

Good morning and welcome to Funding for Collections Care, our second webinar produced for the Documentary Heritage and Preservation Services for New York program, or as we affectionately call it, DHPSNY. We have 50 attendees, a great mix of librarians and collection managers and interns and volunteers, from all over the state online. Please feel free to use the chat box on the side to send questions as we go along. With this system, we don't have online participatory chat, so you won't necessarily see the questions you post. We will be receiving them here, and I'll probably be responding to some as I go along and maybe holding some for the end. The presentation is being taped and will be available on the DHPSNY website sometime next week. I'm working here with Jason Henn, our DHPSNY Communications Assistant, who is handling technical matters and fielding those questions as they come in.

In today's webinar, we'll be looking at strategies to raise money for collection stewardship projects, with special emphasis on how to use the resources of DHPSNY as leverage to fund special projects. So we'll be looking at 1) the types of collection care activities that may be eligible for funding, 2) the four DHPSNY programs that have real potential to serve as a catalyst for funding, and, last of all, 3) some places where you might consider looking for funding. So this is really something of a sequel

to Anastasia's first webinar "Introducing DHPSNY." She introduced the new services that we're offering, and now I'm presenting on how you can respond—with strategies to skillfully leverage DHPSNY programs to raise funds to meet your collection care needs.

My name is Lee Price. I'm the Director of Development at the Conservation Center for Art and Historic Artifacts, a nonprofit regional conservation center founded in 1977 to serve the collecting institutions of the mid-Atlantic region. I've been in the fundraising business since 1991, the last 15 years at the Conservation Center where I split my time between raising money for the Center and helping organizations raise needed funding for preservation and conservation projects.



Documentary Heritage and Preservation Services for New York is a five year initiative to deliver collections-related training, preservation surveys, archival assessments, and other services to the historical records community in New York.

Some basic introductory material: DHPSNY is a five year initiative, just getting off the ground now, to deliver essential training and services to New York’s collecting institutions. DHPSNY services will include archival needs assessments, preservation and conservation surveys, guidance with strategic planning, and access to a variety of educational programs and workshops.

DHPSNY is making these services available free of charge to New York-based organizations that collect, preserve, and make accessible historical records and/or library research materials.



DHPSNY is a collaboration between two long-running New York programs: the New York State Archives Documentary Heritage Program and the New York State Library Conservation/Preservation Program. It was established in 2016 by the New York State Education Department's Office of Cultural Education to ensure consistent and comprehensive services to the vast network of organizations that safeguard New York's records and make them accessible.

As an aside—but a very important aside, I should note that the DHP grants and the Library's Conservation/Preservation Grants will continue to be active during this period. And we'll be getting back to them later because they may very well be a good funding source for you to be looking at.



This statement dates back 12 years now, but remains as relevant now as ever. I pulled it from the national report—the Heritage Health Index Report—published by the Institute of Museum and Library Services and Heritage Preservation back in 2004, and based on the largest-ever national survey on the state of collections care in America’s many, diverse collecting institutions—our country’s museums, libraries, archives, historical societies, and historic sites.

If you are a nonprofit collecting institution with a mission that includes responsibility for a collection, then you have what amounts to a mandate to provide the optimum care possible for that collection. You can do much else too—you can do tours, school programs, conferences, publications, and digital dissemination—but you should never lose sight of that core obligation to preserve your collection for future generations. And that means: Providing a safe environment and proper care. And that’s what DHPSNY is all about—helping you to thoughtfully invest in safe environments and proper care.

An Integrated Strategy to Address Collection Care Needs

- Goal: To achieve thoughtful, incremental improvements in collection stewardship throughout the historical records community of New York.

To align:

- Collection Stewardship needs
- DHPSNY resources
- Funding sources

This webinar is coming at the beginning of the five-year DHPSNY program in order to encourage organizations to work with these services—to find ways to strategically leverage them to pursue your own collections care goals. Our goal here at DHPSNY is global, meaning statewide in this case: “To achieve thoughtful, incremental improvements in collection stewardship throughout the historical records community of New York.” And, to do that, we’re working to inspire organizations to make those thoughtful, incremental improvements.

