

GRANTMAKERS IN THE ARTS CONFERENCE

# COLLABORATIVE SOLUTIONS

Shaping Meaningful  
Disaster Response

NOVEMBER 5, 2023



# ARTISTIC RESPONSES TO DISASTERS

Chemi Rosado-Seijo, Artist



# **Living and Working in the Permaccrisis:**

**The Constant and Compounding Nature of Disasters in the Arts**

**Tom Claeson, Performing Arts Readiness**

**November 5, 2023**

# Types of Disasters

## Natural

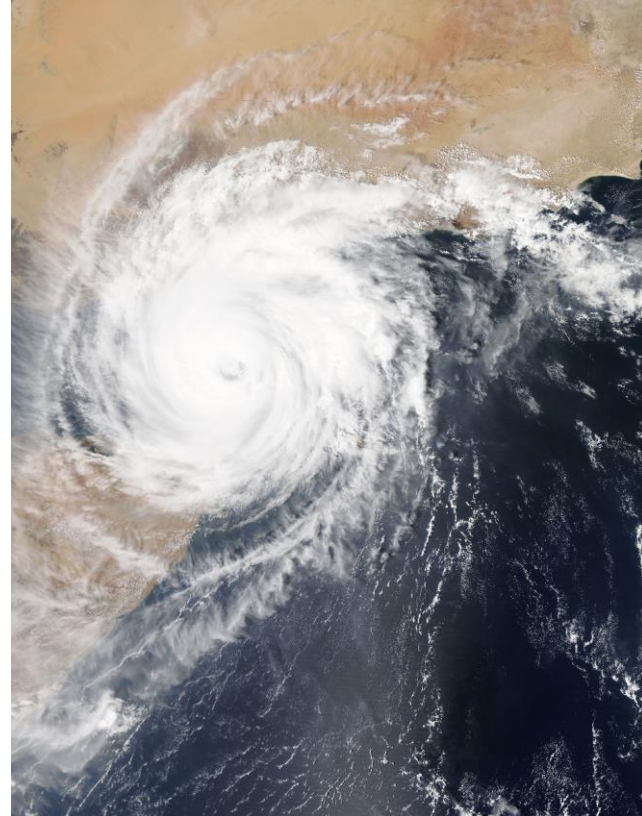
- Floods, hurricane, sleet/hail/ice, tornado, blizzard, earthquake, tsunami

## Technological

- Transportation incidents, building and electrical failure, hazardous materials

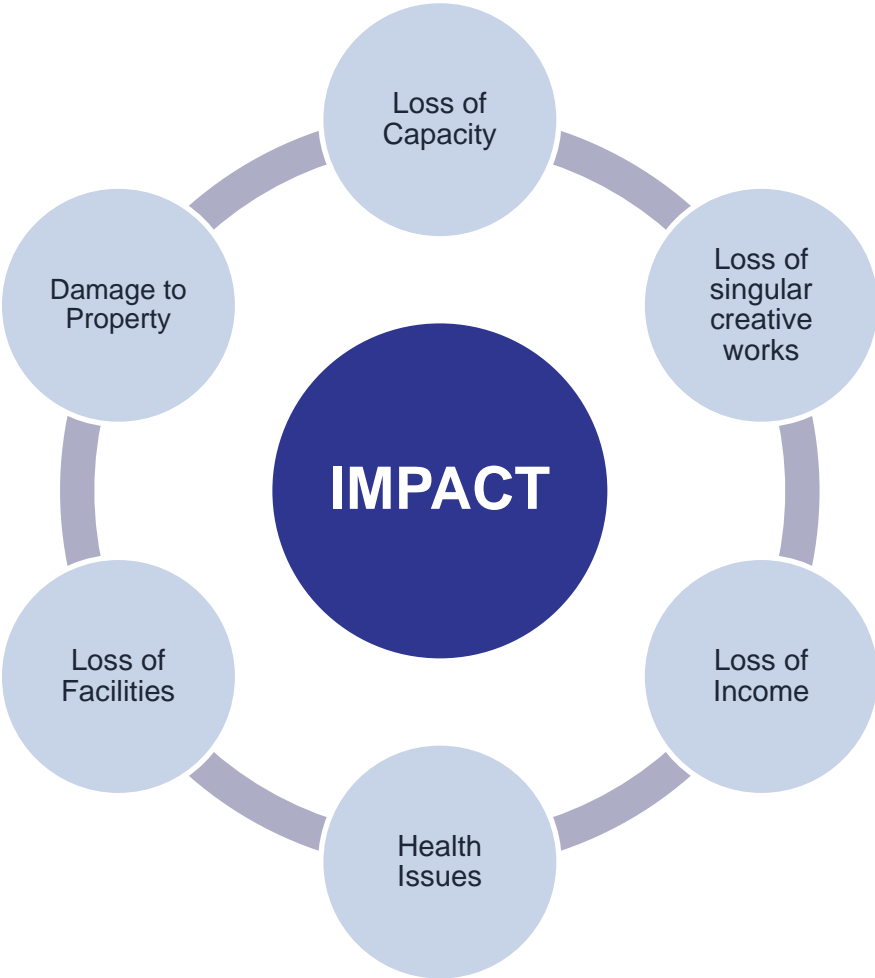
## Civil

- Terrorism, vandalism, warfare, bombs





# How Disaster Impacts Arts/Culture



# Emergency Management



# First Responders and Arts Responders

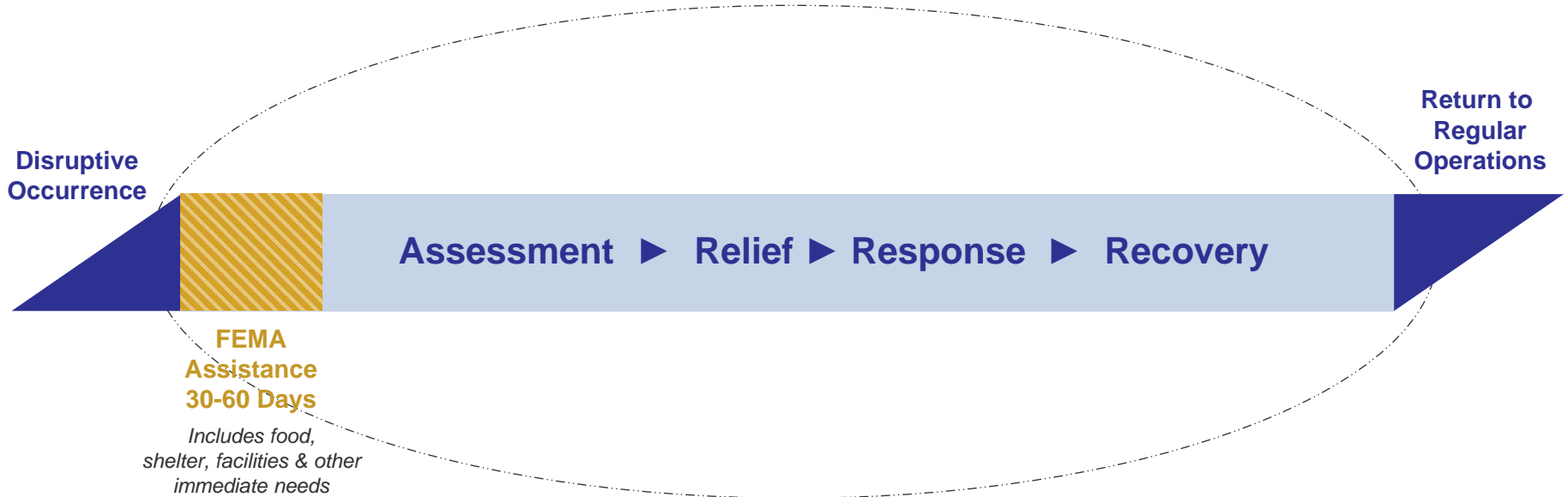
## First Responders we work with:

- Police, Fire, EMS
- Local and County OEM
- State Office of Emergency Mgmt.
- FEMA
- VOADs/COADs
- Hospitals
- Public Health Departments

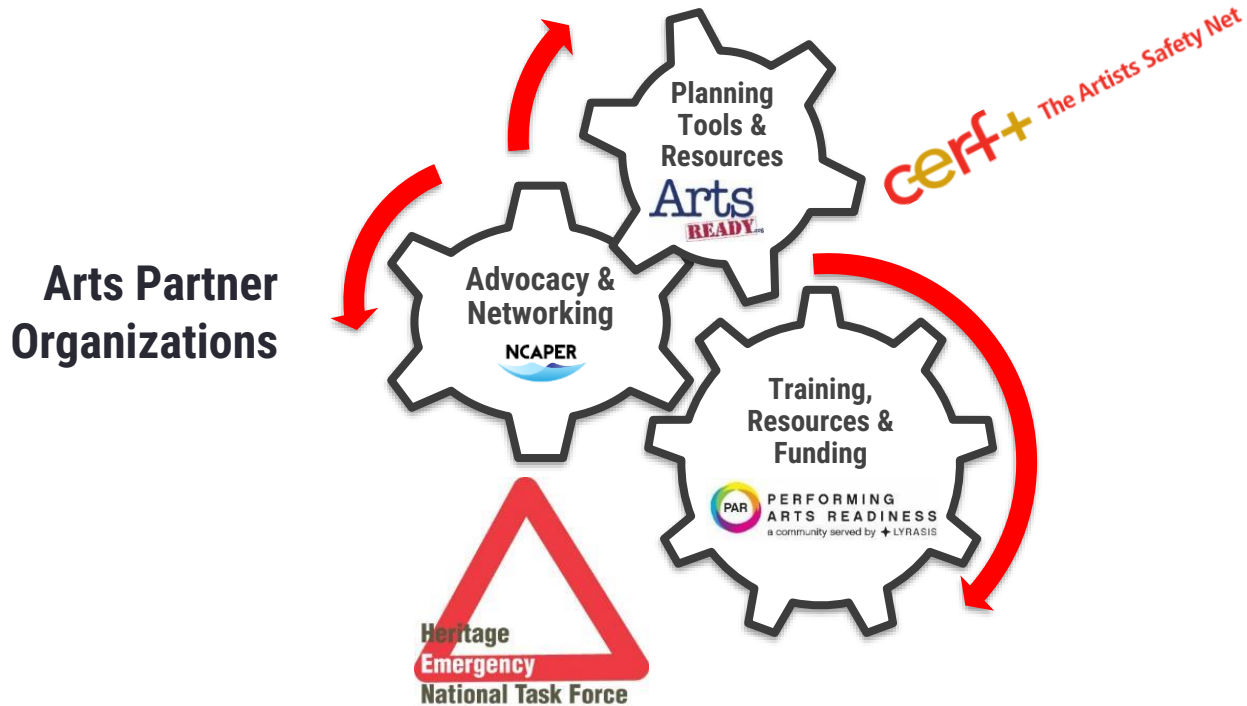
## Arts Responders & Artists:

- 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...



