COLLABORATIVE SOLUTIONS
Shaping Meaningful Disaster Response

GRANTMAKERS IN THE ARTS CONFERENCE

NOVEMBER 5, 2023
ARTISTIC RESPONSES TO DISASTERS

Chemi Rosado-Seijo, Artist
Living and Working in the Permacrisis: 

The Constant and Compounding Nature of Disasters in the Arts

Tom Clareson, Performing Arts Readiness

November 5, 2023
Types of Disasters

Natural

• Floods, hurricane, sleet/hail/ice, tornado, blizzard, earthquake, tsunami

Technological

• Transportation incidents, building and electrical failure, hazardous materials

Civil

• Terrorism, vandalism, warfare, bombs
How Disaster Impacts Arts/Culture

- Loss of Capacity
- Loss of singular creative works
- Damage to Property
- Loss of Facilities
- Loss of Income
- Health Issues
Emergency Management

Mitigation → Preparedness → Response → Recovery → Relief
First Responders and Arts Responders

First Responders we work with:
- Police, Fire, EMS
- Local and County OEM
- State Office of Emergency Mgmt.
- FEMA
- VOADs/COADs
- Hospitals
- Public Health Departments

Arts Responders & Artists:
- Organizations that respond to the needs of the arts community in a disaster AND
- Artists and organizations that utilize the arts to aid in emergency response and community recovery

Services include:
- Information provision
- Networking
- Financial Assistance
- Education
- Advocacy
- Arts Experiences
FEMA Doesn’t Take Care Of It All...

Disruptive Occurrence

Assessment ► Relief ► Response ► Recovery

FEMA Assistance 30-60 Days
Includes food, shelter, facilities & other immediate needs

Return to Regular Operations
Partners Promoting Readiness, Response & Recovery for the Arts

Arts Partner Organizations

Planning Tools & Resources

Advocacy & Networking

Training, Resources & Funding

Heritage Emergency National Task Force

The Artists Safety Net
2023 GIA PreCon: Collaborative Solutions
Our World is Changing

We need to learn to:
• Adapt quickly
• Be more human-centered
• Create resilient communities

• Climate Crisis
• Natural Disasters
• Human-made disasters
• Threat to public health
• Divided communities
The creative sector is often overlooked in a crisis.

- Includes the unique people, business, history, places, and events that make your community special.
- Can help community see hope and history.
- Can help communicate with whole community and under-resourced groups
Creative Economy includes:

- Advertising
- Architecture
- Art
- Craft Beverages
- Fashion
- Design – product and graphic
- Culinary Arts
- Crafts
- Film
- Music
- Performing Arts
- Publishing – print books, audio, and ebooks
- Video games
- TV and Radio
- Toys and Games
- Software
- Cultural Heritage
- Parks & Trails
- Campuses & Libraries
- History & Art Museums
- Galleries & Music Venues

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Federal Investment in Preparedness

Creative Sector is not prioritized
Emerging National Network

Creative Sector: Crisis Analysis & Mitigation Coaches

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CAM Coaches

Train nationally. Work locally.

• Disaster cycle & emergency management protocols
• Facilitation Skills
• Coaching Skills
• Build the Network

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Grow Community Readiness

Inspire
• Hope
• Empathy
• Diverse community voices
• New leaders
• Prepared and embracing Readiness

Gather Often

Learn

Do
## Air Community Development Process & Programs

<table>
<thead>
<tr>
<th>Step 1: Engage</th>
<th>Step 2: Gather</th>
<th>Step 3: Shift</th>
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</thead>
<tbody>
<tr>
<td><strong>Assessing local interest &amp; building enthusiasm</strong></td>
<td><strong>Building new local readiness network</strong></td>
<td><strong>Designing small, community-led mitigation projects</strong></td>
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<tr>
<td>It begins with community outreach, followed by a two-hour workshop to spark understanding and collaboration between creative and emergency management sectors and individuals.</td>
<td>Expand partners and meet regularly to share resources, develop community preparedness and readiness plans, and identify mitigation topics for Shift Mitigation Workshop.</td>
<td>In a multi-day, hands-on workshop, Air Certified Facilitators help small teams use collaboration skills, design thinking, and business planning to create small, locally implementable mitigation projects.</td>
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Workshop Purpose

Build deep relationships and trust between the emergency management and the arts and creative sectors to build stronger, more resilient, ready communities that serve everyone well.
Community Objectives

