

Council of State Archivists

Closest to Home: Archival Programs for Local Government Records

Extract from the narrative of a grant proposal
submitted to the National Historical Publications and Records Commission
June 1, 2005

Project purpose and goals

The full American story can be told only if we have a complete and accessible body of archival records which includes those created by local governments. Local government records represent the foundation of the U.S. archival system and are truly "Closest to Home," created and used in the communities in which we, as citizens, live and work. They are arguably the records that most affect our daily lives and those of our neighbors, documenting our marriages; the education of our children; the homes, land, and businesses we own; the social services we receive; and civil and criminal legal proceedings in our communities.

This project will focus on what can and should be done to ensure that local government records of long-term value are properly preserved and made readily available for use nationwide. It will examine how local jurisdictions and state archives are addressing local government records of long-term value and will develop recommendations about what can and should be done by these and other organizations to ensure their preservation and use.

A particular area of focus will be the variety of resources available at state level designed to assist local governments with their records-related responsibilities. These will include fee-based funding streams that support state staff who provide assistance to local governments, the "ladder of success" being developed by the Georgia Archives, the case for instituting support or services in those states that currently have none, and a delineation of how (and for what purposes) funds available through a possible federally funded, state based grant program could be distributed.

Because this project will focus on local government records of long-term value, it will not attempt to address every issue concerning records management in local governments. It is difficult to draw a hard line between day-to-day records management and archival concerns, since good records management at the beginning of the records life cycle is a natural component of sound archival planning. The project will focus, however, on those things that can place the long-term retention of records at greatest risk, including imaging technologies, electronic records systems, and the physical deterioration of paper and other media.

The specific benefits to be derived from the "Closest to Home" project include:

- Examination of the varying relationships between local governments and their respective state archives and records management programs; identification of what resources are (or should be) available at the state level to support local government records programs.
- Identification of examples of best practices that can be copied and shared, thereby allowing both state and local governments to implement efficient and effective practices without unnecessary investments of time, effort, or money.

- Delineation of the impact of federal and state legislation and policies on local government record keeping, focusing especially on facilitating intergovernmental communications to improve decisions that affect archival appraisal, description, access, and preservation.
- A better understanding of who uses local government records and why so that user needs are properly addressed in long-term preservation plans.
- Information for local government officials and citizens about the costs – fiscal and personal – of failing to address the proper management and disposition of local government records having long-term value.
- Delineation of how funds received through a possible federally funded, state based grant program could be distributed to benefit local government archives and records programs.

Plan of work for the grant period

Records from all three levels of government – federal, state, and local – are essential to the functioning and continuity of our democratic institutions and to the individual and collective memory of our people. The conditions and standards under which local government records are managed vary widely and the stresses placed on local government officials as they try to fulfill their records-related responsibilities can be overwhelming. Provisions for those local government records that have enduring value, and therefore belong in an archives, vary just as widely and the resources for caring for these local government archives are, if anything, even more scarce.

The central focus of this project will be to develop a deeper understanding of and improve planning for local government records having archival value across our nation. The project will include an assessment of current conditions; identification of highest priorities and needs; articulation of these to a broad audience of local government officials, users, and citizens through a case statement; and development of an action plan that can be integrated into future efforts to provide financial and service support for local government records.

We know that the states employ a range of strategies for addressing the long-term preservation of local government records with varying degrees of effectiveness and widely different levels of funding. A number of states have solid fee-funded local government records programs¹ complete with a staff of archivists and records managers to assist the local government officials, microfilming or imaging services, and money available for direct grants to local jurisdictions for specific projects. Other states have only enough staff to provide limited advice by telephone and no direct services to the local government record keepers in their states. Likewise, responsibility and authority for the scheduling and disposal of local government records varies from state to state, with some having strong centralized systems, some providing general guidelines but leaving implementation to local jurisdictions, and at least two with no authority in statute or regulation.

¹ States that have adopted fee-based funding programs for local government records include Connecticut, Delaware, Kentucky, Missouri, New Hampshire, New Jersey, New York, Virginia, and West Virginia. They vary significantly in scale from state to state.