# Partners Promoting Readiness, Response & Recovery for the Arts





# 2023 GIA PreCon: Collaborative Solutions



# Our World is Changing



- Climate Crisis
- Natural Disasters
- Human-made disasters
- Threat to public health
- Divided communities

## We need to learn to:

- Adapt quickly
- Be more human-centered
- Create resilient communities

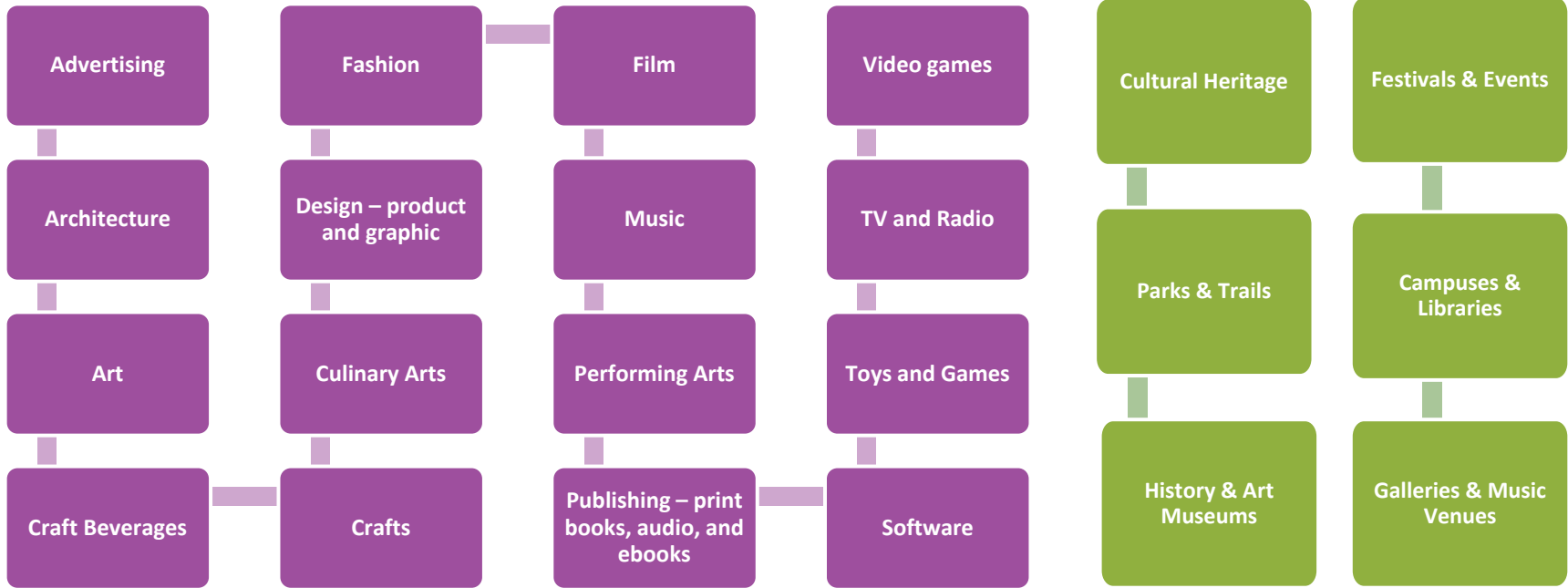


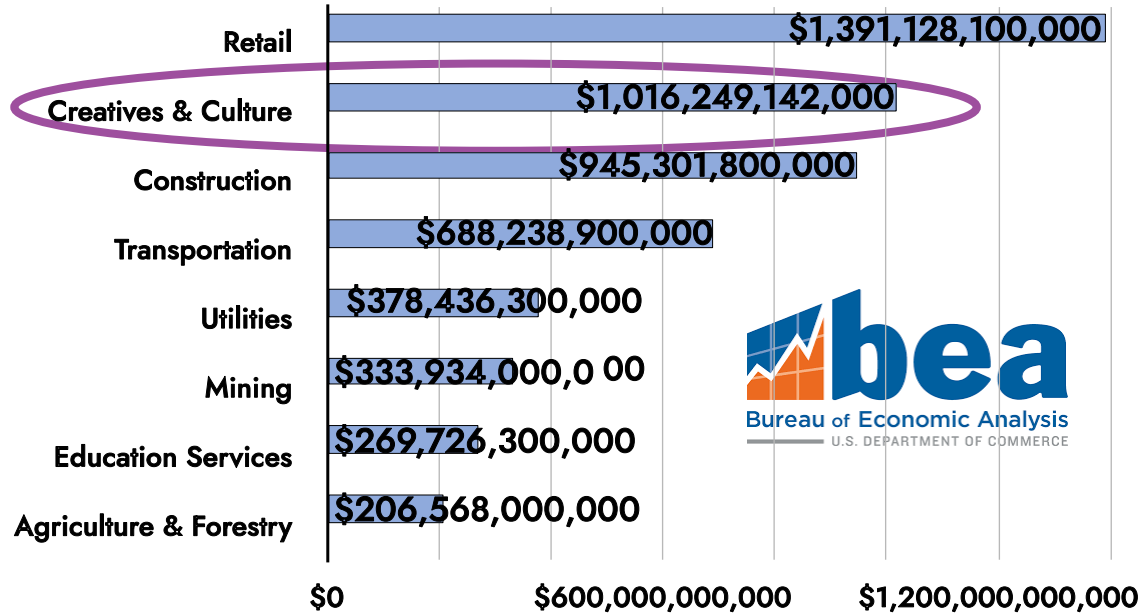
## The creative sector is often overlooked in a crisis.

- 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



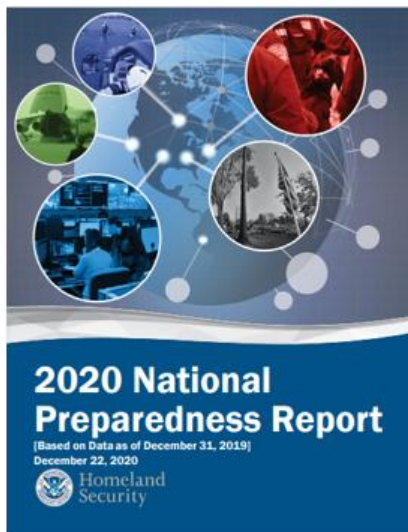
# Creative Economy includes:





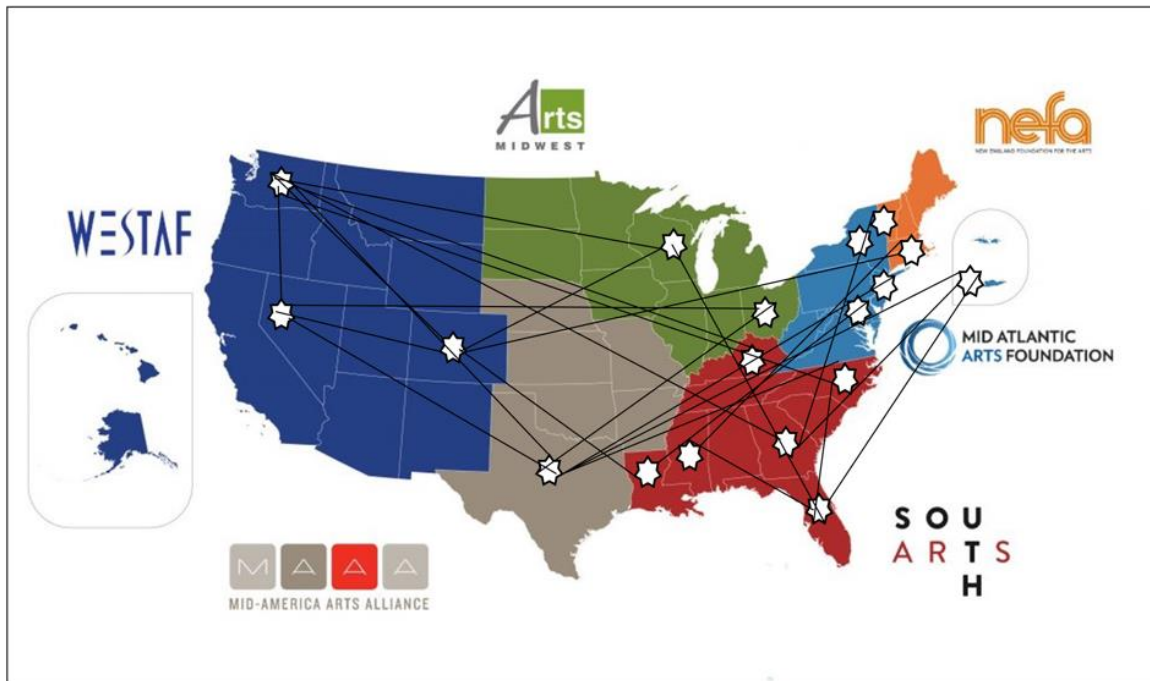
# Federal Investment in Preparedness

Creative Sector is not prioritized



# Emerging National Network

## Creative Sector: Crisis Analysis & Mitigation Coaches



# CAM Coaches

## Train nationally. Work locally.

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



# Grow Community Readiness

## Inspire

- Hope
- Empathy
- Diverse community voices
- New leaders
- Prepared and embracing Readiness



# Air Community Development Process & Programs

## Step 1: Engage

### Assessing local interest & building enthusiasm

It begins with community outreach, followed by a two-hour workshop to spark understanding and collaboration between creative and emergency management sectors and individuals.

## Step 2: Gather

### Building new local readiness network

Expand partners and meet regularly to share resources, develop community preparedness and readiness plans, and identify mitigation topics for Shift Mitigation Workshop.

## Step 3: Shift

### Designing small, community-led mitigation projects

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.