1. Create a local network that includes both local emergency management and creative sectors.
2. Build and strengthen grassroots community awareness of and participation in emergency management cycles and systems.
3. Develop and expand community-led preparedness and mitigation projects using the arts and creativity.
Mitigation Phase

Reduce Future Disaster Impacts

• Plan and implement after recovery when things are calmer – blue sky time
• Projects focus on better serving people or communities who didn’t get help
• Projects can involve infrastructure investments
Community Collaboration Mitigation Project

- Address local preparedness or mitigation issue
- Include people who don’t work or play together
- One-year timeline
- $25,000 or less
- Can happen with who and what you already have!
- Leads to bigger projects

Small scale projects are low risk and can succeed quickly
D.C./Maryland/Virginia (DMV) Metro February 9-11

Goal: Post COVID, mitigate the next health care emergency with a regional project that is locally implementable.

• Teams identified problems uncovered by the COVID pandemic
• Both teams designed pilot, demonstration projects that can be replicated.
2023 Shift Mitigation Workshops

DMV Metro Team Blue

**Goal:** Address trust issues with emergency management agencies

**Project:** Street fair serving a Baltimore distressed neighborhood
  - Live local music, art, and food
  - Emergency management and social service agency booths with free swag
  - Raffles & attendance prizes
DMV Metro – Team Orange

**Goal:** Address food insecurity

**Project:** Community garden serving distressed Baltimore neighborhood with elementary school and assisted living facility

- Existing city owned land
- Classes about growing and preserving food
- Art activities in the garden
- Cross generational activities
- Donations of food to elderly
Goal: Mitigate coastal erosion and climate change

- Teams identified problems uncovered by Hurricane Ida
- Both teams designed pilot, demonstration projects that can be replicated.
Goal: Mitigate communication issues during hurricane

Project: Radio Station & data collection project

- Existing high wattage radio station has been designated for official emergency updates during disasters
- Local DJs, ministers, and music provide hope
- Churches organizing volunteer effort to collect names and needs for all residents in Parish.
- Crank radios to incentivize sharing data
Houma, Louisiana – Meet Me at the Tree

**Goal:** Mitigate communication issues during hurricane

**Project:** Prototype a 15’ tall CAT5 safe metal tree sculpture for one Bayou community in Terrebonne Parish.

- Meeting place & charging station – generator and direct power supply
- Loudspeaker and lights (will broadcast Tune In Terrebonne)
- Designated supply distribution center
- Fundraiser includes leaf tiles with family names

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City of St. Louis & Mississippi River Communities

**Goal:** Increase emergency management and planning agency budgets to include staff to serve the creative sector and under-resourced cultures and communities

**The work:**
18 month process including: discovery related to climate resilience and migration opportunities, community network development, Air and other arts focused workshops, and policy development
The Shift: How do you need to change the way you think about and fund emergencies & disasters?
How could you help scale this work nationally?
Beyond the Arts –
Do you have partners or funding arms that could amplify or leverage this work or your investments?
Collaborative Solutions: Shaping Meaningful Disaster Response

Gretchen Ruiz Ramos

Revisiting Pasts to Build the Future
Grantmakers in the Arts Annual Conference
November 5, 2023
San Juan, Puerto Rico

Community brigade in Comerío, Hurricane María relief efforts.
Waiting for María, Wednesday, September 19, 2017, 11:01pm
San Juan, Puerto Rico

Hurricane María crossing Puerto Rico, NASA
Hurricane María aftermath in Old San Juan, Ciales, Isabela, and Aguadilla.
A couple of weeks after the impact of Hurricane María in Puerto Rico, led a grassroots community movement creating the Post-Maria Relief Off the Grid Puerto Rico fundraising campaign (Oct. 2017-Sept. 2018).

Collaborators: individual donors and volunteers, Concalma, NYC artists Stakes to Art Benefit.
Post-Maria Relief Off the Grid Puerto Rico

A focus on providing sustainable kits with solar lamps, solar chargers and panels, rechargeable radios and fans, mosquito nets, and drinking water to communities in need.

Distributed care packages sent from friends and random strangers who wanted to help. Created an Amazon wish list for those who preferred to buy directly instead of donating money.
Kits were delivered in a door-to-door effort and distributed in places where communities gathered. Educated about solar power and showed survivors that there were people who cared for their well being. Some just needed someone to talk with. In the pics: efforts in Comerío, Las Marías, Humacao, Yabucoa, Vieques and representatives from the deaf community, which we also contributed to.
Bringing the artist community together, one year after hurricanes Irma and María impacted Puerto Rico.

