



foundation
for advancement
in conservation

**Protecting Cultural
Heritage**

Emergency Planning Toolkit for Tribal Cultural Institutions

INTRODUCTION.....	4
WHAT IS THE EMERGENCY PLANNING PROCESS?	4
DEFINITIONS	4
EMERGENCY	4
DISASTER	4
HAZARD.....	4
RISK	5
VULNERABILITY.....	5
MITIGATION.....	5
FIRST RESPONDERS	5
EMERGENCY MANAGERS	5
COLLECTIONS	5
STAKEHOLDERS.....	5
THE FIRST PRIORITY IN EMERGENCY PLANNING	5
THE EMERGENCY PLANNING PROCESS	6
STEP ONE: GETTING ORGANIZATIONAL SUPPORT.....	6
POTENTIAL STAKEHOLDERS	6
BEGINNING THE CONVERSATION	7
ESTABLISHING AUTHORITY AND OUTLINING RESPONSIBILITIES	7
QUESTIONS TO GET YOU STARTED	8
STEP TWO: CREATING YOUR EMERGENCY PLANNING TEAM.....	8
THE INCIDENT COMMAND SYSTEM	9
QUESTIONS TO GET YOU STARTED:	10
STEP THREE: CHOOSING A PLAN TEMPLATE	10
QUESTIONS TO GET YOU STARTED:	11
STEP FOUR: ASSESSING YOUR RISKS	11
RISK PRIORITIZATION WORKSHEET	12
WALK-THROUGH CHECKLIST.....	12
CREATING EMERGENCY PROCEDURES	12
QUESTIONS TO GET YOU STARTED:	12
STEP FIVE: ESTABLISHING YOUR KEY CONTACTS.....	13

STAFF	13
EXTERNAL CONTACTS	13
INSURANCE AGENT.....	14
DISASTER RECOVERY FIRM	14
NATIONAL HERITAGE RESPONDERS	14
WORKING WITH FIRST RESPONDERS.....	14
COMMUNICATIONS PLAN	15
QUESTIONS TO GET YOU STARTED:	15
STEP SIX: DETERMINING YOUR SALVAGE PRIORITIES	16
HOW TO PRIORITIZE.....	16
HAZARDOUS MATERIALS	17
SACRED OR SENSITIVE OBJECTS.....	18
SALVAGE TECHNIQUES	18
QUESTIONS TO GET YOU STARTED:	18
STEP SEVEN: MAINTAINING EMERGENCY SUPPLIES	18
COMMONLY USED SUPPLIES	18
MAINTAINING SUPPLIES	19
QUESTIONS TO GET YOU STARTED:	20
STEP EIGHT: WRITING YOUR PLAN	20
MAPPING THE FACILITY.....	20
PROCEDURES	20
ATTACHMENTS.....	21
DISTRIBUTION OF THE PLAN.....	21
CONFIDENTIAL INFORMATION.....	21
QUESTIONS TO GET YOU STARTED:	21
STEP NINE: TRAINING YOUR STAFF	22
TRAINING	22
DRILLS	22
TABLETOP EXERCISES.....	22
FIRE EXTINGUISHER TRAINING	22
FIRST AID TRAINING.....	23
QUESTIONS TO GET YOU STARTED:	23
STEP TEN: IMPLEMENTING THE PLAN	23
SHARING THE PLAN	23
INVOLVING FIRST RESPONDERS	23
CREATING AN UPDATE SCHEDULE	24

CONTINUING RISK ASSESSMENT.....	24
PURCHASING SUPPLIES	24
INSTALLING A KNOX BOX.....	25
QUESTIONS TO GET YOU STARTED:	25
FINAL THOUGHTS	25
APPENDIX 1: SAMPLE TIMELINE FOR THE PLANNING PROCESS.....	26
APPENDIX 2: SAMPLE TELEPHONE TREE.....	27
APPENDIX 3: COMMUNICATIONS PLANS.....	28
APPENDIX 4: SUPPLY LISTS	29
APPENDIX 5: INTRODUCTORY MEETING AGENDA.....	31
APPENDIX 6: TABLETOP EXERCISE	32
APPENDIX 7: FURTHER RESOURCES.....	33
RESOURCES AVAILABLE FROM THE FOUNDATION FOR ADVANCEMENT IN CONSERVATION ..	33
OTHER RESOURCES	34
EMERGENCY PLAN TEMPLATES	34
THE PLANNING PROCESS.....	35
EMERGENCY RESPONSE.....	36