# 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.



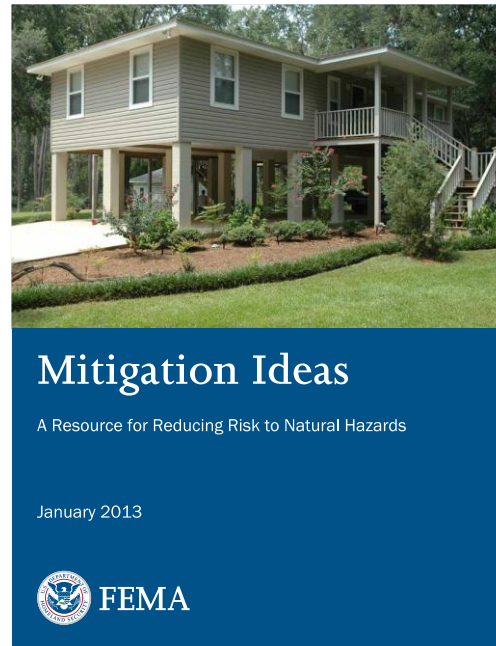
# Community Objectives

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

# 2023 Shift Mitigation Workshops

## 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



# 2023 Shift Mitigation Workshops

## 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







# 2023 Shift Mitigation Workshops

## Houma, Louisiana – Tune In Terrebonne

**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





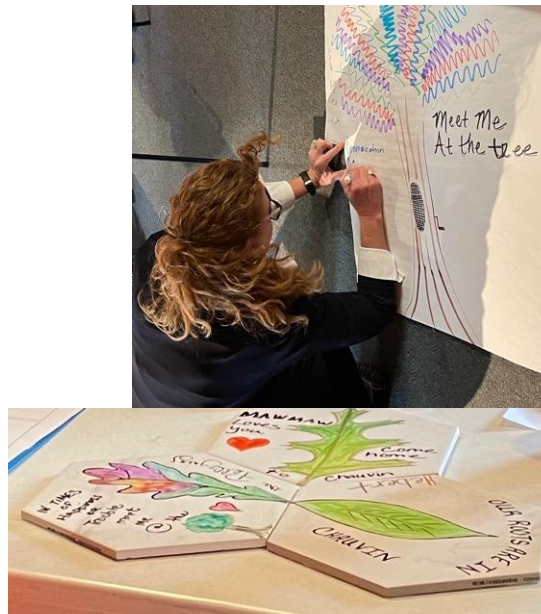
# 2023 Shift Mitigation Workshops

## 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



# 2023 Performing Arts Readiness Grant - Climate Resilience Pilot

## 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?**





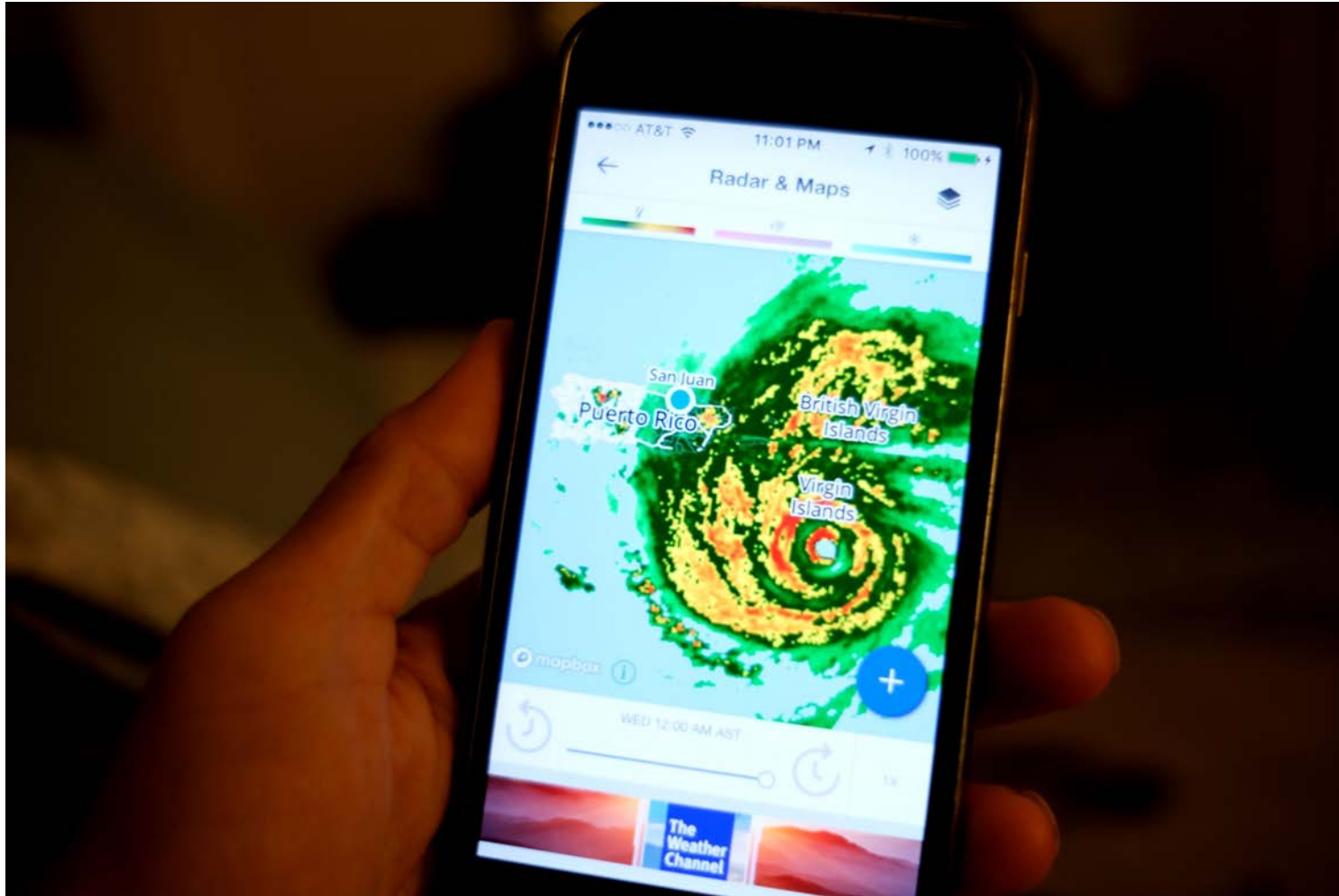
# COLLABORATIVE SOLUTIONS: SHAPING MEANINGFUL DISASTER RESPONSE

GRETCHEN RUIZ RAMOS

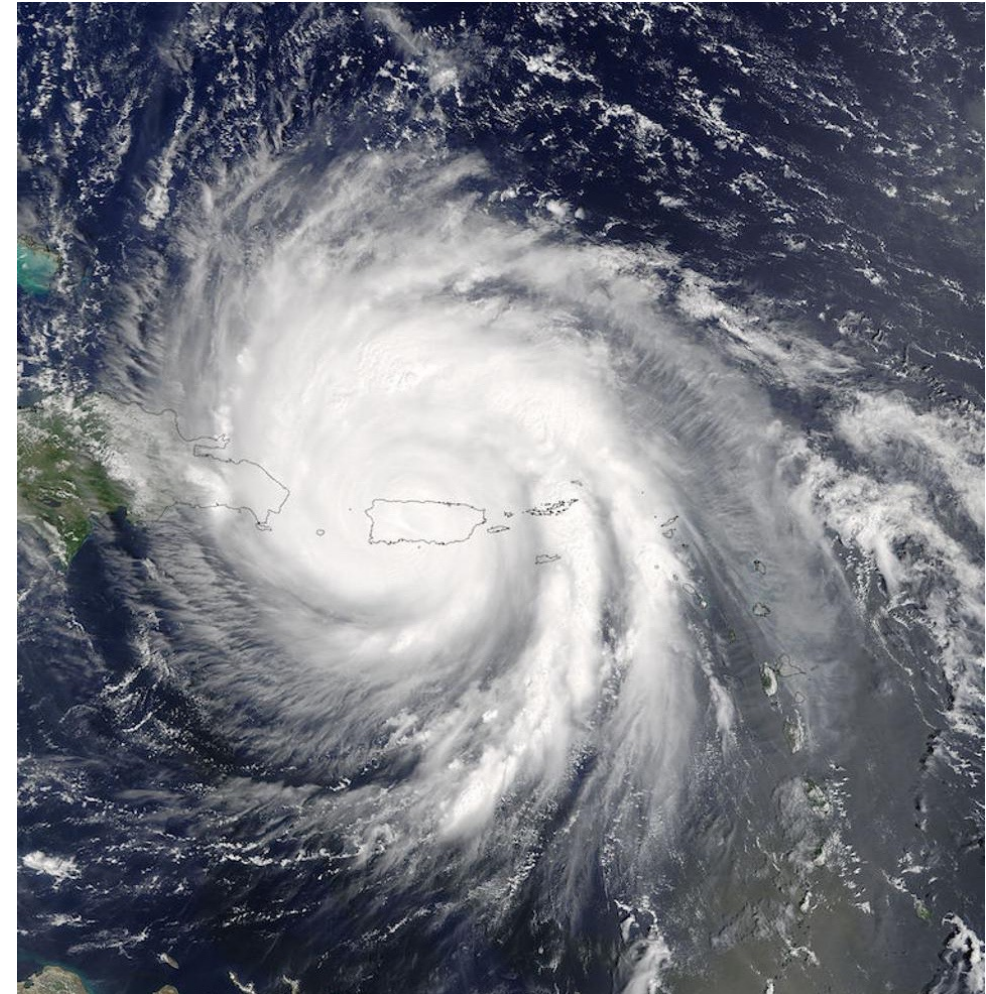
*Revisiting Pasts to Build the Future*  
Grantmakers in the Arts Annual Conference  
November 5, 2023  
San Juan, Puerto Rico

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.



gofundme Search Start a GoFundMe Share Tweet Donate



48


**\$12,885** of \$10,000 goal

Raised by 55 people in 11 months

[Donate Now](#)


[Share on Facebook](#)

Created October 1, 2017

 **Gretchen Nicole** ✓  
 Emergencies  
 SAN JUAN, PR

**Top Supporters**

**First Donor**

 **Antonio Long**  
 \$100

24

**Post-Maria Relief Off The Grid, PR**



A couple of weeks after the impact of Hurricane María in Puerto Rico, led a grassroots community movement creating the *Post-María 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-María 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.



# Conversatorio Acción y reacción: Lecciones aprendidas a un año de María

Panel de artistas y gestores culturales que  
respondieron ante la crisis  
sábado, 22 de sept, 4 pm

@POFSJU

Fortaleza 254, piso 3  
Viejo San Juan



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.



# TRANSFORMATION AND INNOVATION IN THE WAKE OF DEVASTATION

AN ECONOMIC AND DISASTER RECOVERY PLAN FOR PUERTO RICO



COR



RICARDO ROSSELLÓ NEVARES  
GOVERNOR OF PUERTO RICO

## NCR 2 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

Context:

*Arts Recovery*, one of the Courses of Action from PR's Government Recovery Plan, Natural and Cultural Resources COA 2, Published, 2018.

# FORMALIZING & STRENGTHENING NETWORKS



**ACE**  
Alianza Cultural para  
Emergencias de Puerto Rico

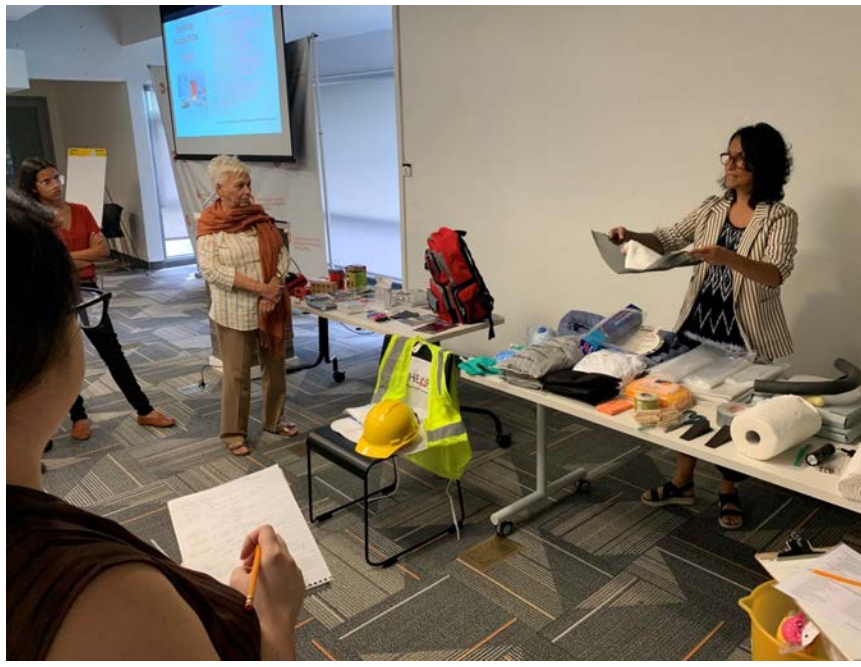
NGO Founded 2010 – Obtained 501c3 and 1101.01

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.





# ACE

Alianza Cultural para  
Emergencias de Puerto Rico

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](https://linktr.ee/acepuertorico)



20 **TERREMOTO EN PUERTO RICO**  
 EL NUEVO DÍA • viernes 24 de marzo de 2020  
 AYUDA A DAMNIFICADOS

# Entretejido de solidaridad

El proyecto Costureres Unides fue convocado para crear mosquiteros, bolsos de dormir caseros y bolsos en tela para los damnificados

NÉMESSIS MORIA PÉREZ  
 Lunes 21 de mayo 2020

Desde el segundo piso del edificio sus amigas que colaboran en su emprendimiento fabrican los bolsos de dormir para enviarlos a la familia. En esta ocasión, las telas y hilos que sirven de materia prima son para confeccionar mosquiteros, bolsos de dormir caseros y bolsos en tela hechos con es-



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.



