

INTRODUCTION

In 2020, which was perhaps the most difficult year of our lifetimes, the National Coalition for Arts’ Preparedness & Emergency Response (NCAPER) found itself well-positioned and able to stretch its capacity to assist artists and other arts and cultural organizations in coping with the transition from a normal response mode to a new way of operating and engaging. NCAPER became a vital voice in discussions on advocating for relief funding, closing, and reopening strategies, and re-imagining programming delivery and timing. NCAPER was at the table.

Since 2018, with a \$500,000 40-month grant from The Andrew W. Mellon Foundation, NCAPER accomplished important milestones in building organizational capacity and brand identification ranging from our many facilitated calls after hurricanes and wildfires to participation in webinars, conference presentations, office hours and educational lectures with partner organizations in preparedness: ArtsReady, CERF+ and the Performing Arts Readiness (PAR) project, . In addition, NCAPER’s website hits and social media following increased exponentially since they were launched in late 2018 (see the social statistics page at the end of this report.) NCAPER continued to develop, publish and disseminate information resources for arts organizations on preparedness, response, and recovery best practices and relief fund opportunities. With the arrival of the COVID-19 global pandemic resulting in work to be accomplished virtually, NCAPER became a stronger voice in national policy and advocacy discussions.

ACTIVITIES and ACCOMPLISHMENTS

The NCAPER Steering Committee met onsite in NYC on January 23 with facilitator, Barbara Schaffer Bacon, and then virtually four more times throughout the year. In addition, four working groups 1) Artists’ Working Group met 3 times; 2) Organizations’ Working Group met 3 times; 3) Resource Working Group met twice; and 4) Creative Workers & Disaster Relief Working Group met twice.



Members of NCAPER Steering Committee at The Actor’s Fund 1/23/2020.

MARKETING & COMMUNICATIONS and ADVANCEMENT

- **Website and social media accounts:** www.NCAPER.org, [Facebook.com/ncaper](https://www.facebook.com/ncaper), [@NCAPER3](https://www.instagram.com/ncaper2006), [Instagram.com/ncaper2006](https://www.instagram.com/ncaper2006). Since March 2020, over 85 artists and representatives of arts organizations have contacted NCAPER asking for assistance; responses to these requests have been assessed and handled by NCAPER staff by redirecting people to organizations such as CERF+, PAR and funders who offer financial and other assistance. M. O'Toole retweets, reposts, and generates new communications almost daily in an effort to gain more followers of NCAPER. (See year-end statistics on page 5.)
- **Cultural Advocacy Group:** J. Newcomb was asked to join this network of national arts service agencies and funders working to influence legislation to support the arts. The group meets regularly and has developed briefs to advocate for Congressional support of bills that include funding for NEA, NEH and artist and arts organization pandemic relief packages.
- **COVID-19 Artist Working Group, convened by the Tremaine Foundation,** NCAPER staff and steering committee members serve on this national network of artist relief funders, that has met 33 times since March.
- **Heritage Emergency National Task Force:** NCAPER became a member of HENTF and J. Newcomb serves on the HENTF Asset Mapping Working Group, chaired by Andrew Robb, Head, Special Format Conservation Section Conservation Division, Library of Congress.
- **NJIT Creative Placemaking Program** – M. O'Toole participated for 90 hours of instruction to earn a certificate in Creative Placemaking. The instruction demonstrates the value of creative placemaking as a tool for members of the arts sector and community planning and development to build partnerships in local communities.

GRANTS

The Andrew W. Mellon Foundation

In February 2020, Susan Feder, Program Officer at the Mellon Foundation, asked NCAPER to revise its proposal and budget to include the extension of the grant period from April 30, 2021 to December 31, 2021. The following modifications to the NCAPER Capacity Building grant from The Andrew W. Mellon foundation were proposed to reallocate underspent funds of \$152,758 during the first two years of the grant period and update how the total remaining funds of the grant, \$325,040, are allocated to support expenses including an eight-month no-cost extension period and matching funds for a newly received National Endowment for the Arts grant. The following modifications were approved by the Mellon Foundation in May 2020:

- An eight-month no-cost extension of the grant period from April 30, 2021 to December 31, 2021.
- Modification of the original proposed activity, SWAT Response Team, to a **Crisis Analysis & Mitigation Coaching Network** that provides organizations/artists immediate access to virtual crisis analyses with one-on-one follow-up assistance (up to five hours with experts in the areas of need such as fundraising, crisis communication,

facilities operations, etc.). The name change from SWAT, which denotes a military or law enforcement response to threats such as terrorism, to **Crisis Analysis & Mitigation Coaching Network** better describes the human-centered, community-building approach that trained teams will use when deployed to localities with devastated arts sectors that need to be empowered with turnaround strategies. Twelve coaches, two from each region in the US, will be identified from professionals in the field with broad knowledge of the arts, and trained in assessment and facilitation during a virtual workshop in June 2021 developed and conducted by AIR Institute. The training will be followed by three onsite workshops in disaster-prone regions of the country (Baton Rouge, LA; Puerto Rico and California) beginning in September 2021 in order for the coaches/facilitators to gain real experience. The network of coaches will be available to participate in future crisis analyses and deployments when needed.