*Action and Reaction: Lessons Learned, One Year After María.* Artists and cultural stewards panel who responded in front of the crisis. September 2018.
**Arts Recovery**

Implement an integrated strategy to help artists and arts organizations recover while supporting Puerto Rico’s economic and emotional recovery. Options include recovery grants, workspaces, global arts exchange programs, preparedness and recovery training, an arts tourism service sector, and arts outreach to facilitate community recovery.

**Potential benefits:** Helps artists and arts organizations resume practice and livelihoods, reduces future recovery costs and time, and promotes sustainability and resiliency of the arts.

**Potential upfront costs:** $5 million in estimated upfront costs

**Potential recurring costs:** $6 million in estimated recurring costs

**Potential total costs:** $10 million in total estimated costs

**Potential funder(s):** DOC EDA, IMLS, NEH, NEA, NARA, private sector, nongovernment sources

**Potential implementer(s):** Government of Puerto Rico, ICP, HENTF, private foundations

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**Context:**

*Arts Recovery*, one of the Courses of Action from PR’s Government Recovery Plan, Natural and Cultural Resources COA 2, Published, 2018.
NGO Founded 2010 – Obtained 501c3 and 1101.01

Mission to empower Puerto Rican artists and foster their economic development through art exhibitions, workshops, conferences, research and cultural exchange. Our vision is to promote a resilient artistic community while educating the public through the arts.

NGO Founded 2019 – Obtained Performing Arts Readiness Network Grant

Mission to advise, inform and educate public and private entities responsible for the management of documentary, cultural and heritage collections in Puerto Rico on planning, prevention, preparedness and response in case of emergencies that threaten the well-being of the resources under their custody.
Co-founded by graduates from the Heritage Emergency and Response Training offered by the Smithsonian Cultural Rescue Initiative and FEMA’s Heritage Emergency National Task Force.

Photos: Pocket Emergency Response Plan workshops island wide.

linktr.ee/acepuertorico
Pitirre Proyectos earthquake fundraising and recovery efforts in 2020 to aid communities in the southwest of the island.

Collaboration with *Costureres Unides* on mosquito nets and sleeping bags construction and distribution.
Pitirre Proyectos Hurricane Fiona 2022 response. Artist targeted fundraising efforts, identified needs and delivered solar kits for continuity of operations to artists in the mountain regions and the south including municipalities of Orocovis, Yauco, Ponce, Guayama and San Juan.

Collaborators: Google, I Am Rescue Kit
Developed and conducted two two-hour courses for the Emerging Arts Readiness Program led by the Center for the Creative Economy including:

- Management of Infrastructure: A Look at the Artisans Workshop
- Resiliency in the Workshop and in the Artist’s Career

Courses were offered in Spanish to 18 Puerto Rican craft artists, sponsored by CERF+ and the Windgate Foundation.
SUSTAINABLE COMMUNITIES & ACCESS TO THE ARTS

2023 Pitirre Proyectos collaboration with Alejandro Tapia y Rivera public school and La Parguera community in the southwest of Puerto Rico.

- Build Power, Portable Solar Generators
- Access to the Arts for the Youth
- Cine Solar Rodante
- Center for Cultural Response – Member of participative design team

Collaborators: Footprint Project, Defend PR and residents of the community.
GRETCHEN RUIZ RAMOS

Arts Responder / Cultural Manager / Photographer

Specialized Certifications & Trainings:

• **Heritage Emergency and Response Training**
  Smithsonian Cultural Rescue Initiative & FEMA Heritage Emergency National Task Force, Washington DC

• **Save Your Family Treasures Training**
  FEMA Heritage Emergency National Task Force, Emmitsburg, MD

• **Leadership Course for Cultural Heritage Stewards in Challenging Circumstances**
  Cultural Emergency Response and Smithsonian Institution, The Netherlands

• **Crisis Analysis & Mitigation (CAM) Coach Certification & Training Program**
  Air Collaborative and National Coalition of Arts’ Preparedness & Emergency Response, Virtual

¡GRACIAS! THANK YOU!

ANY QUESTIONS?

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gretchenfoto@gmail.com
RELIEF & RESPONSE SYSTEMS/NETWORKS/HUBS

Jan Newcomb, NCAPER
Chemi Rosado-Seijo, Artist
Cultural Response Hubs
Motivation:

Art + Community response

Social cohesion  Mental health during disasters  Challenges faced by artists and art organizations
Objectives

• Strengthening community preparation and response to emergency and disaster events through the development of support services and resilient infrastructure.