HURACÁN FIONA PUERTO RICO

*Necesitamos tu Ayuda*



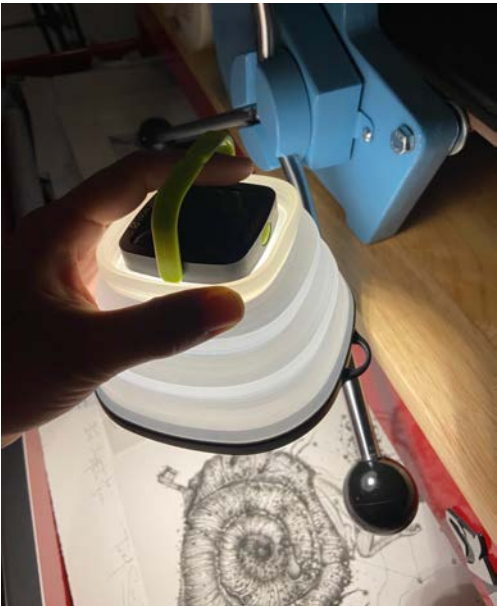
## Identificación necesidades artistas afectados por Huracán Fiona en Puerto Rico

Form description

Propósito

Luego del impacto del Huracán Fiona en Puerto Rico durante el mes de septiembre, la comunidad artística se ha visto afectada por diferentes razones. Pitirre Proyectos quiere poder dar la mano a artistas puertorriqueños en estos momentos difíciles y nos interesa conocer sus necesidades para poder hacer lo posible para ayudarlos. Además de conocer su ubicación y contacto para poder ofrecerle ayuda.

En estos momentos nos encontramos activos en una campaña de recaudación de fondos con el fin de poder



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



# BUILDING RESILIENCY WITHIN THE ARTIST COMMUNITY

## Manejo de la infraestructura: una mirada al taller artesanal



Gretchen Ruiz Ramos  
martes, 25 de abril de 2023  
Ciclo de talleres: Centro de Economía Creativa



cerf+ The Artists Safety Net



## Resiliencia en el taller y en la profesión artística



Gretchen Ruiz Ramos  
lunes, 1 de mayo de 2023  
Ciclo de talleres: Centro de Economía Creativa



cerf+ The Artists Safety Net



Vero Rivera en MAPR



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 Pitiirre 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.

# ¡GRACIAS! THANK YOU!

## ANY QUESTIONS?

### GRETCHEN RUIZ RAMOS

Arts Responder / Cultural Manager / Photographer



@PITIRREPROYECTOS

info@pitirreproyectos.org



@GRETCHENFOTO

gretchenfoto@gmail.com

#### 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

# RELIEF & RESPONSE SYSTEMS/ NETWORKS/HUBS

Jan Newcomb, NCAPER

Chemi Rosado-Seijo, Artist







# Cultural Response Hubs





# Motivation:

## Art + Community response



Fuente: AP News



Fuente: Nuestra Escuela

**Social cohesion**

**Mental health during disasters**

**Challenges faced by artists and art organizations**





# Objectives

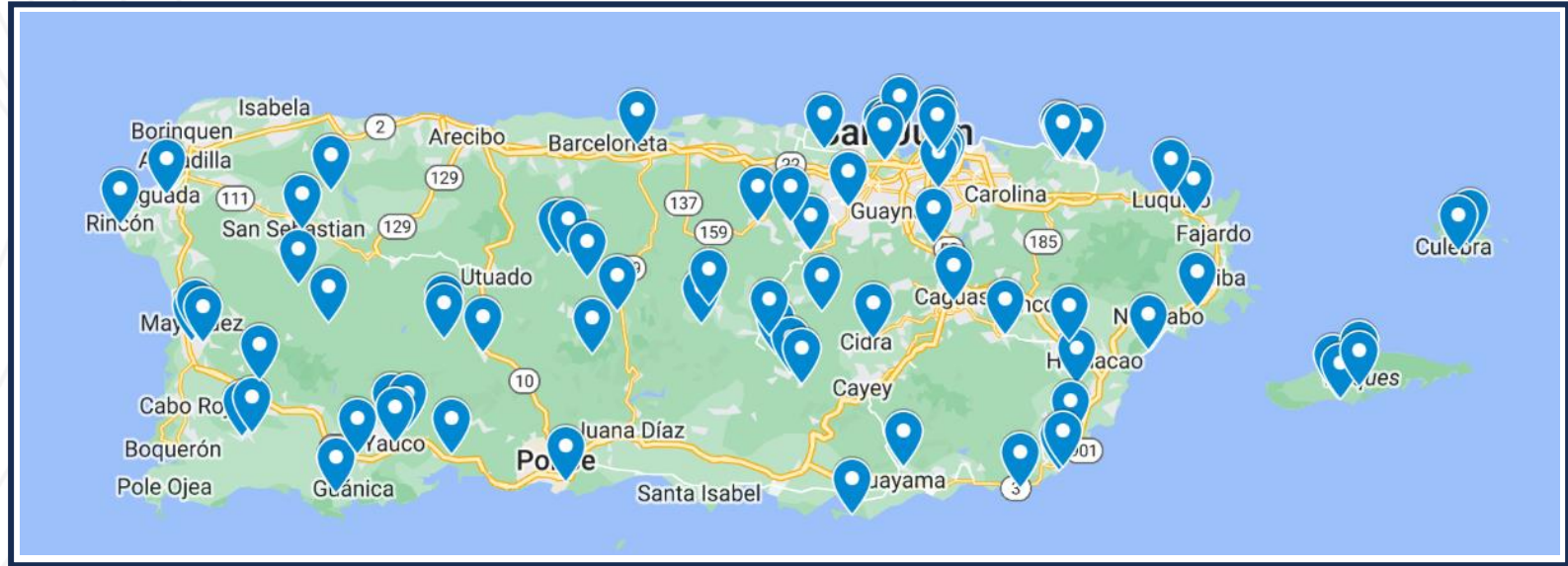
- Strengthening community preparation and response to emergency and disaster events through the development of support services and resilient infrastructure.
- Promote mental health as a fundamental part of a community response to emergencies and natural disasters, through arts and culture programs.
- 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.





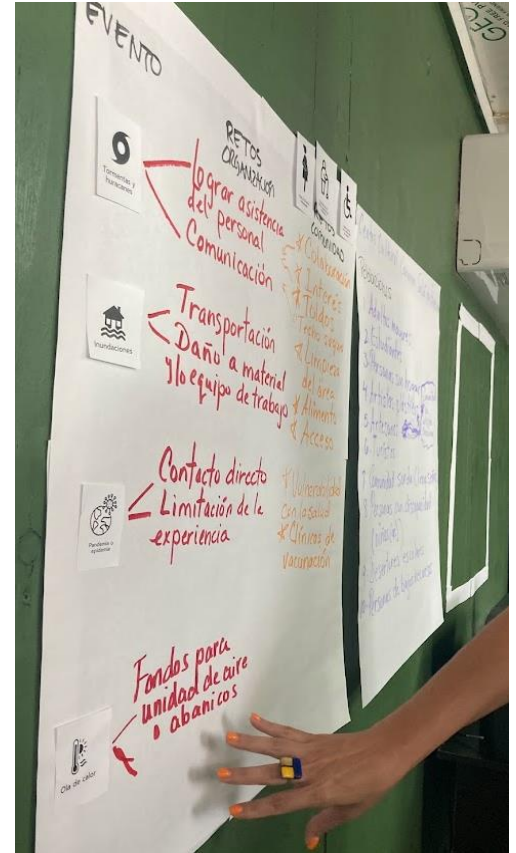
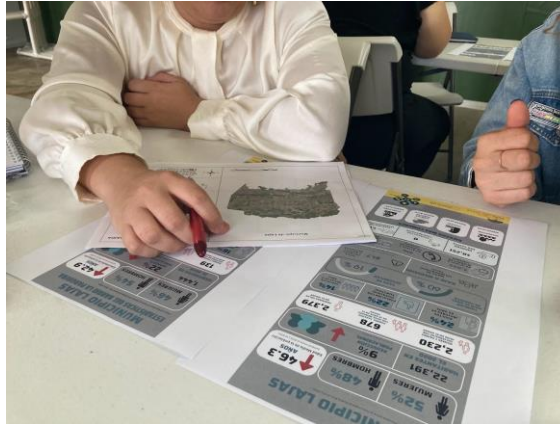
# Benchmark projects and mentors







# Participatory design workshops: Risks and hazards + priority challenges and populations







# **Participatory design workshops:**

***Infrastructure design and improvements***

***Support services during emergencies***

***Emergency art program***







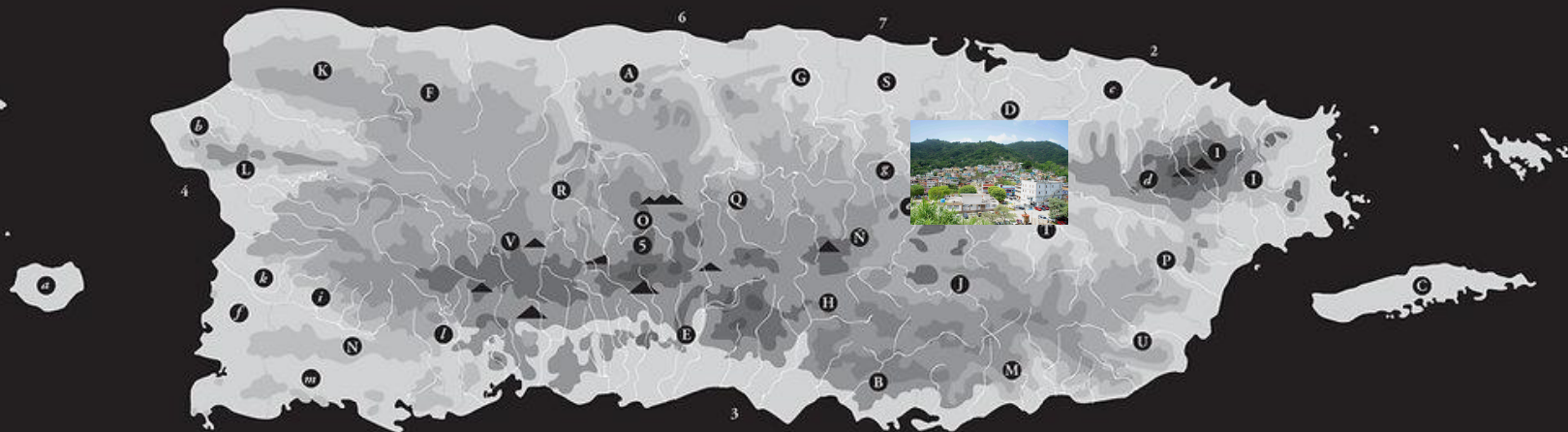
Puerto Rico

Puerto Rico

Caribbean Sea



# ISLA DE BORIKÉN



## Regiones y sus Caciques

- A. Abacoa- Cacique Jamaica Arecibo  
B. Abeyno- Cacique Abey  
C. Babeke o Bieké- Cacique Cacimar  
(sucesido por su hermano Yahureibo)  
D. Buinabo- Cacique Guamaní  
E. Cayabo- Cacique Agueybaná  
F. Cibao- Cacique Guarionex  
G. Cibuco- Cacique Guacabó  
H. Coamo  
I. Daguao- Cacique Daguao  
J. Guabate- Cacique Cayey  
K. Guajataca- Cacique Mabodamaca  
L. Guaurabo- Cacique Maboavantes  
M. Guayama- Cacique Guamaní  
N. Guaynía- Cacique Huanicoy  
(conocido como Don Luis)  
Ñ. Jatibonico- Cacique Jatibonico  
O. Jayuya- Cacique Jayuya  
P. Jumacao- Cacique Jumacao  
Q. Orocobis- Cacique Orocobis  
R. Otoao- Cacique Aymaco  
(o Aymanio)  
S. Toa- Cacique Aramaná  
T. Turabo- Cacique Caguax  
U. Yabucoa- Cacique Guaraca  
V. Yahueca- Cacique Urayoán