An analysis of the local government records sector is a formidable challenge for a number of reasons, not the least of which is the sheer scope and variety of entities represented. There are more than 88,000 units of local government in the United States, which include 3,136 counties or county-equivalents; 19,429 municipalities; 16,504 townships; 35,052 special districts; and 13,506 independent school districts.² High turnover of local elected officials results in a constant need to re-educate incumbents about their records-related responsibilities and, too often, there is no mechanism in place to deliver the necessary training. Rapid technological change has offered local governments opportunities to access records more quickly and reduce the use of costly storage space, but without careful planning and understanding of limitations, electronic systems can compromise long-term access and preservation, sometimes irretrievably. They can also result in higher costs depending on the frequency of records access.

Recognizing these significant challenges, this project will not attempt to address them all. Instead it will concentrate on those issues, policies, and procedures that most directly affect records of long-term value. A particular area of focus will be services and resources that are now, or should be, available from state archives and records program to assist local governments and other organizations preserve and make available their archival collections. The project will also delineate how (and for what purposes) funds available through a possible federally funded, state based grant program could be distributed to benefit local government records where other funding does not exist at the state level.

Who will conduct the work of the project

A **Local Government Records Task Force** will oversee the project, implement the work plan outlined below, and prepare a final report that will include an action agenda and set of recommendations. This Task Force will comprise archivists in state and local agencies who work directly with local government records, local government officials, and representatives of key user groups (e.g., elected officials, genealogists, attorneys, surveyors, title companies, realtors). The National Archives will also be invited to designate an ad hoc member of the Task Force with the goal of fully addressing the intergovernmental issues inherent in the creation, preservation and use of local government records.

The Task Force will identify a set of key issues early in the project and then engage three **consultants** to explore them in some depth. The consultants' reports and recommendations will be an important resource for the Task Force as it develops its own recommendations and action plan. Three of the Task Force members will be responsible for working directly with the consultants, providing them with information gathered by the Task Force and staff, monitoring their progress as they develop their reports and analyses, and facilitating communications between the consultants and the Task Force.

The work of the Task Force will also be supported by three **Expert Panels** representing those most interested in improving local government records programs: local government officials, users of local government records, and archivists who work directly with local government records. Each of the Expert Panels will be led by one of the Task Force members representing the panel's constituency. Where possible, the members of the Expert Panels for local government officials and users will be drawn from among SHRAB members in the states, further strengthening national-state-local communications and connections.

² U.S. Census Bureau, 2002 Census of Governments (December 2002). www.census.gov/govs/www/cog2002.html

These panels will be asked to review the staff report on existing resources and the annotated bibliography, offering insights from their own experience and suggestions for additional resources and materials. They will also review the case statement, especially focusing on whether it accurately reflects the perspectives of the constituencies each one represents. During the second year of the project, the Expert Panels will review and comment on the consultant reports and serve as important sounding boards during the development of the Task Force's recommendations and action plan. Over the course of the project, the Expert Panels may also solicit additional input from colleagues in their constituent communities to feed into the deliberations of the Task Force.

CoSA staff will provide overall administrative support throughout the project to the Task Force as well as the consultants and the Expert Panels, described below. One of the first products of the project will be a staff report that will identify existing resources in an annotated bibliography and draw out common threads among them in a summary analysis. It is intended to provide a common base of understanding about current conditions and needs on which the Task Force, consultants, and Expert Panels can draw for their own deliberations. Staff will also work with Task Force members to draft the case statement and final report.

To further facilitate communication about this project and other related issues of concern, CoSA will establish a **listserv for local government archivists**. It will provide a means for them to connect with each other as well as a channel for communications between the Task Force and this important group of practitioners.

Components of the Local Government Records Initiative work plan:

1. Identify the key issues that affect the preservation of and access to local government records of long-term value and select the most important for further study by consultants. Some of the issues already identified include:

- Addressing the challenge of managing and preserving electronic records;
- Ensuring that imaging systems and other technological solutions to storage and access during the active life of records incorporate appropriate safeguards for records requiring long-term retention;
- Establishing funding mechanisms to support preservation of and access to local government records of long-term value;
- Providing appropriate education and training for local government officials who create and care for these records during their active life and for the archivists who manage their long-term preservation;
- Evaluating the impact of programs and policies instituted at the federal and state levels that affect the creation, use, and retention of local government records;
- Ensuring that users of all kinds have ready access to local government archives.

The Task Force will refine this list during its initial deliberations; it is possible that Task Force members will identify additional issues during this process.