• Promote mental health as a fundamental part of a community response to emergencies and natural disasters, through arts and culture programs.

• Support the continuity of service provision for cultural centers and organizations after emergencies.

• Support the continued income generation of artists and cultural practitioners during emergency situations.
Evaluation Process

- Frequency and diversity of services and artistic offerings
- Previous experience and track record in supporting communities after emergencies
- Relationship with surrounding geographical communities
- Human Capital (organizational team, board and volunteers)
- Collaboration capability
- Representation of regions further from "Community Resilience Hubs"
Pre-survey insights

• Five of the six organizations reported that their group or the artists they work with have lost income during previous emergencies.

• Five of the six organizations stated they do not have a plan for the continuity of their operations after an emergency.

• Five of the six organizations had not met with community leaders or emergency management officials to discuss their role during an emergency.

• None of the organizations currently store emergency supplies in their facilities.

• Most of their organizations mentioned they do not currently have an established plan to support mental health and vulnerable populations during or after an emergency.
Benchmark projects and mentors
Participatory design workshops:
Risks and hazards + priority challenges and populations
Participatory design workshops:
Infrastructure design and improvements
Support services during emergencies
Emergency art program
REPICA EL NO A LA JUNTA

Cantando consignas al ritmo de plena, miles se expresaron ayer contra la medida propuesta por el Congreso para combatir la crisis fiscal del país.
MÁS POBRE
LA ISLA

Datos del Censo y expertos afirman que 80% de hogares se encuentra por debajo del nivel de pobreza al cierre de 2012.

Más de 10 familias refieren que la crisis repercute en su pedagogía escolar e inseguridad.

Arranca la SANSE
**QUE ES EL PROYECTO / POR QUE VERDE**
Convertir la comunidad "El Cerro" en una obra de arte, pintando las casas para hacer un cuadro gigante real al estilo paisaje como nunca antes visto en la historia. Hacer una pintura en homenaje a la forma que tiene la comunidad, y como se ha construido con la forma de la montaña. Por eso se usarán los colores de la montaña.

**QUIEN LO ORGANIZA**
M&M Proyectos, organización sin fines de lucro, voluntarios de diferentes partes de PR y vecinos del Cerro voluntarios.

Se está preparando un libro y una película documental y un "post card" turístico del proyecto.

Luego se presentará el libro y película documental (en la televisión, galerías de arte, museos y en la comunidad), y se distribuirá en Puerto Rico, España, Francia, Costa Rica, Colombia, México, Cuba, Inglaterra y muchos más... Se regalará el libro a costo de las casas participantes.

**CON LA COOPERACION DE LA COMUNIDAD Y VOLUNTARIOS**
Hemos logrado pintar aprox. 35% de las casas.

**AHORA HACES FALTA TU** para lograr que EL CERRO se convierta en una gran pintura mural que marcará este momento histórico. Contribuyendo a demostrar que Aquí en El Cerro la comunidad puede hacer grandes proyectos.

**NECESITAMOS TU COLABORACION** para terminar el proyecto, y poder hacer el libro, la película del proyecto y el "post card" turístico.

Recibiremos la visita de personas de diferentes países del mundo (OCTUBRE)

**NOS PUEDES AYUDAR ... COMO?**
Pintando o dejando pintar tu casa
Como voluntaria/a ayudando a pintar otras casas
Dando talleres a la comunidad
Donando pintura
Adoptando una casa
Programa de Planificación Integral de la Resiliencia Comunitaria con Siete comunidades de Puerto Rico
10 de agosto de 2023
Encuentro Comunitario Fase 3 Planificación: El Cerrito, Naranjito
Type of Organization

- Nonprofit
- Public Agency-State
- Private Foundation-Ind
- Public Agency-Local
- National Partner
- Other
- Community Foundation
- Private Arts Business
- Private Foundation-Family
Constituents

- Arts Orgs
- Arts Orgs & Ind Artists & Schools
- Individuals
- Other
- Arts Orgs & Ind Artists
- Ind Artists
- Variety of orgs
Readiness Planning Perceptions

Your own experience with readiness planning for your organization

- Agency under a master plan
- I'm unaware/not involved
- Not on my org's radar
- My org experienced crisis with no plan
- My org has talked about it, no plan yet
- My org has plan, not reviewed in year+
- My org has up-to-date plan, have not had to use it
- My org has up-to-date plan, it helped in emergency
Your own experience with readiness planning for your constituents

- Responded satisfyingly to a crisis
- Provided guidance and responded to specific crisis
- Have not given much consideration
- Give planning guidance to constituents
- Expect constituents to have plan
- No constituent response plan/no need yet
Could your current systems be directed and deployed to respond to a crisis?