## Caciques

- a. Cacique Amona  
b. Cacique Aymaco o Aymacoya  
c. Cacique Aymanio del Este  
(Sucesido por la cacica Loayza)  
d. Cacique Canóbana  
e. Cacique Comerío  
f. Cacique Coxiguex  
g. Cacique Guaryana  
h. Cacique Hagavuex  
i. Cacique Huamay  
j. Cacique Majagua  
k. Cacique Oromico  
l. Cacique Yauco  
m. Cacique Yava

## Ríos y Montañas

1. Pico del Yuké
2. Río Cayrabón
3. Río Coayuco
4. Río Guaorabo
5. Río Jauca
6. Río Manuatabón
7. Río Toa



# Primera **HORA**

46c

LUNES  
2 DE MAYO DE 2016  
San Juan, P.R. Año 18 / No. 4981

# TUYO



## LE DICEN "EL MUERTO VIVO"

Don Reynaldo es  
todo un personaje  
en Hatillo :P10-11



## LOÍZA ABRAZA A MODESTO

:P32-33



## ¡BOTARON EL MIEDO!

Figuras de la farándula desafiaron  
las alturas por una buena causa :P28-29

# 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 :P 4-5



El periódico más leído en Puerto Rico en lectoría y circulación

de Puerto Rico  
**el Vocero**



OPINIÓN

OPINIÓN  
Sueño de Raylla  
Hernández de  
vita a pacientes  
de cáncer

# MÁS POBRE LA ISLA

• Datos del Censo y expertos dicen que 60% los hogares por debajo del nivel de pobreza al cierre de 2012

• Ancianos y jefes de familia los más afectados por la crisis económica y sociales en las huracanes. >P24



**Arranca la SANSE** Se inicia el mes de la Salud en Puerto Rico

**Juiza sugiere "suficiente" para algunas de las partes en caso Gómez**

**Asesenta la carga para Brian Alanís**

El entrenador asume la responsabilidad por el resultado de la selección de fútbol en la Copa Confederaciones de 2013















PUERTO RICO'00 [PARÉNTESIS EN LA "CIUDAD"]























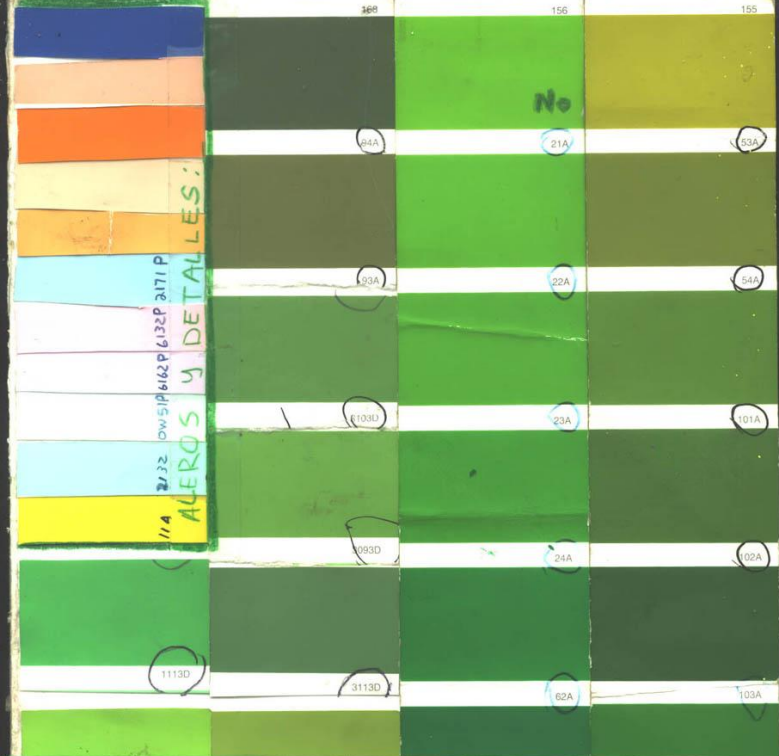












## QUE ES EL PROYECTO / POR QUE VERDE

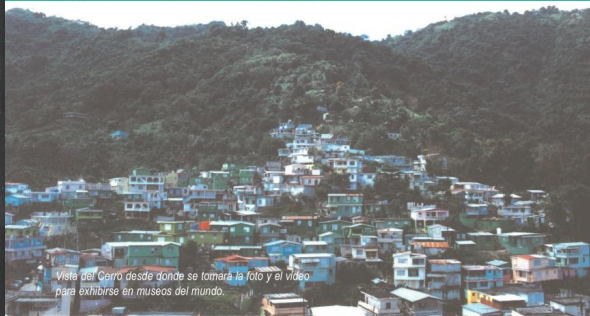
Convertir la comunidad "El Cerro" en una obra de arte, pintando las casas para hacer un cuadro gigante real al estilo paisaje como nunca antes visto en la historia. Hacer una pintura en homenaje a la forma que tiene la comunidad, y como se ha construido con la forma de la montaña. Por eso se usarán los 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 esta preparando un libro y una película documental y un "post card" turístico del proyecto.

Luego se presentarán 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 cada una de las casas participantes.



Vista del Cerro desde donde se tomará la foto y el video para exhibirse en museos del mundo.



Reunión de vecinos. Talleres de baile y otros...



Abajo: Las familias vecinas participantes, como están en el Museo Whitney en New York.

## 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)

## NO PUEDES AYUDAR ... COMO?

- Pintando o dejando pintar tu casa
- Como voluntario/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  
19 de agosto de 2023  
Encuentro Comunitario Fase 1 Planificación:  
El Cerro, Naranjito