So we’re starting with fundraising as a webinar, because, well... additional money can serve as a pretty good inspiration for organizations. The next five years promise to offer a rare opportunity for raising funding for collection care initiatives. It’s often said in fundraising that it’s easiest to raise money when you have money. And that’s true. So consider that, for this brief period of time, just five years, there’s money in the New York system specifically targeted at collections care, and since you’re part of that system, you can leverage with it. Right down to the last moment, four and a half years from now, when you can write a grant and say, “Please fund this program—cataloging, treatment, digitization, whatever you want to do—as our climactic activity in the five-year DHPSNY program.” And by saying that you’re both saying that others care (they’re investing) and that there’s urgency (the programs not going to last

forever).

So, in this webinar, I'll be talking about how you can start dreaming and planning and implementing now. The work of strategizing starts by considering the following broad categories: Your collection stewardship needs, the menu of DHPSNY resources available to you, and your most likely funding sources. Think about how you can make aspects of each align in order to reach your goals.

Big Picture

COLLECTION STEWARDSHIP NEEDS

- Inventory
- Emergency planning
- Assessments
- Collection management
- Environment
- Conservation surveys
- Treatment
- Rehousing
- Digitization

DHPSNY RESOURCES

- Preservation Surveys
- Archival Needs Assessments
- Conservation Surveys
- Strategic Planning

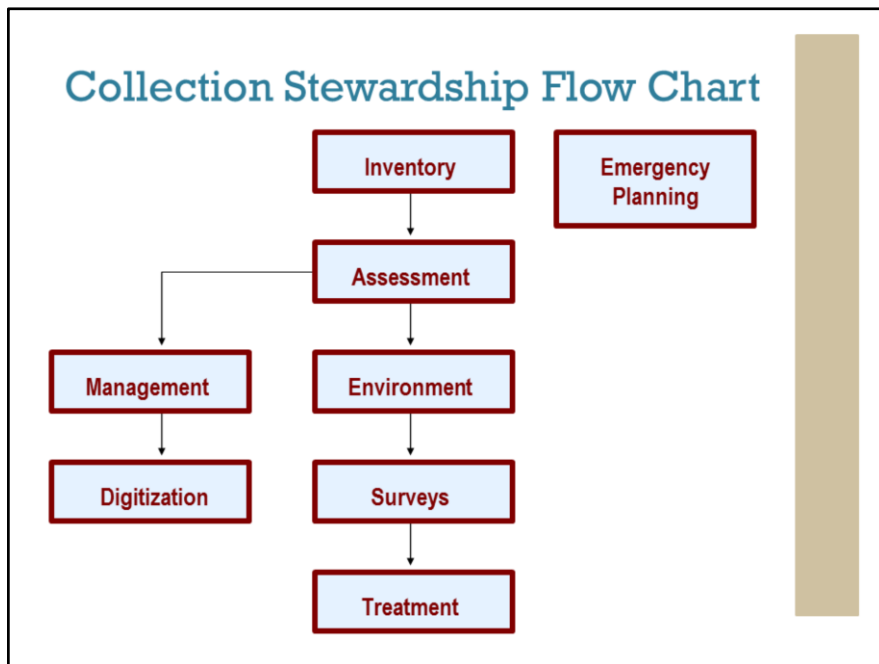
FUNDING SOURCES

- Government Funders
- Private Foundations
- Individuals
- Corporations/Businesses
- Special Events
- Digital Fundraising

First, you should have a fairly clear idea of where you stand in the collections care process. What have you done and what haven't you done? What do you want to do and what should you do? You should be looking at the areas of inventory, emergency planning, assessments, collections management, both storage and exhibition environments, conservation surveys, treatment, rehousing, and digitization, knowing that there are do-able strategies for raising money for each of these activities.

And now consider the DHPSNY resources. There are four components of DHPSNY that can be strongly leveraged: The preservation surveys, the archival needs assessments, the conservation surveys, and strategic planning. You can get these free through DHPSNY but then use them as starting points to more fully address your collection stewardship needs.

Third, where should you go for funding? And here are the usual suspects: government funders, private foundations, individuals, both corporations and businesses, special events, and the new world of digital fundraising.