The Task Force will then choose the most important issues for further exploration by the project's three consultants. It is possible that two or more of the issues may be combined in a single consultant's charge. For instance, one of the consultants may be asked to address technological issues including both electronic records and the use of technology for managing records (e.g., imaging systems) in the same report.

The emphasis of these reports will be on clearly identified issues and practical solutions. The consultants will be able to draw on the resources compiled by the project staff as well as their own experience, contacts, and sources. Their reports will consolidate data and analysis on each specific topic, provide projections about how this issue will evolve over the next 5 to 10 years, and suggest ways in which local governments, state archives, professional associations, and other concerned organizations can and should respond.

- 2. Review and analyze existing data and reports.** While no one has ever conducted a single, comprehensive survey of local government records programs – and we are not proposing to do one here – we are aware of many specific reports and substantial caches of data that can be mined to develop a thorough understanding of current conditions and concerns.

As one of the first steps in the project, staff will prepare a report containing an overview of existing studies, assessments, statistics, and other resources that provide a foundation for understanding current conditions and the challenges to preserving and providing access to local government records of long-term value. Staff will also compile an annotated bibliography of these resources for use by the Task Force, Expert Panels, and consultants. Both the staff report and annotated bibliography will also be made available to organizations and institutions concerned with local government records via the project's website.

The existing resources to be reviewed will include but not be limited to:

Surveys conducted by state archives and records programs. A number of states have already surveyed their own local governments in conjunction with CoSA's 1996-97 Historical Records Repository Survey (New York, Kansas) or on their own (Wisconsin, South Carolina). Michigan also conducted a national survey of state services to local governments in 2004.

Surveys conducted by CoSA and others. CoSA's FY2004 survey of state archives and records programs has collected data on who, if anyone, has authority and/or programs in place for local government records management (see Appendix C). Earlier CoSA and NAGARA surveys collected a limited amount of information about local government records.

State archives manuals, guidelines, administrative reports, and data. At least 45 state archives report having some level of authority over the management of local government records and should have administrative reports that could provide information on current status, achievements, and challenges.

Assessment and evaluation tools already in use like those in New York, New Jersey, and Georgia (see Appendix D for one example).

Grant project reports. States began conducting NHPRC-funded grant projects directed at assessing and/or improving local government records programs in the late 1970s. The earliest were reviewed by Richard Cox in *Documenting America*. Project staff will use the Cox analysis, review subsequent assessments, and also look at products/reports from grants made directly to local governments.

Other reports of national significance. A number of publications and reports have considered government records generally and local government records specifically, including the final report of the Committee on the Records of Government (1985), *Documenting America* (1983), and NAGARA-sponsored projects that produced technical bulletins and guides for local governments.

Books, articles, and manuals on local government recordkeeping available from commercial publishers and professional associations.³

Projects conducted by other associations, e.g., the National Information Center on Local Government Records (NICLOG) sponsored by the American Association for State and Local History (AASLH).

News stories and other anecdotal evidence about disasters, controversies, and crises affecting local governments and their records.

We will also seek out existing surveys and reports from local government associations that might include records-related data and studies by other professional organizations or think tanks.

- 3. Case statement on the value of local government archives.** The Task Force will develop a case statement to use in educating key stakeholders about the value of local government archives, including why they are important (with specific examples) and why they constitute a national priority. The case statement will also provide compelling stories about how local government records affect the personal and business lives of individual citizens and our communities to help convey the message. One model that the Task Force will consider while developing the case statement is “The Gift of History” developed by AASLH.⁴

The Task Force will begin developing the case statement early in the project so that components are available for outreach and education efforts. A team of two Task Force members will be charged with drafting the components and then working with one or more consultants who will provide editorial and design expertise.

- 4. Identify and describe the prevailing approaches used in the states for providing services and financial support for local government archives.** The types of services that state archives provide and the extent of resources available to local governments, in terms of both personnel and finances, vary greatly from state to state. The Task Force will review the components of existing programs at the state level, identify and describe the most common

³ There are too many to list here, but examples include David Weinberg, “The Impact of Grantmaking: An Evaluation of Archival and Records Management Programs at the Local Level,” *American Archivist* (Fall 1999): 247-270; Julian L. Mims, *Records Management: A Practical Guide for Cities and Counties* (International City/County Management Association, 1996); and Bruce Dearstyne, *The Management of Local Government Records* (AASLH, 1988).

