DISASTER PLANNING
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I. Developing the Disaster Plan

A. Problems
   1. Great labor--design by committee--takes months.
   2. Fill in the blanks.
   3. Disasters just not taken seriously--"it won't happen here"
   4. No administrative incentive for planning--management by objective
      fails to incorporate disaster planning into every job description.
   5. No recognition of financial incentive.

B. So what happens without plan?
   1. Management loses initiative and control.
   2. Staff stressed by event and inability to make a difference.
   3. Institution unable to recover suffering severe financial and PR
      damage.

C. Essential Steps in Preparing a Good Plan.
   1. What are disasters you face?
   2. Sell need to plan--THIS IS ESSENTIAL.
   3. Planning process
      a. first must have unconditional administrative support.
      b. pick team members.
      c. initial meeting.
      d. subsequent meetings.
   4. Chain of Command
      a. must exist--someone must be in charge at all times.
      b. good example is "Incident Command System" (ICS)
         --ensures someone is charge at all times, no matter
         when or where disaster occurs.
         ---coordinator of emergency operations--ultimately
         responsible for all decisions.
         ---media rep--speaks for institution to all outside
         parties.
---personnel manager--allocates staff time and resources
---collections manager--responsible for safety and welfare of collections
---protection or bldg. services manager-- welfare and safety of bldg.

5. Four essential steps in good plan.
   a. protect human life
   b. provide detailed steps before, during, and after--orderly flow of instructions used to prevent interruption from becoming disaster
   c. look at problem in new way--step back--look at potential for problems--don't get complacent
   d. develop approaches to minimize impact on collections--minimize worst case scenario by taking proactive (not reactive) steps

6. Other advice
   a. plan must be practical
   b. a notebook on shelf is NOT a disaster plan
   c. look to other sources for advice and assistance
   d. think WORST CASE

7. Once plan drafted
   a. distribute to departments for comment
   b. distribute at staff meeting
   c. be prepared to answer individual needs, fears expectations
   d. make appropriate revisions quickly

8. Develop test--while focused in staff's minds
   a. use most likely major disaster
   b. plan on including all staff and patrons
   c. emphasize life safety issues
   d. must be able to shut off utilities for drill
   e. who will evaluate structural soundness of building.
   f. make drill realistic

9. Conduct drill only after plan has been fully implemented, staff has had a chance to study and learn new skills
   a. drill should teach success--not failure
   b. incorporate first aid and CPR training
   c. fire extinguisher training
d. collection movement  
e. special tools and equipment  
f. other special training

10. Drill  
a. have fun  
b. decide on time of year  
c. make at least one drill/year comprehensive--others can test only certain aspects of plan  
d. determine who will be involved  
e. determine involvement of local public safety agencies--fire dept., police, EMS--and inform them ahead of time  
f. decide if you want publicity  
g. select members of institution to observe and evaluate--record drill with photos, and, especially, video  
h. provide critique of drill--revise plan as necessary  
i. establish schedule for next year's drill--DON'T PROCRASTINATE

D. So you don't have much money

1. still likely to have many of the supplies necessary--but do you know where they are all located?  
2. develop fact sheets on specific emergencies  
3. maintain lists of names, addresses, day/night telephone numbers for building contractors, architects, plumbers, electricians, security firms, others  
4. compile list of local vendors--names of reps, not just firms; also compile same list on regional basis  
5. with each vendor: determine what service you can obtain during closed hours and week ends, who to contact, whether they will accept purchase order  
6. collect plans and specs for building, major equipment  
7. maintain copies of all critical keys in several SECURE locations  
8. list of staff, address, phone numbers on small cards to be carried at all times  
9. staff training  
10. involve volunteers, docents

II. Emergency Planning and People

A. People react in very different ways

---greater stress with:  
   disasters of sudden, unanticipated onset
disasters which victims are unprepared for
disasters which are life threatening or cause death
disasters which impact a large segment of community
disasters which have threat of re-occurrence
separation of family members
prolonged shelter experiences
poorly managed evacuations
shelter which is perceived as inadequate
inadequate assistance programs

B. Don't expect more than 1/3 to 1/2 of staff to be present to help—have own families, own homes, own problems

C. There are ways to help staff

1. help them to prepare for disasters at home
2. learn about fears and concerns—work to solve
3. set up program to help take care of families
4. even smaller institutions can look for assistance from local sources—American Red Cross, county mental health, Salvation Army, local churches
5. FEMA works with the National Institute of Mental Health (5600 Fishers Lane, Rockville, MD 20857) to develop programs

III. Supplies

A. for people

1. water
2. food
3. toileting
4. medical supplies—OSHA first aid kits, plus:
   --Spendo 2nd Skin Blister kits
   --Hibiclen Surgical Scrub
   --Actifed Tablets
   --Benadryl
   --hydrocortisone cream
   --Diasorb tablets
   --non-prescription pain reliever
   --CPR airway packs
   --inflatable splints
   --remind staff to keep supply of own prescription medicine at work
5. Personal Protective Equipment
--boots
--gloves
--tyvex coveralls
--hard hats
--respirators- dust/mist respirator with exhalation valve
--fire extinguishers- 10A:60B:C dry chemical
--ground fault interrupters- GFIs
--sun screen
--insect spray