To organize your thinking about collection stewardship, consider this flow chart and begin to think where your organization currently stands on this chart. Where are your gaps? Are you up-to-date on inventory? Not the detailed cataloging that I'd like to see in the management box—that's collection management—but simply lists maintained both on- and off-site of what you have and where it is. That's so basic and so essential. Next, you should be thinking about how you will ensure the safety of the collection in the event of a fire, a flood, a tornado, or even a broken pipe with water cascading down. You should have a written emergency plan available to quickly move you from panic to effective response.

Assessments here refers to preservation surveys—sometimes called preservation needs assessments or overview surveys, and there used to be the CAP surveys that we hope will come back soon—these assessments done by an outside preservation professional or conservator looking at all the factors that could be potentially affecting the long-term preservation of your collections.

The preservation needs assessments can be used to raise funding for collections management—cataloging, arranging and describing, the development of written collections management policies—and to take steps to improve the environment,

from the relatively cheap purchase of dataloggers for environmental monitoring to potentially very expensive investments like a new HVAC system.

Digitization can fall in many places but I most like it here, under Collections Management because I love to see digitization linked with cataloging—the better the items are described the more useful the images will be to research as they're disseminated.

Then with the conservation surveys conducted by professional conservators that provide you with an expert's written assessment of the condition of your collection items and recommendations to better ensure their long-term preservation.

And with the conservation survey in hand, you're in a good position to look for funding for conservation treatment and rehousing.

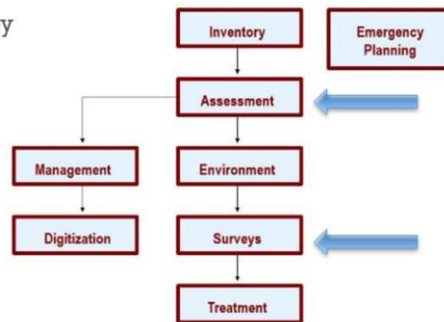
Keep in mind—this is a flow chart for an ideal world, and none of us live in an ideal world. So inevitably you do what works for your organization best. But please make sure that, at a minimum, you at least address that first item, that you know what you've got and where it is—inventory at the top.

So now be thinking of where your organization is on this chart, what you've done and done well, and what you should be considering doing next.

Leveraging DHPSNY

DHPSNY: Offering a five-year window for intensive fundraising.

- Preservation Survey
- Archival Needs Assessment
- Conservation Survey
- Strategic Planning



DHPSNY—if you’re joining us late that’s our acronym for Documentary Heritage and Preservation Services of New York—is offering opportunities designed to jump start your collection stewardship activities. We’ll start with the Preservation Survey and the Archival Needs Assessment—either one of these can serve as that Assessment box on the flow chart. These assessments will provide valuable support for applications for collection management activities, emergency preparedness and response plans, environmental improvements, and collection surveys.

The conservation survey offered by DHPSNY is that Surveys box, further down on the flow chart. Please note that you’ll only be eligible for a conservation survey if you have an up-to-date preservation survey. From the conservation survey, you receive the documentation you need to create strong applications for conservation treatment and rehousing.

Strategic planning can bring in a professional to facilitate the process of prioritizing goals and tasks and assigning responsibilities. So if you’re overwhelmed by whether to get the emergency plan or the assessment or arranging and describing, or a collection survey, or do the digitization—the strategic plan serves as your guide. We’re thinking of the DHPSNY strategic plans as particularly ideal for small to

medium-size collecting organizations that have never received a professionally-facilitated strategic plan OR ideal also for subsets of a larger organization, like say a library within a museum or an archives within a university, that could benefit from a strategic plan that focuses attention on its unique needs within the larger institution.

DHPSNY Applications: First Round

- Applications due: Postmarked October 14
- The DHPSNY website: dhpsny.org
- Applications available for:
 - Preservation and Conservation Surveys
 - Archival Needs Assessments
 - Strategic Planning

There is some degree of urgency here, especially if you want to take full advantage of DHPSNY offerings—and why wouldn't you?—because the deadline for the first round of applications to participate in these services is coming fast: Friday, October 14, a week from tomorrow.