- Could respond rapidly
- Could find way to respond quickly
- Would take significant time to respond
- Would not become resource for response/recovery
Your level of awareness about readiness/response/recovery in the arts sector

<table>
<thead>
<tr>
<th>Level of Awareness</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>9</td>
</tr>
<tr>
<td>Moderate</td>
<td>14</td>
</tr>
<tr>
<td>None at all</td>
<td>3</td>
</tr>
</tbody>
</table>
How strongly you believe your organization should play a role in readiness/response
Grantmaking Response During COVID

Did you adjust your grantmaking during the COVID-19 pandemic?

Yes  No
Types of Adjustments

- Increase grantmaking
- Maintain level of grantmaking
- Reduce grantmaking
- Suspend grantmaking
- Shifted to emergency grants
- Had no grantmaking
Shifts in Grant Allocations

- Increased $ to ind artists
- Maintained existing justice/equity...
- Added/increased emerg grants
- Increased selected grants
- Other redirection of $
- Rec’d/distr’d federal relief funds
- Secured additional $
- Shift some $ to racial/social justice and equity
- Shift all $ to racial/social justice and equity
- Shift some $ to COVID-relief programs
- Shift all $ to COVID-relief programs
### Grant Program Adjustments

<table>
<thead>
<tr>
<th>Adjustment</th>
<th>Graph</th>
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<tbody>
<tr>
<td>Extend grant periods</td>
<td><img src="image1.png" alt="Graph" /></td>
</tr>
<tr>
<td>Extend reporting periods</td>
<td><img src="image2.png" alt="Graph" /></td>
</tr>
<tr>
<td>Project $ can be used for GOS</td>
<td><img src="image3.png" alt="Graph" /></td>
</tr>
<tr>
<td>Flexibility within existing grants</td>
<td><img src="image4.png" alt="Graph" /></td>
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<tr>
<td>Provided supplementary grants</td>
<td><img src="image5.png" alt="Graph" /></td>
</tr>
<tr>
<td>Created emergency relief programs</td>
<td><img src="image6.png" alt="Graph" /></td>
</tr>
<tr>
<td>Removed matching $ req't</td>
<td><img src="image7.png" alt="Graph" /></td>
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<tr>
<td>Launched artist relief fund</td>
<td><img src="image8.png" alt="Graph" /></td>
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<tr>
<td>Allow virtual/other delivery</td>
<td><img src="image9.png" alt="Graph" /></td>
</tr>
<tr>
<td>Waive reporting requirements</td>
<td><img src="image10.png" alt="Graph" /></td>
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Communicating and Working with Other Funders

- Confer so grantmaking would not duplicate/would complement others
- Participate in pooled-funder grant program
- Received Emergency relief funding
- Managed with online groups
- Communicated but did not "confer"/collaborate
- None of these or N/A
Other Adjustments

• Readiness planning is something we think about in terms of our grantees and the field, not ourselves. Perhaps we should consider both!

• One program officer includes readiness in her portfolio of work—NJCAR and arts readiness

• We have developed a customizable disaster assessment tool kit for our grantees

• The St. Louis Arts Community did a great job advocating for ARPA funds
Risk Assessment

Overall, the most critical risks were:

- Loss of Revenue (21 respondents rated this High)
- Personnel Loss (20 respondents rated this High)
- Constituent(cy) Crisis (19 rated this High)
- IT-Data Loss/Breach (18 rated this High)
Risks most frequently rated as Moderate were:

Program Interruption/Cancellation

Communications Crisis

Loss/Damage to Facilities
Risks generally rated Low were:
Loss/Damage to Facilities
Communications Crisis
Other
Examples of Other risks included:

- Physical security break that affects patron/staff safety in gallery (such as an active shooter) is perhaps the risk most present on my mind
- Post-traumatic stress to an event to personnel and constituents
- We are so small, and totally volunteer, any loss is a great impact; our very small org’s programming and grantmaking is deeply dependent on just a few staff members so the risk is very concentrated.
- Retaining long-term staff / Losing institutional knowledge upon retirement(s).
- Cyber scam
- Political - Change in law or regulatory environment; should the NEA ever be eliminated, it would signal a major crisis for my organization and our key stakeholders.
- Losing trust of our constituency
- Crises amongst our grant partners and/or our focus region
- It is always hard to prepare for the unknown.
REFLECTIONS AND WHAT’S NEXT
THANK YOU!