⁴ www.aaslh.org/giftofhistory.htm

approaches used to fund local government archives in the states, and highlight the approaches which may serve as best practices.

5. **Outreach to local government officials and key user groups.** Each state archivist and SHRAB will be encouraged to connect with local government officials and organizations in his or her state using products developed by the Task Force and project staff. The Task Force will also communicate directly with and encourage input from national associations representing archivists and records managers (e.g., SAA, ARMA, AIIM) and those representing local government officials (e.g., National Association of Counties (NACo), International Institute of Municipal Clerks (IIMC), International County and City Management Association (ICMA)). These organizations will be invited to review the case statement (see #3 above) and to disseminate and respond to other products including the staff and consultant reports, the recommendations of the Task Force, and the action plan.
6. **Consideration of the feasibility of developing measures and common data elements for local government records programs.** The Task Force will consider the feasibility of building a set of measures to use in assessing performance and effectiveness in local government records programs, both those administered by local governments themselves and those administered at the state level. They will start by looking at assessment tools that several states already have in place for these programs along with more general measures employed by government archives and records programs at all levels including the performance “ladder” being implemented in 2005 by the State of Georgia. The Task Force will consider if such a “ladder” would provide an appropriate incentive for improvement and a prerequisite for receipt of funds by local governments under a possible federally funded, state based grant program for archives. It will also evaluate the Certified Local Governments program used for historic preservation funding to determine if that approach has applicability to state-based local records programs.
7. **Final report and action plan.** The Task Force will consider the findings of the expert consultants, focus groups, and their own research to develop a final report that will include an action plan, tables of key data, the consultants’ reports, structure and funding models, and specific recommendations, including consideration of how to best implement state based grant funding for local government records.

The Task Force will distribute these documents to associations serving local government officials and widely within the archives and records management community. It will provide guidance to State Archivists and SHRABs on how to use the project’s products to continue discussions within their own states with state and local government officials, resource allocators, users, and other key constituents in order to work toward implementation of recommendations.

Time table for local government records project:

Dec 2005-	Appoint remaining members of the Task Force
Feb 2006	Staff prepares background material for first meeting of the Task Force; starts gathering existing resources, preparing summaries of existing state-based programs, outlining characteristics of local government archives, compiling annotated bibliography. An overview and bibliography will be distributed by end of February to inform first Task Force meeting
	Staff sets up Web-based resource center for use by Task Force, Expert

	<p>Panels, consultants; public information section for disseminating products of and information about the project</p> <p>Distribute essential background reading, agenda for first Task Force meeting to members in early January 2006</p> <p>Identify members for Expert Panels in consultation with local government archivists and state coordinators</p> <p>Establish a listserv for local government archivists</p>
March 2006	<p>Initial meeting of the Task Force</p> <p>Review staff research to date based on existing resources</p> <p>Identify and refine key issues through a facilitated discussion; determine which issues will warrant consideration by consultants, identify potential consultants for each</p> <p>Define audiences for and frame components of the case statement, assign Task Force members to develop draft during the Spring</p> <p>Finalize members for Expert Panels and refine a charge to guide their work</p>
April-June 2006	<p>Consultants begin their research (interim reports due July 1; final reports due November 30, 2006)</p> <p>Team of Task Force members drafts components of the case statement; begins working with editorial & design consultant(s) to prepare final version</p> <p>Staff continues to develop annotated bibliography and report on existing sources; works with Task Force/Expert Panel leaders to identify additional items</p> <p>Staff prepares summaries of existing state-based programs, outlines characteristics of local government archives,</p> <p>Expert Panels review and provide feedback on draft case statement and descriptions of key issues, drawing advice from their constituent communities as necessary and appropriate.</p>
July-Aug 2006	<p>Consultants submit interim progress reports by July 1 for review by Task Force at its Washington meeting</p> <p>CoSA/SAA/NAGARA Joint Annual Meeting in Washington DC (July 31-August 6, 2006)</p> <p>Hold incubator session on local government records to encourage discussion with the Local Government Roundtables of both SAA and NAGARA</p> <p>Distribute draft case statement and other outreach materials to state archivists during CoSA annual meeting</p> <p>Task Force meets (after incubator session and CoSA meeting) to incorporate feedback on case statement; discuss progress on Consultant reports.</p>
Sept 2006-Jan 2007	<p>Task Force finalizes and publishes case statement by October 31, distributes copies to each state and to other organizations serving local government officials and key user groups</p> <p>State archivists conduct outreach efforts as designated by Task Force</p> <p>Task Force begins delineating local government funding processes and criteria for possible state based funding program</p> <p>Expert Panels confer by conference call and connect with the constituent</p>

groups they represent to ensure that each is well-informed about the project and that their views are conveyed to the Task Force.