To download the applications, visit the DHPSNY website, dhpsny.org, and click on the tabs for the Planning and Assessment programs. From there, you can download the application forms. We're currently accepting—in fact, actively encouraging—applications for Preservation and Conservation Surveys, Archival Needs Assessments, and Strategic Planning.

While I wouldn't consider the applications onerous, please start planning now to get them in. They do require some narrative answers that may require some thought, maybe discussion, and you may have to look up a few things, plus signatures of both a key Board person and a key staff member. So you've still got time, but best not to put this off until the last minute.

Get in at the ground level, very first round, and you'll be able to accomplish more.

Funding Sources

- Government Funders
- Private Foundations
- Individuals
- Corporations/Businesses
- Special Events
- Online Fundraising

Flushing Remonstrance. A petition from the freeholders of Flushing and Jamaica, Long Island, to Governor Peter Stuyvesant, 1657. Source: New York State Archives. New York (Colony). Council. Dutch colonial council minutes, 1638-1665. Series A1809-78, volume 8.



Here's our list again of most likely funding sources. Now keep these things in mind as you look at it—your collection stewardship needs (inventory, emergency planning, assessment, environment, etc.) and the DHPSNY services that you'd like to apply for. Keep these in mind and now start thinking ahead to how you might best capitalize on these services.

My emphasis in this limited time will be on government funders, but these other categories are truly equally important—private foundations, individuals, corporate giving, special events and the new world of digital fundraising... These are incredibly important but also tend to be very unique to your institution. So, in the broadest terms, it's easiest for me in this format to emphasize the government funders. And they are very important, as well as very accessible.

And a minor aside: Pictured here is one of the great New York documents, the Flushing Remonstrance, a clear statement of religious freedom from 1657. We did the conservation treatment here at the Conservation Center through a Save America's Treasures grant to the New York State Archives. It's a remarkable piece.

Federal Registration Procedures

- DUNS number required:
To acquire a DUNS number, call 1-866-705-5711 or go to www.dnb.com/us.
- Register with System for Award Management (SAM).
www.sam.gov/portal/public/SAM/
- Register with Grants.Gov.
Allow at least two weeks for registration process.
www.grants.gov/applicants/get_registered.jsp
For assistance, call 1-800-518-4726
- Update your passwords; keep registrations up-to-date.

And back to fundraising... If you want to be competitive in the federal grant system, you have to be registered. It's a bit of a pain, but I'd estimate that for maybe 80% of webinar attendees today, even including the all-volunteer organizations, there are long-term benefits to being registered.

The two-step process of registering, first with SAM and then with Grants.gov, can take up to six weeks. So if there's a federal grant coming up, say NEH Preservation Assistance Grants due in May, and you haven't registered before, you'd better be beginning the process of registering in grants.gov by mid-March at the latest.

Once you're in the system, the hard work is done and you can coast. They'll send you annoying reminders to change your password every eight weeks, but you can do that. And you need to update the registration itself every couple of years, but once again, it's not that difficult.

If you run into problems, call the toll-free number. My experience is that calls are answered quickly and they stay with you until the problem is resolved. They're good people.

Federal Funding Sources: NEH

- **National Endowment for the Humanities:** www.neh.gov
- **NEH Preservation Assistance Grants:** Source for needs assessment surveys, preservation plans, emergency preparedness, small environmental improvements, and collection-level surveys. Early May deadline. Up to \$6,000, no match required.
- **NEH Sustaining Cultural Heritage Collections:** Source for major environmental improvements. Early Dec. deadline. Up to \$40,000 for planning; up to \$350,000 for implementation. Some cost-share required, especially for implementation.
- **NEH Humanities Collections and Reference Resources:** Source for making intellectual content accessible (cataloging, conservation treatment, digitization, etc.). July deadline. Up to \$40,000 for planning; up to \$350,000 for implementation. Some cost-share required, especially for implementation.

Here's the reason you should register with grants.gov. The National Endowment for the Humanities has the absolute best starter grant program of all—their Preservation Assistance Grants for Smaller Institutions. They provide up to \$6,000 in project funds, no match required, to get the basic planning documents and tools of the trade for collections care. First, they like to see everyone with an up-to-date general preservation assessment—what we in DHPSNY are calling our preservation survey—and then they welcome requests that address the recommendations in that survey. So we recommend, apply for the preservation survey or the archival needs assessment through DHPSNY, and then use the recommendations from the survey to apply for things that DHPSNY doesn't provide—the emergency preparedness and response plan, environmental monitoring equipment, storage furniture, and housing supplies.