EMERGENCY PLANNING TOOLKIT

INTRODUCTION

For any cultural heritage institution, the question of whether an emergency will endanger collections is not a matter of “if” but of “when.” By reading this manual, you are taking the first step to preparing your tribal cultural heritage institution for handling an emergency that threatens its collections. Creating an emergency plan is one of the key steps to preserving your collection. This manual will provide you with the guidance you need to create an effective emergency plan. The process can be time-consuming, especially as you start out, but it does not need to be difficult. Creating an emergency plan now will maximize your chances of a successful response and recovery.

WHAT IS THE EMERGENCY PLANNING PROCESS?

The *emergency planning process* is a title given to all the steps needed to protect and minimize harm to your collection from emergencies, small and large. This includes assessing and mitigating risks where possible, as well as writing and implementing an emergency plan. See Appendix 1 for a sample timeline of the planning process. The plan can be as simple as a single sheet of paper, or as complex as a large three-ring binder. This toolkit will help you create the right plan for your institution.

DEFINITIONS

EMERGENCY

An emergency is an unforeseen occurrence that calls for immediate action. This could include anything from life safety issues to a mold outbreak that endangers collections.

DISASTER

A disaster is any sudden, unplanned event that produces great material damage, loss, and distress. Fires, floods, and other emergency events usually result in disasters because of the extensive amount of damage they cause. Disasters can result from natural or manmade occurrences.

HAZARD

A hazard is a condition that presents the potential for harm. Hazards can have natural, environmental, industrial, or technical causes.

RISK

A risk is the probability or chance that a particular hazard will lead to injury, loss, or damage.

VULNERABILITY

Vulnerability is the diminished capacity of an individual or group to anticipate, cope with, resist, or recover from the impact of a natural or man-made hazard.

MITIGATION

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. Mitigation can happen both before and after a disaster.

FIRST RESPONDERS

First responders are those individuals responsible for immediately traveling to the scene of an emergency to provide assistance. They include police, firefighters, and emergency medical technicians.

EMERGENCY MANAGERS

Emergency managers are those individuals responsible for coordinating and integrating activities that address all phases of emergencies and disasters, including preparedness, response, recovery, and mitigation.

COLLECTIONS

For the purposes of this manual, collections are defined as assemblages of objects retained for long-term preservation, study, and interpretation in museums, libraries, and archives.

STAKEHOLDERS

Any persons who may be interested in your emergency plan or have input to offer.

THE FIRST PRIORITY IN EMERGENCY PLANNING

Human safety is always the first priority. Buildings and collections come second. This should be acknowledged often during the planning process, especially when working with emergency managers and first responders.

THE EMERGENCY PLANNING PROCESS

The emergency planning process can be broken out into ten simple steps:

1. Getting organizational support
2. Creating the emergency planning team
3. Choosing a plan template
4. Assessing risks
5. Establishing key contacts
6. Determining salvage priorities
7. Maintaining emergency supplies
8. Writing the plan
9. Training staff
10. Implementing the plan

This toolkit will address each of these steps so that you can complete the process easily.

STEP ONE: GETTING ORGANIZATIONAL SUPPORT

Before starting work on an emergency plan, get support from your leadership. They can then help you engage others and successfully implement the plan. It is crucial to establish who has authority over the plan and convince those with oversight responsibilities for your institution to understand and accept the plan's critical role in protecting the tribe's cultural heritage.