- Reallocation of \$26,500 of grant funds to match funding from the National Endowment for the Arts (NEA) toward the publishing of arts-friendly field guide adaptations of FEMA and other federal agency guidelines, and to support the review and documentation of resources, case studies, and other information on the effectiveness of NCAPER's Cultural Placekeeping Guide to be delivered as an addendum to or an updated version of the publication. Grant funds will support the contracting of researchers, writers, graphic designers; printing and distribution) to be incurred in the development of arts-friendly guides that translate FEMA and other federal agency guidelines.

National Endowment for the Arts

In March 2020, South Arts in collaboration with NCAPER was awarded \$26,500 to research and create a written guide for the arts sector that translates FEMA guidelines and those of other agencies regarding regulations, procedures, and forms to be used before, during, and after a declared natural disaster. The project also included a review and documentation of resources, case studies, and other information including the effectiveness of the Coalition's Cultural Placekeeping Guide as an assessment of the arts sector's state of resilience.

Grant Activities and Deliverables to date:

- The FEMA Field Guide RFP was developed and announced in early November resulting in two proposals that were reviewed by an NCAPER ad hoc committee. In early December, Claudia Bach of AdvisArts was selected to develop and produce the FEMA Guide; her work will begin in February 2021. Jack Heide from FEMA's Region II Lori Foley of HENTF and Amy Schwartzman join J. Newcomb on the project oversight committee.
- An evaluation project begins in February 2021 to measure the effectiveness of the cultural preparedness networks by evaluating the self-help emergency action networks created under the guidance of the Cultural Placekeeping Guide (CPG). Amy Schwartzman, the author of the CPG will be contracted to produce Part I of the project which will be a reflection piece from her perspective as the author of the Cultural Placekeeping Guide. Part II, analysis and suggested revisions will be contracted in June 2021.

- **Crisis Analysis & Mitigation Coaching Network training.** Jan Newcomb and Beth Flowers have been meeting weekly since October to establish a framework and content for the AIR Training for arts recovery and mitigation professionals. We have talked with Jack Heide from FEMA's Region II who has agreed to serve on an advisory committee in addition to Lori Foley of HENTF. Renee Chatelain, Executive Director of the Greater Baton Rouge Arts Council has agreed to serve as a site host for one of the Mitigation Workshops. Two additional sites - California and Puerto Rico - have yet to be determined. A project oversight committee needs to be formed in January to begin the process of identifying the twelve facilitators and the additional sites.

PUBLICATIONS, PROJECTS & PRESENTATIONS

Publications:

- **NCAPER Recommended Principles for Arts Funding in the COVID-19 Crisis and in Other Crises**, April 2020, principal author, Amy Schwartzman.
- **Coordination and Data-Sharing Support: The Equitable Delivery of Financial Aid and Other Services After Disasters**, June 2020; Amy Schwartzman, Principal Author, NCAPER Task Force contributors: Ted S. Berger, Kay Takeda, Tom Clareson, Ruby Lopez Harper, Jan Newcomb.
- ***Maintaining Your Momentum During a Long-Term Crisis*** by Janet Newcomb, Mollie Quinlan-Hayes, and Thomas F. R. Clareson, published by Chorus America in *The Voice*, Fall/Winter 2020 issue.

Projects – in addition to the grant funded projects:

- **Arts Organizations at a Crossroads (OAX)** Mollie Quinlan-Hayes was contracted to further develop the that came out of NCAPER's Organization Working Group. OAX focuses on existential crises and decisions faced by nonprofit and for-profit arts organizations, as distinct from topics of reopening, developing COVID-safe programming and navigating governmental and private funding opportunities.
- ***Pivoting During the Pandemic*** webinar was co-produced by NCAPER and New York Foundation for the Arts on October 23, 2021. Additional support was provided by the Arts and Business Council of Boston and Pro Bono Committee of New York State Bar Association's Entertainment, Arts, and Sports Law Section (EASL).

Presentations

- Tom Clareson of the Performing Arts Readiness project and Jan Newcomb conducted office hours for members of Dance/USA (Dance Theatre of Harlem, Alvin Ailey Dance Company, Gibney Dance, Axis Dance, and others) to assist them in pandemic-related issues about reopening and sustaining operations. In addition, NCAPER has partnered with PAR in developing and delivering over the summer a three-credit course on Disaster Preparedness for graduate students at Baruch College. In addition, we have delivered lectures on preparedness planning, business continuity and risk assessment to arts management students at 10 colleges and universities throughout the country and Canada.

NCAPER 2020 Website & Social Media Stats

Website	2019	2020
Contact forms/contact list		1121
Site members		66
Site sessions/visits (increased 1,478%) <ul style="list-style-type: none"> ▪ Up to 450/day mid-March to April ▪ 6,294 site visits in March ▪ 11,542 site visits in April/May 		11,968
Visitor retention		87.31%
Average Session Duration		14.46 minutes
NCAPER Blog shares	0	28 times
Blog views	1-17 views/blog	56-285 unique views/blog
Facebook	2019	2020
Followers	36	261
Total page likes	42	235
Posts		422
Post reach average		70 ppl
Twitter	2019	2020
Followers	41	88
Total impressions	121 – Dec. 2019	2.9K in March 5.6K in April
Engagements – more than doubled		43
Retweets – more than doubled		25
Instagram*	2019	2020
Followers	21	91
Highest post reach – need to reach 100 to get analytics		68 impressions
Unique posts		4 times shared
Interactions with NCAPER posts		30

Notes:

- This is a very photo/video heavy platform – hard to make headway without unique content /professional photos and graphic design.
- Creating individual videos of SC members with NCAPER messaging and/or having IG takeovers of our account could help but the SC has not engaged with these ideas.