NEH has bigger grants, too, much more competitive but definitely available for medium-size institutions. Sustaining Cultural Heritage Collections grants are idea for supplementing capital campaigns, including funds for planning to address preventive conservation needs while developing a larger capital campaign.

And, another large one, the NEH Humanities Collections and Reference Resources

grants that fund arranging and describing, cataloging, conservation treatment, and digitization, mainly to ensure that your important collections can be easily accessible to researchers. These are large and competitive grants, but if you're feeling ambitious, you can build a wonderful program out of them.

Federal Funding Sources: IMLS

■ **Institute of Museum and Library Services:** www.imls.gov

■ **IMLS Museums for America:**

Limited to museums.

Source for collection stewardship projects, including cataloging, collection surveys, conservation treatment, digitization, and some environmental improvements. Early December deadline.

Up to \$25,000, no match allowed.

From \$25,001 to \$500,000, minimum of 1:1 cost-share required.



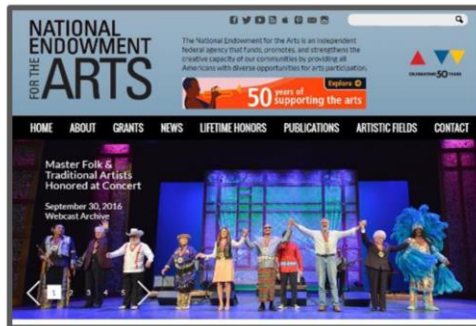
I'm only singling out only one grant from the Institute of Museum and Library Services, although there are others that may be relevant, especially if your collections have a primary focus on African American or Native American history. If so, check out the rest of their grant categories.

Museums for America is limited, too, as it's just for museums, historic sites, and historical societies, as long as they're regularly open to the public with exhibitions. Now, if your organization qualifies, it's a great category, especially now that it has a special Collection Stewardship subcategory for implementing the type of programs that we recommend in DHPSNY.

Two years ago, they dropped the matching requirement for grants up to \$25,000, enabling smaller organizations to tackle dream projects that might otherwise have seemed out of reach. The DHPSNY preservation surveys, archival needs assessments, and conservation surveys are ideal for positioning your organization to pursue these grants, using them for cataloging, treatment, and/or digitization.

Federal Funding Sources: NEA

- **National Endowment for the Arts:** www.arts.gov
- **NEA Grants for Art Projects: Art Works:** Limited to art. Source for collection management, conservation, and preservation activities. Mid-July deadline. Up to \$100,000, with most grants between \$10,000 and \$25,000, with 1:1 cost-share required.



If your collections includes historic American artwork—and this is with a broad definition of art that includes literature, crafts, film, video, and audio—you may be able to design a project suitable for NEA funding through the Art Works category. I’ve found it’s especially receptive to regional arts proposals. Just keep in mind that these grants are for art collections that will be experienced more as art than as history. Because if your request tilts toward history and the humanities, the NEA reviewers may see it as more of an NEH request; and likewise, your NEH request should emphasize research over the experience of artwork. That’s just how these categories work.

Federal Funding Sources: NARA

- **National Archives and Records Administration, National Historical Publications & Records Commission:**
www.archives.gov/nhprc/

- **NHPRC Access to Historical Records:** Source for creating and promoting access to American historical records through digitization and online finding aids. Several relevant categories, each with their own deadlines. Grants offered from \$50,000 to \$350,000, with some cost-share required.



The National Archives and Records Administration offers several NHPRC categories including Archival Projects, Major Initiatives, and Public Engagement with Historical Records, each with its own deadlines and project scope. They're very competitive—you'll have to make a strong argument that your collection has real national significance and you'll need a very solid plan for ensuring digital accessibility, too.