POTENTIAL STAKEHOLDERS

The more stakeholders that understand the importance of an emergency plan and support the planning effort, the greater the chance of success. Although some stakeholders will not be directly involved with the planning process, their interest sends a powerful signal that the emergency plan is a project that deserves time and resources devoted to it.

Each stakeholder will not necessarily be expected to make significant time commitments to the process; some may just participate in a short conversation in order to provide input from their perspective.

Stakeholders you might involve in the conversation include:

- Tribal emergency management office

- Cultural resources and executive staff
- Tribal IT department
- Tribal council members
- Tribal administration
- Tribal historic preservation office
- Tribal elders
- Other tribal members
- Tribal and local first responders
- Board members of your institution
- Institutional staff and volunteers
- State officials with similar functions

BEGINNING THE CONVERSATION

You may decide to begin by having one-on-one conversations with stakeholders about the importance of your emergency plan. These conversations can be informal, or formal, depending on your tribe's communication preferences. In these conversations, you can talk about disasters experienced by other tribes, (such as fires, floods, wind damage, and earthquakes) give examples of potential threats to your collections, or even address the fact that having an emergency plan is considered an essential best practice for collections preservation. You may also point out that for some insurance purposes a plan is an essential step.

If you encounter resistance, encourage supportive stakeholders to talk with less-supportive ones. For example, invite the fire chief to talk with your tribal council about the importance of an emergency plan and provide examples of how responding quickly to a fire can minimize damage.

You may also decide to have more formal group discussions and introductions to the planning process for your stakeholders as part of the project kickoff, especially if you plan to engage large numbers of stakeholders.

ESTABLISHING AUTHORITY AND OUTLINING RESPONSIBILITIES

Once you have organizational support, establish authority for creating the plan and the responsibilities of the key officials. The emergency planning team leader may have the ultimate authority for the creation of the plan, but the team leader's supervisor, the museum director, or the tribal historic preservation officer may be responsible for making

sure that the plan gets created. A statement of authority that clearly delineates these roles should be added to the introduction of your emergency plan.

QUESTIONS TO GET YOU STARTED

- *Why do we need an emergency plan?*
- *Who should be part of the emergency planning team?*
- *Who should help develop and write the plan?*
- *Who needs to approve the plan?*
- *Who else should be involved?*
- *What is our timeline?*

STEP TWO: CREATING YOUR EMERGENCY PLANNING TEAM

The ideal team will bring perspectives from each area of your organization and will be able to share information about the plan widely. Ideally, include staff from the following in your team:

- Collections management
- Facilities oversight
- Cultural institution administration and board oversight
- Tribal administration
- Emergency managers
- First responders
- Nearby tribes that already have a plan in place
- State and federal officials with emergency experience and responsibilities

Tribal administration, emergency managers, and first responders can provide important information and perspectives, even if they do not attend every planning meeting.

For a small institution, there may only be one or two people available to develop the emergency plan. This means that you will have to consider the amount of detail that will go into your plan and assign responsibilities accordingly. For example, rather than choosing a complex emergency planning template, choose the simplest one.

Once you have identified the members of the emergency planning team, write team membership as a responsibility in each person’s job description. This is important for times of staff transition because you won’t have to find a new person to fill the role. Instead, the person you hire for the job will automatically be part of the emergency planning team.

THE INCIDENT COMMAND SYSTEM

The Incident Command System (ICS) was developed by emergency managers to help with responding to an emergency. The organizational chart below shows an in-depth example of how the system works. It’s important to understand the ICS system because emergency managers and first responders will all use ICS for their emergency response. If you understand ICS, you will all speak the same language.