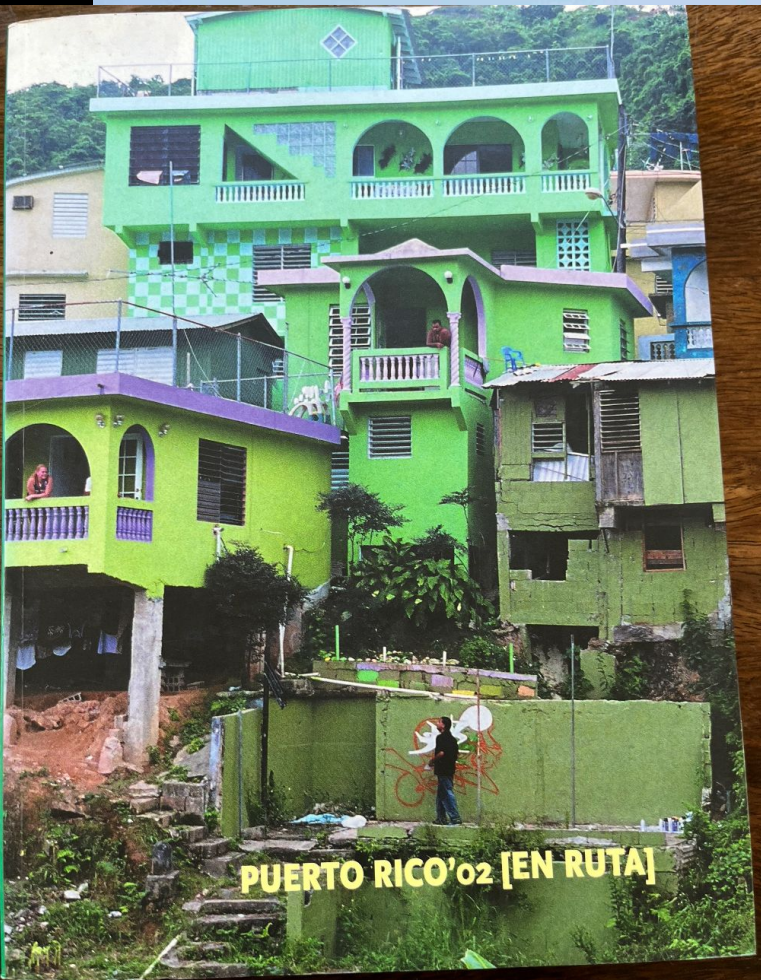
Foundation  
for Puerto Rico





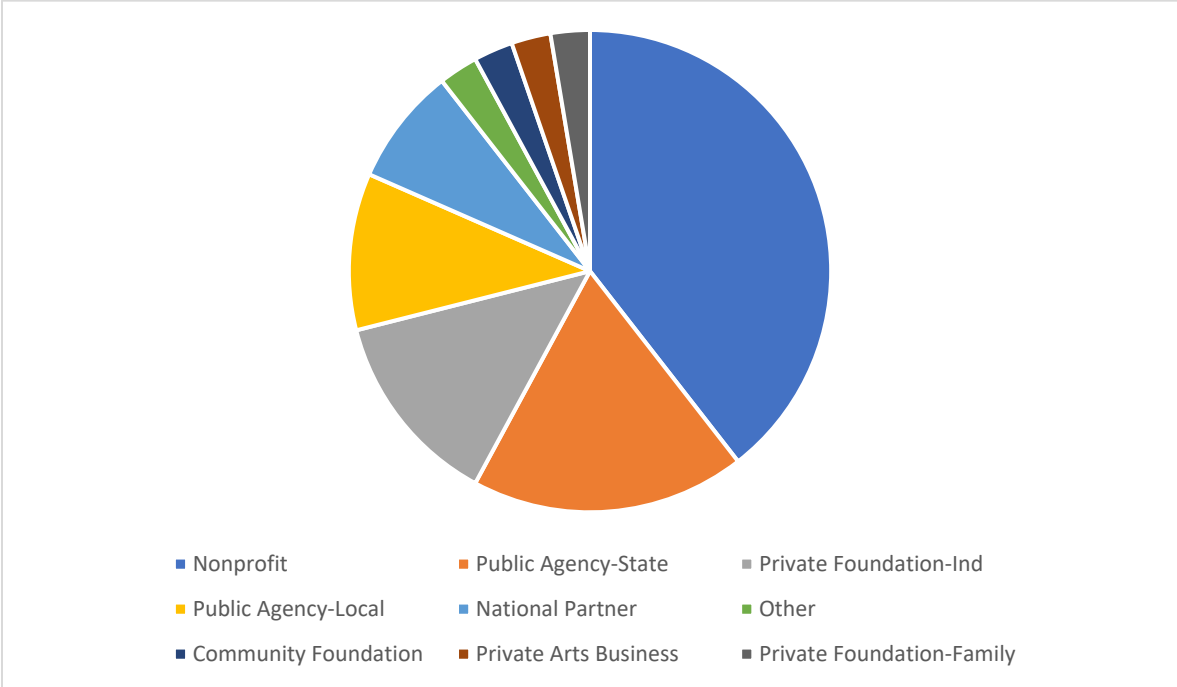




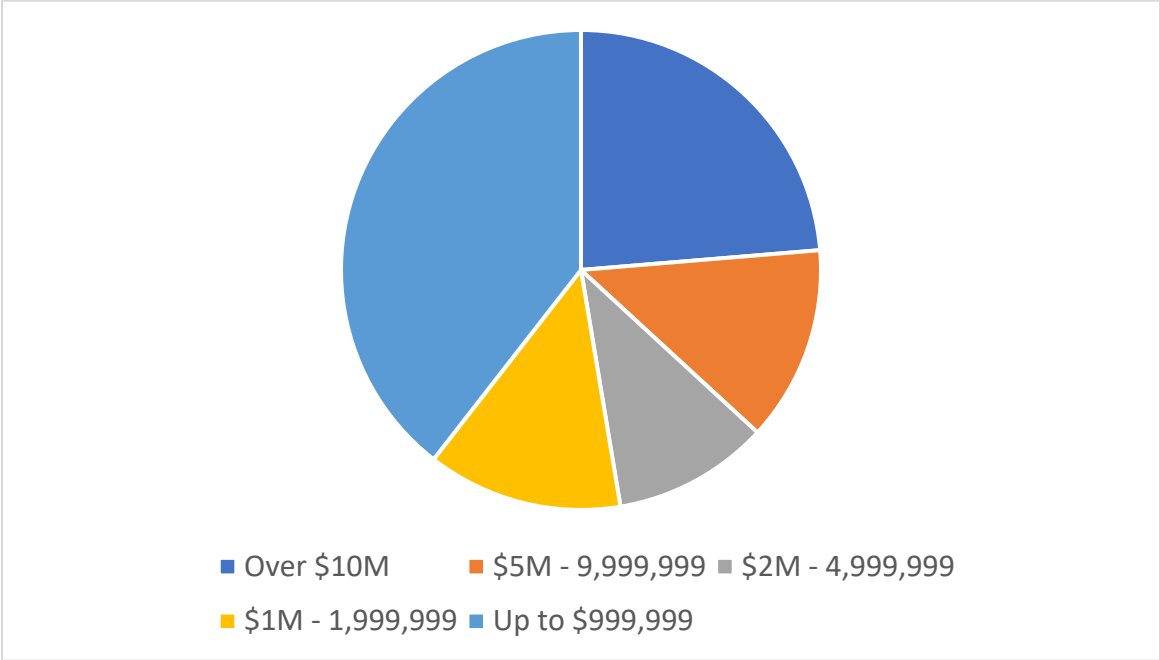




# Type of Organization

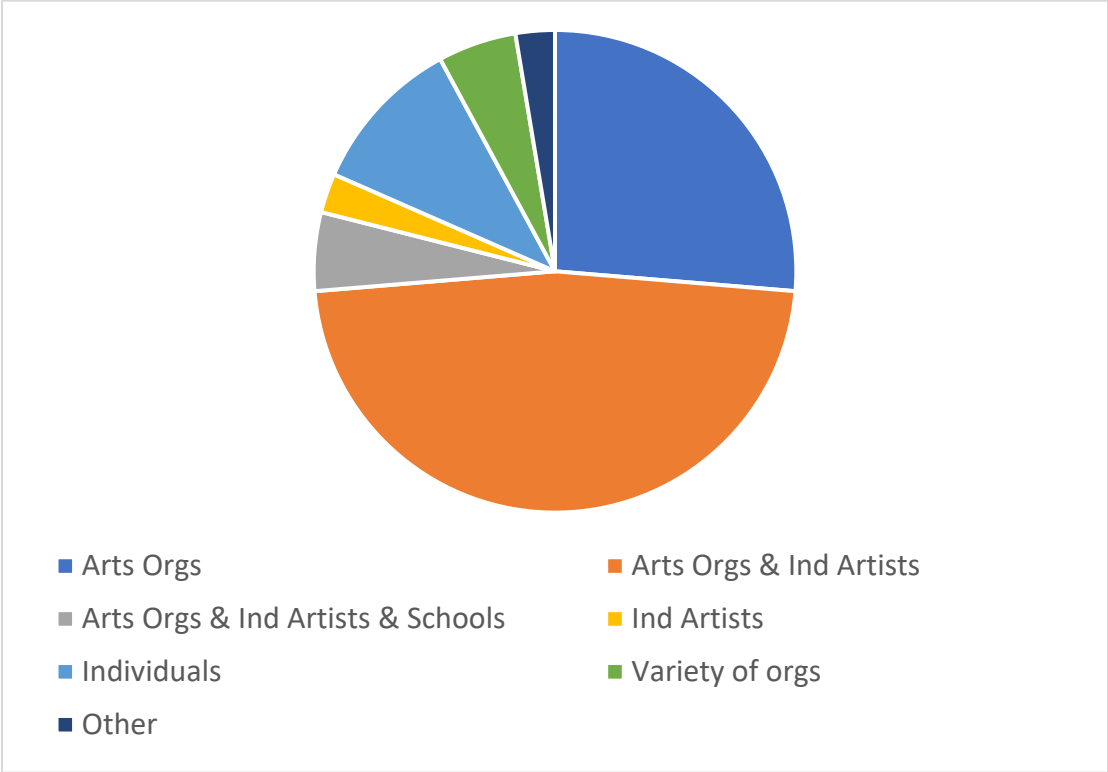


# Annual Grantmaking Budget



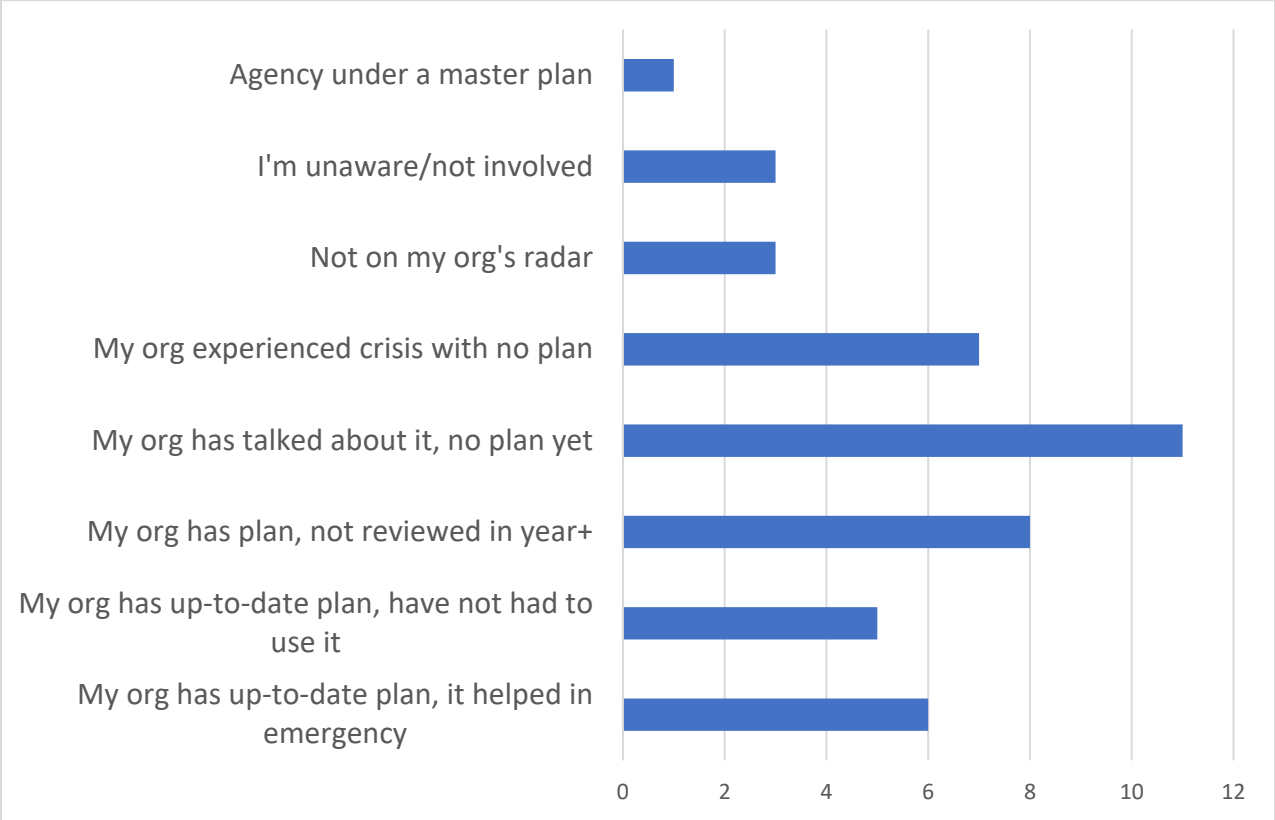


# Constituents



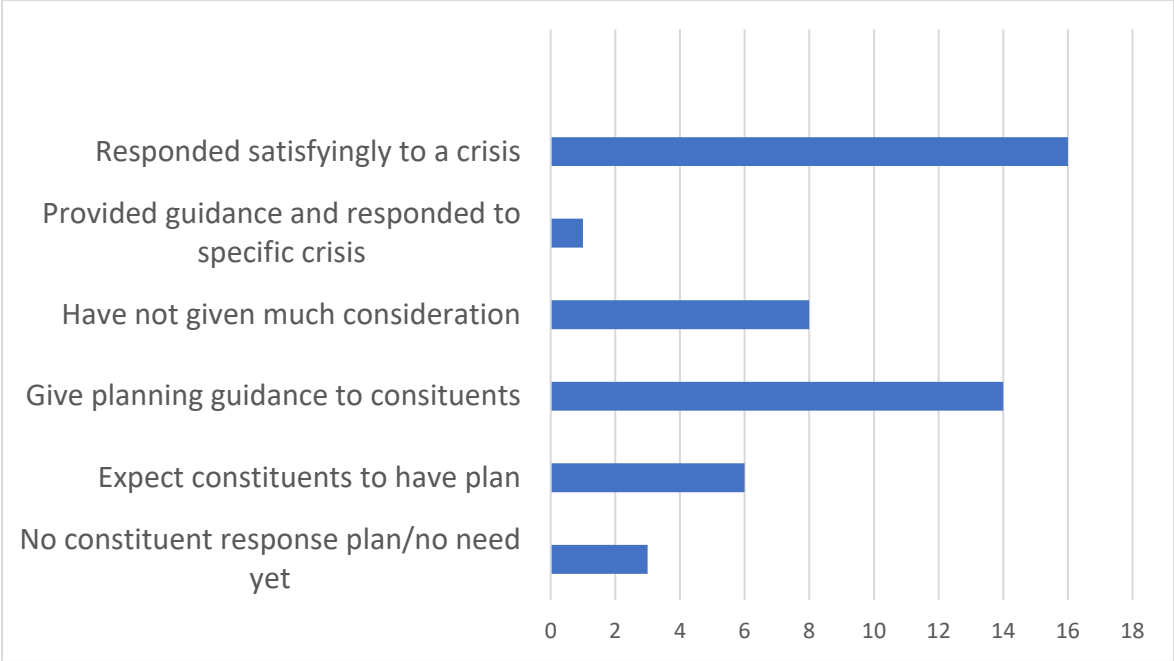
# Readiness Planning Perceptions

## Your own experience with readiness planning for your organization

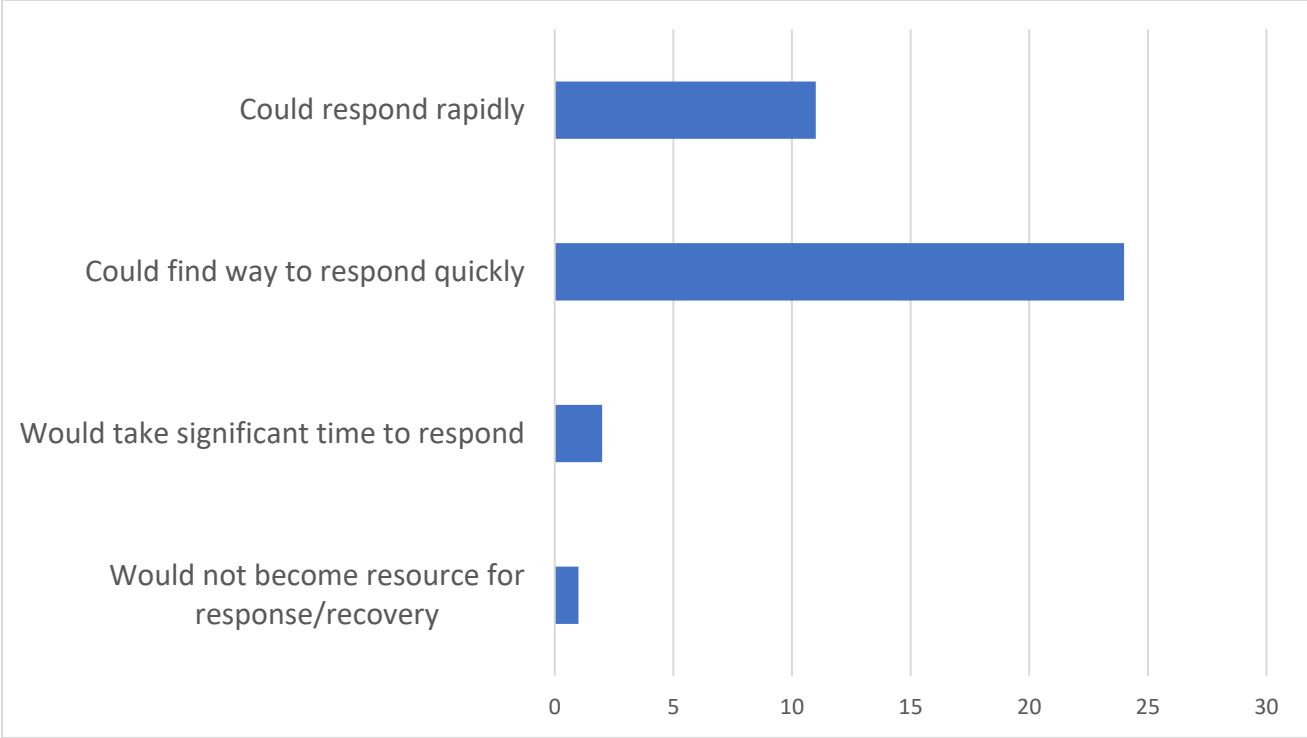