- Nov 30, 2006 Consultant reports due; copies distributed to Task Force and Expert Panels for review, comment
- Feb 2007 Task Force meeting
Facilitated discussion to develop components of action plan, final recommendations
Consultants invited to participate in discussion, provide additional insights from their key areas
Discuss impact of case statement, including feedback from Expert Panels and state archivists, need for additional copies, what presentation methods were most effective, which groups were most receptive, who else to contact, additional steps to take
Discuss local government funding processes and criteria for possible state based funding program; draft recommendations
Consider feasibility of developing measures and common data elements for local government records programs
- Mar-June 2007 Draft action plan and recommendations further refined by team of Task Force members; circulated to full Task Force and Expert Panels for review and comment
Staff begins compiling Task Force's portion of final report
- July 2007 CoSA Annual Meeting (location to be determined - NAGARA will be meeting in Kansas City in 2007)
Task Force presents action plan, final recommendations, other findings and products at session(s) of CoSA/NAGARA meeting(s)
Task Force meets to discuss feedback from session, finalize drafts of report, action plan, recommendations for state based funding processes and criteria, develop guidance for state archivists and others in using Task Force products.
- Aug-Sept 2007 Presentations at SAA, Chicago (Aug 27-Sept 2) re: findings, recommendations, action plan.
- Sept-Nov 2007 Final report, action plan, and recommendations published and disseminated to local government associations, archival community, user groups
Task Force representatives make in-person presentations where possible State Archivists/Coordinators provided guidance on and encouraged to use action plan, report, and recommendations as basis for discussions and further action with SHRABs and constituents in their own states.

Products or publications to be produced

Year 1

1. A staff report providing: (1) an overview of existing reports, assessments, statistics, and other resources that provide a foundation for understanding current conditions and challenges to preservation of and access to local government records of long-term value; and (2) an annotated bibliography on local government records for use by the project's Task Force, Expert Panels, and Consultants. Both the staff report and annotated bibliography will also be made readily available to organizations and institutions concerned with local government records via the project's website.
2. A summary of existing programs and services that states provide to local governments related to the management of their archives and records.
3. A case statement on the value of local government archives. The statement will provide insight into why the proper preservation of these records is a national issue and tell compelling stories about how they affect the personal and business lives of individual citizens and our communities to help convey the message.
4. Consultant reports that address the key issues that must be addressed in order to ensure that local government records of long-term value are properly preserved and accessible. These reports will form the core of the final report described in #8, below.

Year 2

5. A delineation of how and with what criteria funding should be distributed under a possible federally funded, state based grant program for archives.
6. A white paper considering the feasibility of developing measures and common data elements for local government records programs.
7. An action plan outlining steps that each of the concerned organizations and agencies need to take in response to the findings and recommendations of the Task Force as presented in its report.
8. A final report from the Task Force on Local Government Records that, in addition to the three consultant reports, will include the action plan and guidelines for how each state can use the products of the "Closest to Home" project to ensure that local government records of long-term value are properly preserved and accessible.

Responsibilities of the personnel

Task Force on Local Government Records

Co-chairs. Kaye Lanning Minchew and Roy Tryon

- Convene and set agendas for the meetings of the Task Force on Local Government Archives.
- Guide the Task Force in the developing the case statement, recommendations, and action plan.
- Oversee work of staff and consultants that is related to the local government archives project.
- Establish communications with associations serving archives and records professionals and local government officials, invite responses to products of the project, and keep the organizations informed about Task Force's work.

Task Force members (to be named). The Task Force will be made of up the two co-chairs plus six additional members who will be chosen to represent local government officials, users of local government records, and archivists working directly with local government records. The National Archives will also be invited to appoint an ad hoc member, giving the Task Force a total of nine members.

Each of the Task Force members (beyond the co-chairs) will have specific responsibilities: three will lead the work of the Expert Panels (described below) and three will work with the three consultants to the project.

