></p>
	<p><b>Staff, Steering Committee, and Co-chair Synergy:</b> roles, responsibilities, job descriptions*</p> <p>*see Job Descriptions</p>	<p><b>BSB added that it is a cumbersome document that is in the past and that a review should be done with that in mind.</b></p>
	<p><b>Advisors, working groups and task forces</b></p> <ul style="list-style-type: none"> <li>• Program: ad-hoc or project-based groups/teams*</li> <li>• Communications: ad-hoc or project-based groups/teams*</li> <li>• Standing Committees: What’s needed? <ul style="list-style-type: none"> <li>- Finance</li> <li>- Executive (Co-Chairs +)</li> <li>- Membership</li> <li>- Governance</li> </ul> </li> </ul> <p>* Individuals or advisory teams; leading or advising staff</p>	<p>Working groups were set-up; each was asked to create its “tasks &amp; responsibilities” for dissemination to the steering committee as a whole and to operate without reliance on staff help. It was decided that colleagues outside of NCAPER could be included within these working groups or committees depending on the need.</p>
	<p><b>Decision making, budget oversight, policy and protocols</b></p>	
	<p><b>NCAPER Membership (Mollie)</b></p>	
	<p><b>Capacity and sustainability</b></p> <ul style="list-style-type: none"> <li>• Future Funding</li> </ul>	

## Work Groups as of 1/3/19

Unassigned members are asked to declare their interest in serving on one of the following working groups:

Membership	Suzanne Wise, Chr. Mollie Quinlan-Hayes Eddie Torres (GIA) – to be invited Mitch Menchaca (Phoenix Arts)– to be invited Stephanie Atkins Jan Newcomb
Transition	Ted Berger Barbara Davis Mollie Quinlan-Hayes, Chr. Barbara Schaffer Bacon – has accepted Jan Newcomb
Agenda (formerly Programs)	Tom Clareson Ruby Lopez Harper Jennifer Leff Cornelia Carey Jan Newcomb
Governance Review	Amy Schwartzman, Chr. Lynn Dates
Fundraising	Susie Surkamer, Chr. Tom Simplot
Marketing/Communications	Mirielle Clifford. Chr. Andi Mathis Rose Parisi Lynn Dates