# Your own experience with readiness planning for your constituents

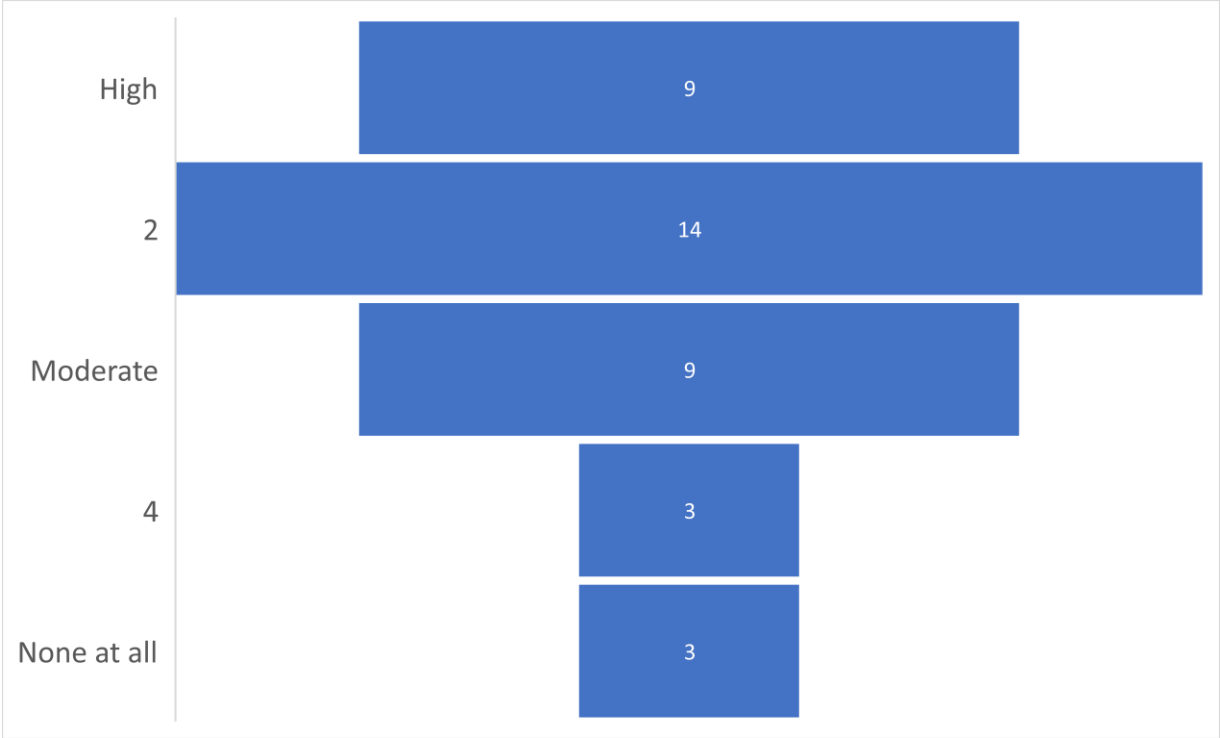


# Could your current systems be directed and deployed to respond to a crisis?

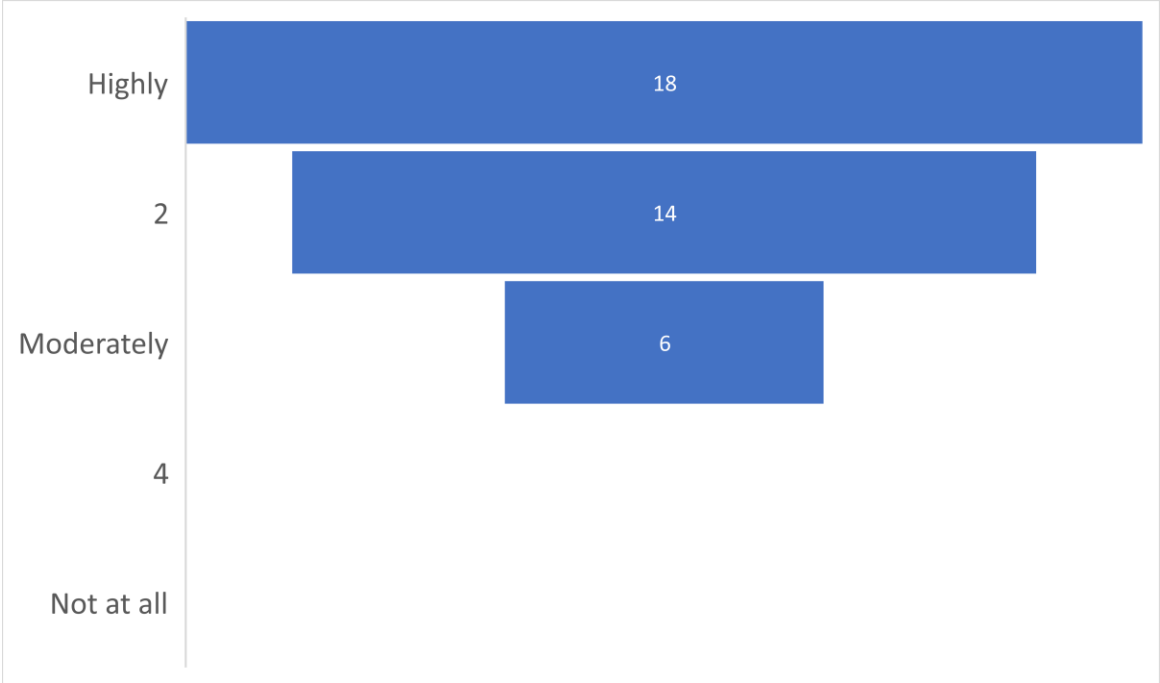




# Your level of awareness about readiness/response/recovery in the arts sector



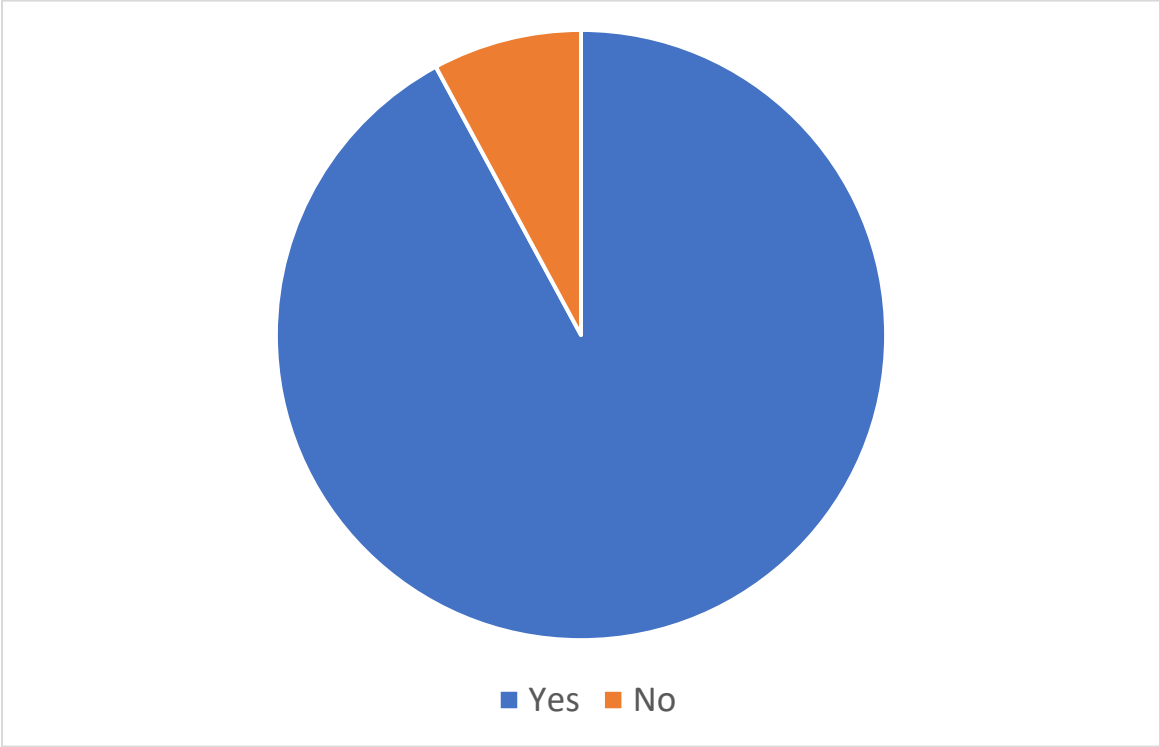
# How strongly you believe your organization should play a role in readiness/response