New York State funding sources

- New York State Archives grant programs: Local Government Records Management Improvement Fund and the Documentary Heritage Program
- Conservation and Preservation of Library Research Materials
- Greater Hudson Heritage Network Conservation Treatment Grant Program
- Regional Bibliographic Data Bases Grant Program



New York State offers an unusually fine variety of funding opportunities to support collection care projects. For starters, as I mentioned back at the start, both the New York State Archives and the New York State Library offer important grant programs. The New York State Archives offers a Local Government program—only open to local governments but very useful for them—to implement archives-related and records management projects. And their Documentary Heritage Program offers invaluable assistance for supporting arrangement and description projects, with grant awards from \$1,000 to \$25,000, plus grants for documentation projects for identifying historical records still in the public community. The deadline falls in March or April.

Through the New York State Library Conservation/Preservation Program, libraries, archives, and historical societies are eligible to apply for funding for preservation surveys, environmental surveys, photograph surveys, rehousing, conservation treatment, reformatting, improvements to environmental controls, and training. There's an early April deadline, and some pre-registration is required, so don't wait until the last minute.

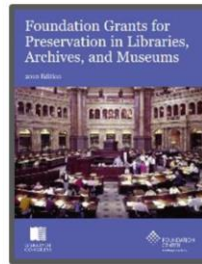
For many years, the Greater Hudson Heritage Network has partnered with the New York State Council on the Arts on a great program for funding conservation treatment

of paintings, works on paper, photographs, textiles, furniture, frames, sculpture, and historical, ethnographic, and decorative objects. These grants are for up to \$7,500, with no match required. The deadline is usually in March.

And last I've listed the Regional Bibliographic Data Bases Grant Program, administered by the regional Library Councils, and these can fund digitization projects, creation of metadata, and retrospective conversion.

Researching Private Foundations

- Foundation Center Funding Information Network:
foundationcenter.org/ask-us/funding-information-network
- Guidestar: www.guidestar.org
- Foundation Grants for Preservation in Libraries, Archives and Museums, 2010 Edition:
www.loc.gov/preservation/about/foundtn-grants.html



Now about private foundations: Hardly any foundations have a generalized interest in funding history. Private foundations may be interested in your organization if—three possibilities: 1) They know you. There’s some personal contact between a foundation trustee and either a Board or staff member. That’s why it’s always important to be sharing trustee names drawn from foundation prospects at Board meetings. Write them down and pass them around—simple as that. 2) They’re local and they have an interest in you because they consider your organization to be an important part of their community. OR 3) A trustee at the foundation has an interest in a subject associated with your institution, whether it’s sports, movies, science, religion, conservative politics, liberal politics, whatever... It’s not a generalized interest in history but a targeted interest.

Use sources like these to gather information on your prospects. The book’s getting a bit old but it’s still retaining some value. Guidestar is fantastic for identifying trustees—you can find current trustee names in their most recent tax filings. And I love the Foundation Center’s network of library locations, where you can usually access some of their best databases for free. New York State has 25 of these library centers—if the closest one isn’t topnotch, consider a road trip to a better one for a day of concentrated foundation research.

Grant Writing Tips

Read the guidelines carefully.

Learn their language.

Contact a grant officer.

No creativity with formats.

Make it urgent.

Tell stories.

Impose on friends.



Wild game being fed by Game Protectors in the Adirondacks, circa 1930.
Source: New York State Archives, Conservation Dept. Photographic Prints and Negatives, 14297-87 box 258, 57F474GME

Some fast tips on grantwriting, starting with: Read those guidelines carefully and closely. Pay careful attention to what they don't fund, as well as what they do fund. Pay careful attention to eligibility. Make an effort to discern where their passion lies.

Use their language. If you want a preservation needs assessment and they say that they fund a preservation survey, use their language—request funding for a preservation survey.

If the foundation has a professional staff and you're not 100% certain that your project will interest them, send them an email or even just pick up the phone and call. If they say, your idea's not appropriate for them, they've just saved you valuable time that you might have wasted writing the request. But it may also lead to a discussion where they'll say, "But we might be interested in..." or "You know who might be interested in a project like this..." And while you're on the phone, don't forget to invite them out to your site.

There are places you can be creative in grant writing; formatting is not one of them. Follow their guidelines to the letter.