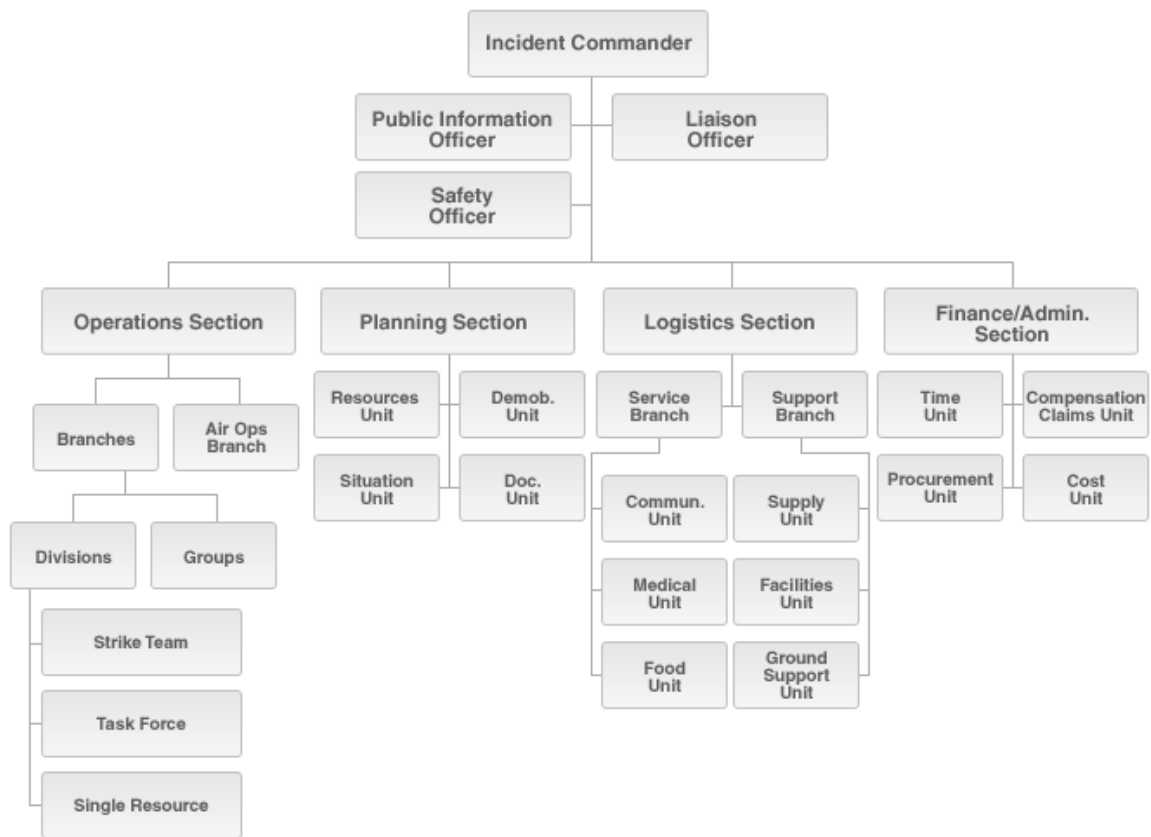


FIGURE 1: INCIDENT COMMAND SYSTEM (FEMA.GOV)

While the chart may look complicated, you can adapt and scale it to use in your institution. A small institution may have one that looks like this:

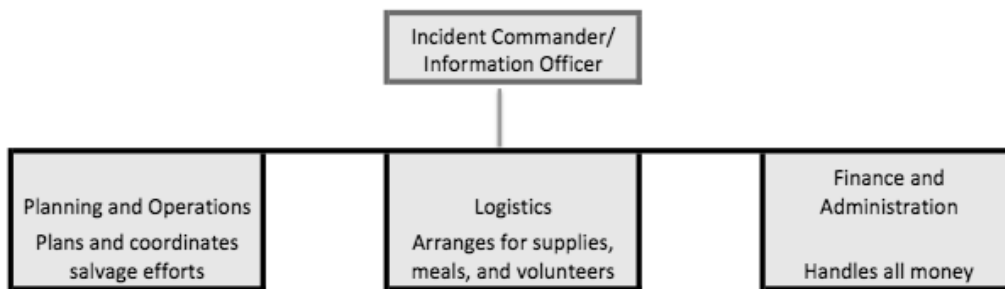


FIGURE 2: SMALL INSTITUTION ICS CHART

All members of the emergency planning team should take FEMA’s free ICS training, *IS-100.B: Introduction to Incident Command System, ICS-100*, available online. This will make working with emergency management easier during an emergency.