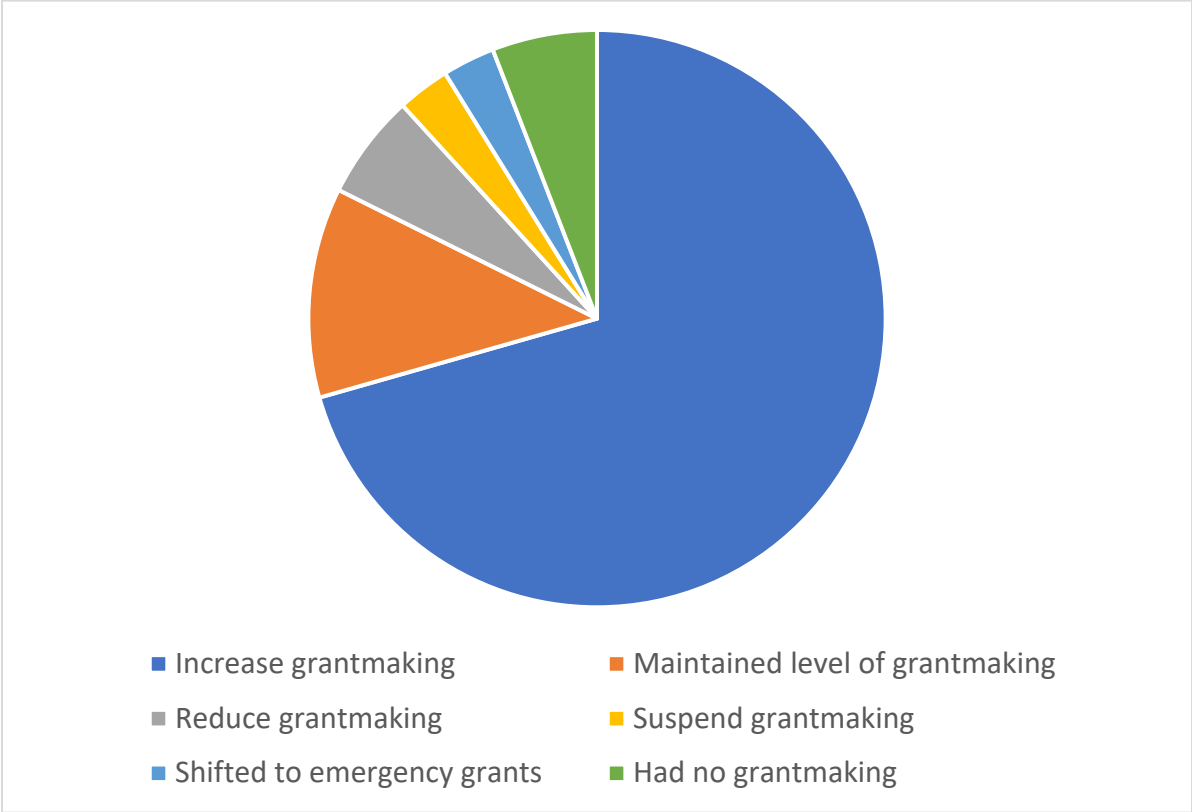


# Grantmaking Response During COVID

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

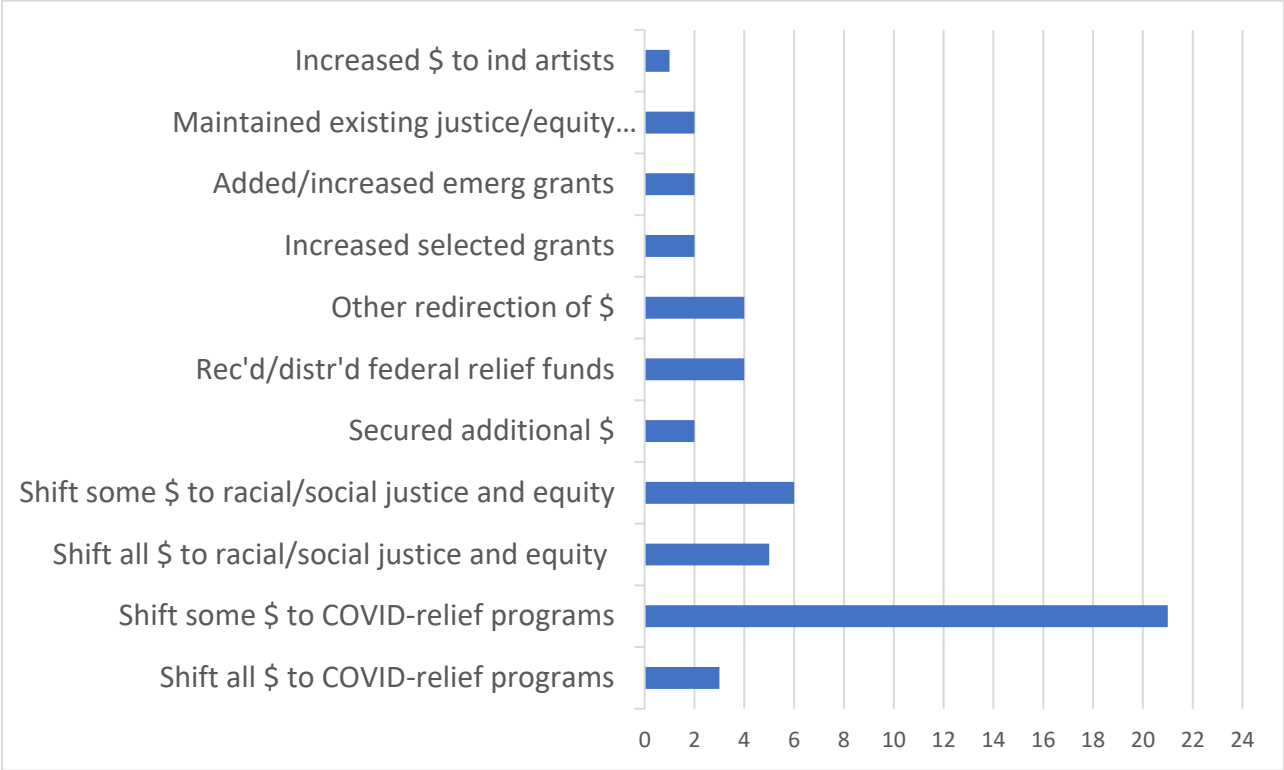


# Types of Adjustments

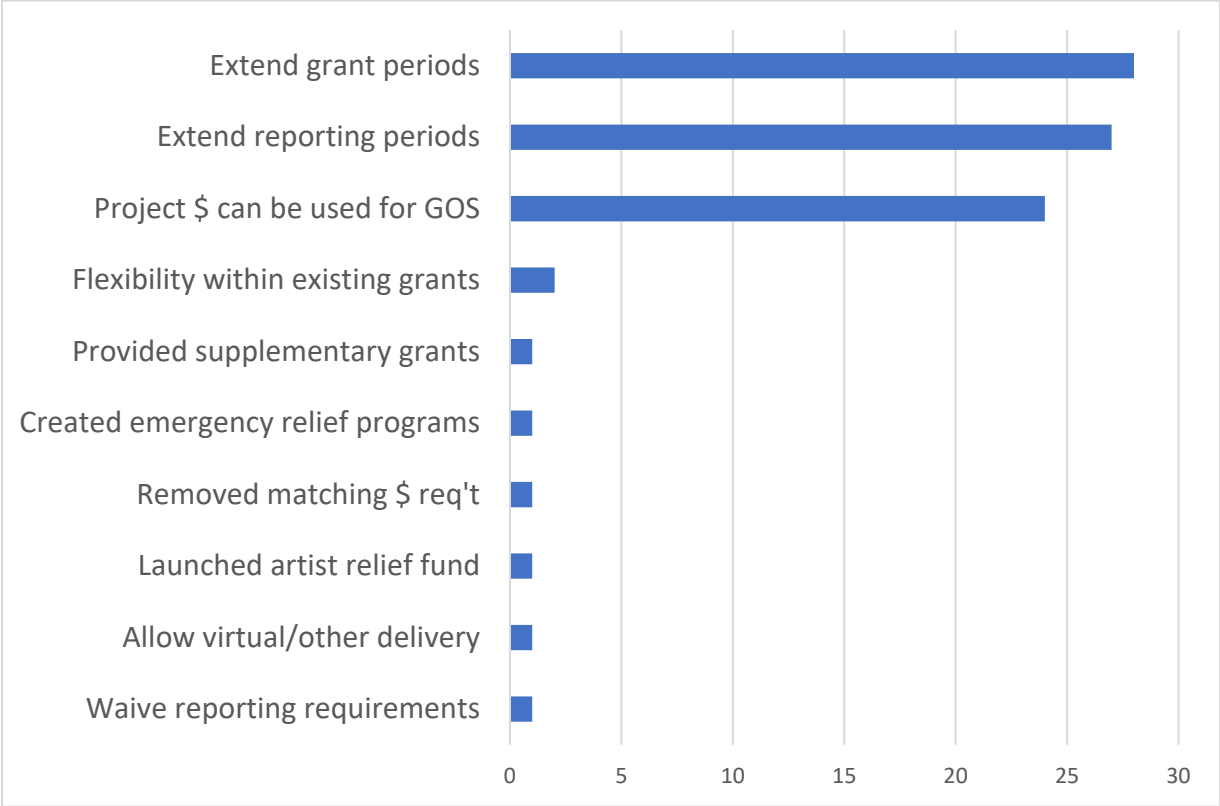




# Shifts in Grant Allocations

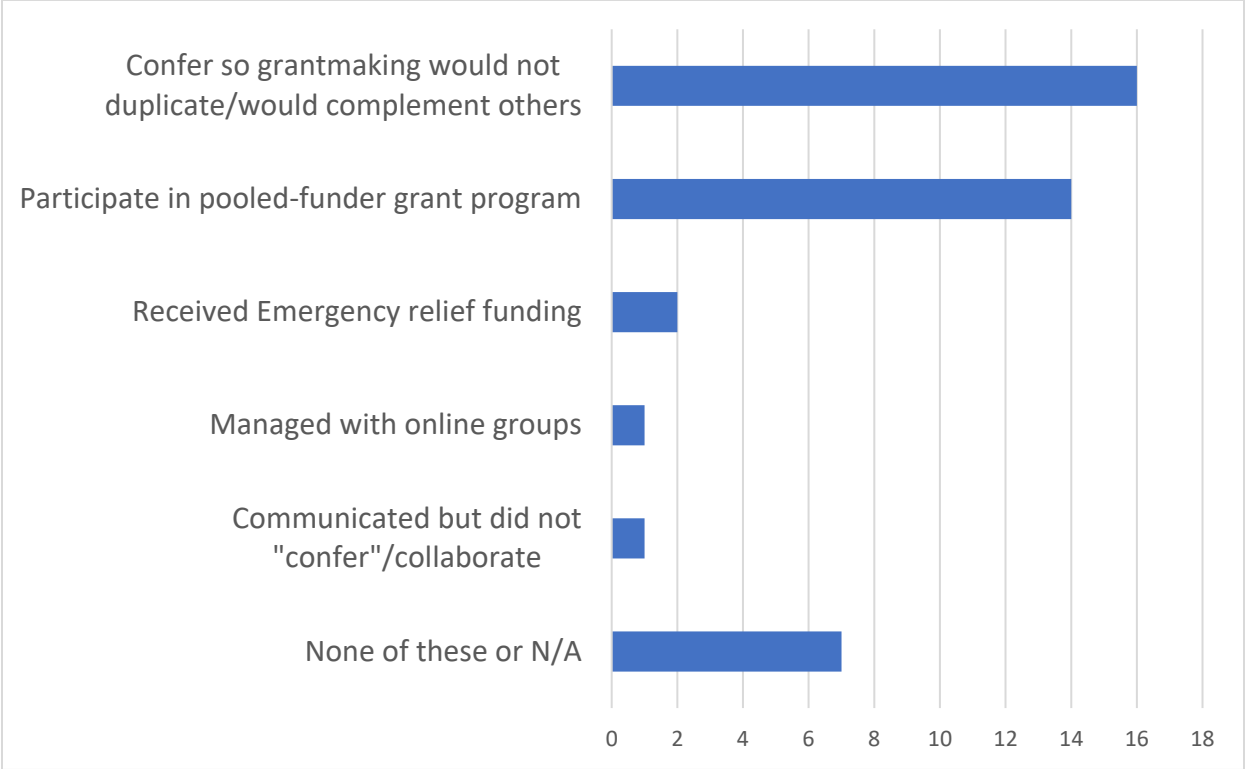


# Grant Program Adjustments





# Communicating and Working with Other Funders



## 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

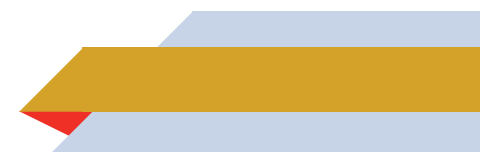


## Examples of Other risks included:

- 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!