Urgency sells. Look for hooks, like anniversaries, to make your project urgent. You need the funding now in order to complete the conservation treatment in time for the 50th anniversary coming in two years.

For a reviewer, the stories are the best part of the narrative, the part they're most likely to remember. So tell stories, ideally ones that capture why your collections are so historically important. Name drop famous people, name drop famous events, and name drop any important researchers, authors, or movie producers who've used your collections.

Your first draft goes to a friend—ideally someone not particularly knowledgeable about your organization—to read. The big question for your friend: As an outsider, does this make sense.

From the Funder's Perspective

1. Why is this project appropriate for our funding source?
2. Does this project naturally emerge from a thoughtful planning process?
3. Are you the appropriate organization to do this project?
4. Why this project at this time?
5. Is this project an appropriate use of the organization's time and resources?



Map of Southampton, early 19th century. Source: New York State Archives. New York (State). State Engineer and Surveyor. Survey maps of lands in New York State, ca. 1711-1913. Series A0273-79, Map #348B.

Here are a few questions that funders—or reviewers at the government funding sources—often mentally consider when reading proposals. They may not even be aware they're asking these questions, but they are.

1. Why us? We have limited funds. Why do you think your project is right for us?
2. Is this the next natural step in a professional process? Establish in the request that you are following a natural process—like the one on the earlier flow chart.
3. Chances are that the funder is going to know your competition, and will know if your competition is stronger in this particular area. Why is your organization best situated to do this project? And, when organizing collaborative projects, the lead organization should be carefully selected. Just because it was your organization's idea, doesn't mean that your organization should necessarily be the leader. Keep your eye on the goal—and that's to get the project done.
4. Back to that thoughtful planning process as outlined in the flow chart—you've been following it and now's the time to move to this all-important next step. And maybe there's an anniversary coming up, too.

5. Are you over-extending yourself? Is this really a good use of staff and volunteer time?

The map is personal. That's my hometown.

6. Is the organization fully committed to making this project a success?
7. Is the organization working with the people best qualified to implement the project?
8. How will the project ultimately be accessible to its natural target audiences?
9. Will the end result of the project have a lasting effect?
10. Will this grant be a credit to the funder?



Whiteface Castle, Parking Area and Summit, circa 1940. Source: Adirondack Museum Library, Harry Wade Hicks papers, MS 63-270, box 4, folder 5.

6. Is it clearly stated that the Board supports this project? Ideally, you'll even be able to point out in the narrative that this project has been identified as a priority in the Board-approved Strategic Plan. If you can, quote from the Plan.

7. Especially with government funding, but also with the more savvy private foundations, reviewers are more impressed to see the best people rather than the cheapest price. So, generally, go with the best.

8. How's that dissemination plan of yours? Funders like to get the most bang for their buck and that means getting the material strategically targeted toward key audiences.

9. Concerns about lasting effect: Okay, how does this work? You ask for funding to treat an item damaged by too much light exposure. Great! But provide a plan to limit light exposure from this point, maybe through a new rotation schedule or use of a facsimile.

10. Funders want these projects to be successes—they're on your side, part of the team, so treat them that way. With government funders, your success gets reported back to Congress and, hopefully, keeps Congress happy and the funder funded.

For the Match

- Individuals
- Corporations/Businesses
- Special Events
- Digital Fundraising
 - Crowdfunding
 - Days of Giving
 - Internet Competitions
 - Mobile Giving



New York City: Empire State Building, View Northwest over Other Buildings to Hudson River, 1932. **Source:** New York State Archives. New York (State). Education Dept. Division of Visual Instruction. Instructional lantern slides, ca. 1886-1939. Series A3045-78, DnNSS, No. B16463.

Funders, both government and private foundation, like matching requirements because they force organizations to look for strategies to expand their funding base. That can be a challenge and that can be a good thing, too.

Look at all grants, whether matching or not, as leverage opportunities. Aim high.

If you currently have a once-a-year appeal, consider a special project appeal in mid-year. And if you're already doing that, consider doing two special project appeals per year. Surveys have indicated that donors like being involved and informed more than they dislike being asked. So keep them in the loop and never be afraid to make the ask.