For Preparation and Recovery
1. flashlights, bulbs, and batteries
2. battery operated radios, spare batteries
3. film and camera
4. plastic trash bags
5. plastic mini grips
6. paper towels- or Rags in a Box by Scott
7. Dust Bunnies
8. toilet paper
9. chemicals?
10. plastic sheets- 16 by 100 foot 4 or 6 mil poly
11. duct tape
12. utility knives, replacement blades
13. minimal tools
   --claw hammer
   --standard tip screw drivers
   --Phillips screw drivers.
   --lineman’s 7 inch insulated pliers
   --10 inch vise grips
   --tongue and groove pliers or 18 inch pipe wrench
   --10 inch adjustable wrench
   --meter key wrench
   --single bit axe
   --multi purpose tool
   --15 inch 8 to 9 pt. hand saws
   --tree handsaw
   --18 tooth hacksaw

14. Tools for larger institutions
   --chainsaw
   --circular saw

15. fasteners
   --10d and 12d galvanized nails
   --1 1/2 roofing nails
--2 inch deck screws
16. generator
17. gas cans
18. rope
19. fans
20. dehumidifiers
21. emergency lighting
22. wet/dry vacs
23. shovels, rakes, squeegees, wheelbarrows
24. hose
25. water pumps
26. boxes- RESCUBES
27. packing materials, other preservation/conservation supplies
28. extension cords

C. Other items
   1. structural plans
   2. administrative paper work--payroll, purchase orders
   3. trouble folder
   4. large emergency power or stand-by generators
   5. lumber
   6. phone lists
   --architect
   --general contractor
   --HVAC contractor
   --fire sprinkler company
   --alarm or security company
   --electrician
   --plumber
   --structural engineer recommended by architect
   --local and regional rental companies
   --local insurance broker, regional and national offices
   --public safety agencies--fire, police, ems
   --preservation consultants

D. Renting versus buying

   1. renting good for small, very localized disasters, worthless for
      earthquakes and hurricanes
   2. necessary items must be stockpiled in advance, will be sold out
      hours before hurricanes

E. Packing Supplies

   1. Water proof, insect/vermin proof, dust proof, people proof--open
handed polyethylene 8, 15, 30 or 55 gallon drums
2. Mark outside with contents and date--pack with thought--first
things first.
3. Store in safe location--may want to split into two stock piles,

F. Communications Tips

1. Expect the worst
2. have list of regional radio/TV stations
3. commercial telephone circuits left after disaster will be overtaxed
   (easier for others to get through than for you to get out). Cellular
   phones will help.
4. use of CB and UHF (urban), VHF (open, rural) radios.

IV. Assistance and Insurance

A. Any plan assuming outside assistance is unrealistic

B. FEMA

1. assist in the removal of debris and restoration of services
2. may repair damage to structures and costs of conserving
   objects.
3. BUT--pay only for the "minimum steps which are both necessary
   and feasible to place the items back on display without restoring them
   to their pre-disaster condition"
4. FEMA's Hazard Mitigation Grant Program--pays 50% of cost of
   structural restoration project which incorporates future hazard
   mitigation
5. contact your FEMA region BEFORE THE PROBLEM

C. Other Federal assistance

1. NEA and NEH both may provide grants for extraordinary
   circumstances, such as disaster recovery.
2. Institute of Museum Services--funding through Conservation
   Project Support and Professional Services Program

D. Insurance

1. Practice Risk Management
   a. risk avoidance--eliminate or remove risk
   b. risk reduction--develop disaster and recovery plan,
      frequently test, funding, structural modifications, reduce
      possible losses
   c. assumption of risk--cover losses as part of "doing
      business"; must examine maximum possible and probable
      losses
d. self insurance—establish a separate and invested reserve fund to cover possible losses—nothing wrong with approach, except every institution under estimates extent of possible losses

V. Recovery Efforts

A. DO NO HARM

1. know what to do and do it, but do not rush
2. avoid selecting techniques simply because they are "cheap"
3. remember to protect staff from dangers at all times

B. Time is of essence—mold will begin in 24 to 48 hours

1. pre-planning is essential
2. quickly assess damage and determine whether recovery is in-house or by contractor
3. make repairs to building—must be weather tight as soon as possible
4. evaluate collections as:
   --not damaged, no further action necessary
   --damaged and requiring restoration or treatment
   --damaged, but not to be restored or treated (either more economical to replace or damage too great)
   --damaged, to be restored in future

5. may need to pack most everything for freezing and deal with as time allows
6. may need to stave off mold by use of fans, HVAC, dehumidifiers

C. Recovery of Building

D. Recovery of Collections

1. Paper

   a. time line—24 hours pages stick together; 48 hours some natural drying with wrinkling and warpage, coated stock stuck together, first mold becomes apparent; 60 hours much mold; 5 days paper stock begun process of chemical breakdown

   b. choices

      1. discard
      2. air drying
      3. dehumidification drying
      4. freezing
      5. vacuum freeze drying

   c. packing books for freezing or vacuum freeze drying

      --waxed paper or silicone-treated paper not essential but helps

      --pack to minimize distortion and swelling
--use filler to prevent shifting
--number boxes and create inventory
--coated papers: keep wet, line box with trash bag
--pack with diligence and speed, but not disregard or
carelessness

2. Photographic Materials
a. most all can be recovered if you have a prior agreement
with your microforms vendor and local photo processing
professional
b. color film first--dyes not stable--keep wet and have it
recovery firm within 48 hours or losses will be near 100%
c. silver films--have upwards of 60 hours, must keep cool, if
you can't cool, freeze film--can process yourself if you have
photo studio and skilled technicians
d. diazo and vesicular films--low priority--will either survive
or be immediately destroyed
e. paper prints--air dry

3. magnetic media
a. water is never "just water"--abrasive, contaminated oils--
95% recovery possible if proper techniques applied within 72
hours; every additional 24 hours additional 10% reduction in
recovery
b. select outside firms for major recovery efforts