QUESTIONS TO GET YOU STARTED:

- What skills do we need on our emergency planning team?
- Who has those skills?
- Who can help us research and write a plan?

STEP THREE: CHOOSING A PLAN TEMPLATE

One of the first decisions made by the emergency planning team should be which plan template you will use to create your emergency plan. This will determine how you delegate responsibility for each section. Three free recommended templates are described below:

- **The Council of State Archivists Pocket Response Plan™ (PReP™)**
The PReP™ is a one-page front and back template that folds down to wallet size. It contains key contacts on the front and procedures for emergency response on the back. The template is highly customizable for your institution. This minimal template is an excellent first step towards emergency planning and can also be used in conjunction with a larger plan. The template is available at <https://www.statearchivists.org/programs/emergency-preparedness/emergency-preparedness-resources/pocket-response-plantm-prep-tm-english-template/>.
- **The NEDCC Disaster Plan Template**

This is an emergency plan of medium complexity. While it is labeled as being for libraries, it can be easily customized for museums and other collections as well. The template can be found at <https://www.nedcc.org/free-resources/preservation-leaflets/3.-emergency-management/3.4-worksheet-for-outlining-an-emergency-response-plan>

- **dPlan**

dPlan is a free emergency planning program that requires extensive data collection by the institution. The data is entered into dPlan's online program, and once the data is entered, an emergency plan is automatically generated. It requires the most work of these three options, but is also the most thorough plan. The program's website is www.dPlan.org. There is a test account available so you can decide if dPlan is the right solution for you without creating an account and entering your identifying information into the program.

QUESTIONS TO GET YOU STARTED:

- How many hours each week can we dedicate to emergency planning?
- How will we assign work?
- When/how often will we meet as a team?
- What is our deadline for finalizing a plan?
- How complex do we need our plan to be?
- Is there an existing tribal master plan our emergency plan will fall under? How will that affect our plan?

STEP FOUR: ASSESSING YOUR RISKS

Risk assessment is the process of identifying potential hazards and their consequences. You need to understand the risks to your institution and collections to create an effective emergency plan. During the risk assessment portion of the planning process, it is important to involve stakeholders from your tribe's emergency management department.

Two free tools from FAIC that you may find useful for assessing your risks are the Risk Evaluation and Planning Program's "Risk Prioritization Worksheet" and "Walk-through Checklist." Both are available at <https://www.culturalheritage.org/resources/emergencies/risk-evaluation-and-planning-program>. Ideally, the entire emergency planning team will complete both worksheets together so that all perspectives can be included.

RISK PRIORITIZATION WORKSHEET

The Risk Prioritization Worksheet helps evaluate the potential for emergency scenarios that might affect your institution. Use this worksheet to rate the possible risks and their impacts on your institution. The spreadsheet will automatically calculate your level of risk for each possibility. Items calculated at high and moderate risk (rated “red” or “yellow”) should be addressed in your emergency plan.

WALK-THROUGH CHECKLIST

The Walk-through Checklist helps evaluate institution and building-specific hazards. Once you have identified these hazards, you can either fix them so that they are no longer hazards or address them in your emergency plan. Note that the Checklist has a general section and a building section. If you have multiple buildings, you should complete a section for each building. For the walk-through, consider inviting a representative from the fire department who has the expertise to identify hazards that you might not recognize immediately and can point them out to you. See the “Working With First Responders” section for more information.

If you have multiple locations, complete the Walk-through Checklist for each location.

CREATING EMERGENCY PROCEDURES

Once you have assessed your risks, you can create emergency procedures that will be followed in case of emergency. It is possible that you have some of these procedures in place already. For example, you may have evacuation plans for staff and visitors, and procedures for dealing with visitor medical emergencies. There may also be procedures that are not written down, for example, moving a trash can under a leaky spot in the roof each time it rains.