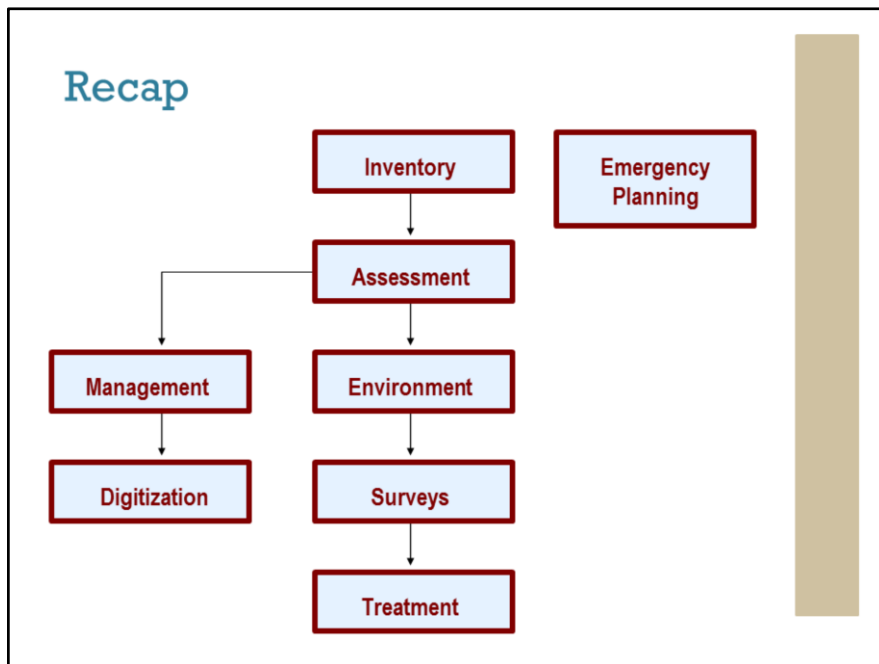
Look locally for corporate and business support, especially capitalizing on contacts at the Board level.

Special events don't have to be big and expensive. Celebrate your collections with small-scale events that offer special access behind-the-scenes or an opportunity to see something not usually on display. You create a privileged space for your potential major donors. And don't forget to make the ask, because people don't usually just

volunteer to give. It's only polite to give them the opportunity to give by asking.

And finally the scary new world of online fundraising. I'm 100% for investing in social media presence and building a network of followers. It's good business to use Facebook and Twitter, but just realize that it takes time to build that social media base and you need a pretty big one in order to lead a successful digital campaign, whether it be Giving Tuesday or a Kickstarter campaign. Start getting ready for that day by investing time in social media now, but don't count on big returns quickly.

The image: The Empire State Building in 1932, the year after it was completed and the year before King Kong climbed it.



Where are you on the chart?

If you don't have your inventory in good shape: You're at the beginning of the process. Probably apply for DHPSNY Strategic Planning.

If you don't have an emergency preparedness and response plan for collections: If you do not have an up-to-date preservation survey, apply for a DHPSNY Preservation Survey. Use recommendations to apply to NEH Preservation Assistance Grants for outside assistance with preparation of an emergency plan.

If you don't have an up-to-date preservation survey, apply to DHPSNY for one. October 14th deadline rapidly approaching.

If you are interested in a digitization project and you have an up-to-date Preservation Survey, apply to the New York State Conservation/Preservation Program or IMLS Museums for America, Collection Stewardship subcategory. And that's a December 1 deadline, so start getting ready now.

If your DHPSNY Preservation Survey recommends better environmental monitoring,

upgrade with \$6,000 worth of purchases and consulting through NEH Preservation Assistance Grants.

And if you think your collections need the attention of a conservator and your Preservation Survey is up-to-date, apply for a DHPSNY Conservation Survey and use its recommendations to apply for funding from IMLS Museums for America or the Greater Hudson Heritage Network for conservation treatment.

Big recommendation, your take-home recommendation: Use these DHPSNY services to rollout a whole series of collection care initiatives. It's a window of opportunity, open for five years, but five years passes surprisingly fast. So be creative, be imaginative, and apply... by next Friday!

Questions?

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DOCUMENTARY HERITAGE
& PRESERVATION SERVICES
FOR NEW YORK

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