The Task Force members will:

- Represent the interests and concerns of the constituent groups from which they are drawn, e.g., local government archives, users, and local government officials; communicate with associations and individuals representing these groups throughout the project; and report back to them about the final recommendations and action plan.
- Refine the list of key issues and identify others that must be considered in addressing the long-term preservation and use of local government records and select the consultants who will prepare reports on each of them.
- Define the responsibilities of the Expert Panels and participate in the ones that represent their particular constituent groups.
- Review and comment on products developed by project staff, including the report on existing local government records resources, the annotated bibliography, and the summary of existing programs and services that states provide to local governments related to the management of their archives and records.
- Develop a case statement on the value of local government archives.
- Investigate and develop recommendations regarding the feasibility of developing measures and common data elements for local government records programs.

- Develop recommendations and an action plan based on staff research, consultant reports, and their own analyses, including criteria and processes for distributing state-based grant funds for local government archives.
- Prepare guidance for State Archivists and SHRABs on using the project's report, recommendations, and action plan to continue discussions in their own states and work toward appropriate implementation.

In addition:

- The three Task Force members assigned to lead Expert Panels will convene conference calls and use other means for communicating with his or her panel; help distribute drafts of the Task Force's products for review by the panels and convey reactions back to the Task Force; ensure that the perspectives of the constituency represented on the panel are integrated into the deliberations of the Task Force.
- The three Task Force members assigned to work with the project's consultants will assist the consultant in obtaining the Task Force's products that will be useful in his/her work, monitor progress by the consultant on his/her report, and facilitate review of the report and recommendations by the Task Force and Expert Panel members.
- Working in teams, two or three Task Force members will develop the main components of the case statement and two or three will prepare the initial draft of the action plan.

Consultants on key issues (to be named).

The Task Force will select consultants to draft in-depth reports on key issues that have an impact on the preservation of and access to local government records having long-term value. Project staff will provide some services in support of the consultants' work.

Each consultant will:

- Review the staff report summarizing existing resources and the annotated bibliography.
- Conduct additional information gathering through research, interviews, or brief surveys, as necessary, to fully understand the key area that is his/her responsibility.
- Prepare an initial report for delivery by July 1, 2006, for discussion by Task Force at its July 2006 meeting.
- Prepare final report to the Task Force and deliver no later than November 30, 2006.
- The consultants' reports will describe the impact of the key issues; identify individuals and organizations that have a stake in or wield influence on the issue; provide recommendations for approaches or solutions that could be recommended by the Task Force and implemented at the state and/or local level.

Expert Panel members (to be named).

There will be three Expert Panels representing local government officials, users of local government records, and archivists working directly with local government records. Each panel will be led by the two Task Force members who represent each of these groups, one as panel leader and one as alternate. The panels will have 3 to 5 additional members. The panels of users and local government officials will be recruited primarily from among the members of State Historical Records Advisory Boards. Most of the work of the Expert Panels will be conducted by telephone and electronically. While panel members may choose to meet at the CoSA, NAGARA, or SAA annual meetings, no compensation will be provided to cover the costs of these meetings.

The panels will:

- Review the staff report on existing resources and annotated bibliography to identify additional resources, offer critiques on the value of specific entries, and help ensure that all appropriate topics and materials are covered.
- Review and comment on the draft case statement, Consultants' reports, action plan, and final report to offer additional perspectives from the groups they represent as well as correct or add information as needed.
- Assist the Task Force and project staff in communicating with the constituent groups they represent.

CoSA Staff

Victoria Irons Walch, CoSA Executive Director

Jenifer Burlis-Freilich, CoSA Program Officer

For the Local Government Archives Project, CoSA staff will:

- Provide administrative support to the Task Force on Local Government Records and the three Expert Panels.
- Compile staff report on existing sources, annotated bibliography, and summary of existing records-related programs and services provided by states to local governments.
- Conduct other background research and information gathering at the direction of the Task Force co-chairs and members of the Task Force and Expert Panels.
- Work closely with the project consultants to help them conduct their research and prepare their reports.
- Prepare and disseminate background papers, preliminary analyses, final report and recommendations, action plan, and guidance for State Archivists and SHRABs for using these products and working to implement recommendations.
- Participate in the meetings of the Task Force.
- Plan and manage meetings and facilitate communications (written, voice, and electronic) for the Task Force, Expert Panels, consultants, and outside audiences.