For a thorough emergency plan, you should create procedures for anything that the Risk Prioritization Worksheet rated as a “high” or “moderate” risk (red or yellow). You may not have to write these from scratch. Look at other emergency plans for language you can borrow. Remember that procedure often vary by location. If you have multiple locations, you may need a set of procedures for each.

QUESTIONS TO GET YOU STARTED:

- What emergencies do we need to plan for?
- What hazards do we face because of our building or geographical location?
- Who knows about our building’s maintenance issues and schedules?
- Have we had any water emergencies in the past?
- Have we had any power outages in the past?

- Have we had any fire events in the past?
- Have we had major weather events in the past?
- Do we have procedures in place for backing up our data?

STEP FIVE: ESTABLISHING YOUR KEY CONTACTS

The heart of your emergency plan is your list of key contacts with telephone numbers and email addresses. You should include every person on your staff, along with their responsibilities during an emergency, as well as external contacts that you will rely on to provide services. The contact information should be checked annually.

STAFF

Your staff will be your first line of defense during an emergency, and you should know how to reach them quickly. You should begin with a list of emergency planning team members and their home, work, and cell phone numbers. Next, include a list of all staff members, their positions, and their home, work, and cell phone numbers.

Also, create a telephone tree (see Appendix 2 for a sample) that can be used to quickly inform all staff members about the situation. In some emergencies, texting may be more reliable than making phone calls, so you may consider setting up a group text service to use. Services like GroupMe allow sending texts to a large group of recipients and are free. If you create a group text option, include instructions for accessing this service in your plan.

EXTERNAL CONTACTS

Your external contacts can provide the necessary services you may need during an emergency. These include, but are not limited to:

- Tribal emergency manager
- Police or fire chief
- Hospital and ambulance/Emergency Medical Services (EMS)
- BIA agency office, if your tribe is on a reservation with an associated office
- Utility companies
- Conservators
- Security company

- State and federal officials
- Fire suppression company

Other external contacts include the following:

INSURANCE AGENT

Your institution's insurance agent is a critical partner in the recovery from any emergency. Make sure you include the insurance agent's information in your contacts list. Include a copy of your insurance policy in the emergency plan.

DISASTER RECOVERY FIRM

Disaster recovery firms are experienced in cleaning up after large disasters. They can remove debris, dry out your building, and arrange for freezing of water-damaged collections. A cultural heritage institution should have a disaster recovery firm that specializes in working with cultural heritage materials on call. In case of a large-scale disaster like a hurricane or earthquake, these companies will be in great demand. Therefore, you should have an agreement in place with them before the disaster.

Disaster recovery firms will make a contract with you before a disaster, outlining the services they will provide when needed. Institutions with contracts move to the front of the line during large disasters, while institutions without contracts must wait their turn. Companies typically do not charge for creating a contract, so it is to your advantage to create one before you need it. See tip sheets at

<https://www.culturalheritage.org/resources/emergencies/national-heritage-responders/tip-sheets> for more information on selecting a disaster recovery firm.

NATIONAL HERITAGE RESPONDERS

The National Heritage Responders are a team of volunteer conservators and collections care professionals organized by the Foundation of the American Institute for Conservation. Members of the NHR staff a telephone hotline (202-661-8068) that provides advice and support for emergencies. The hotline is covered 24/7, 365 days a year. For larger disasters, members are able to deploy to provide disaster assessment and salvage training. All services are free. Members donate their time, and grant funding covers expenses. Include the NHR in your key contacts list to ensure that you will have access to advice from a trained collections emergency professional.

WORKING WITH FIRST RESPONDERS

Your fire and police departments are crucial to successful emergency response and have a key role in your emergency planning process. Learning about the Incident Command System will make coordinating your efforts with first responders much easier. When making contact with first responders, assign one person to be the liaison. Invite your first responders to a walk-through of the facilities and grounds. This will allow them to offer safety advice while also giving them the chance to get to know the layout of your facilities. Discuss the locations of key collections with the fire department so they can tailor response plans to your building. Remember that human safety is their first priority.

Other ways to involve first responders in your planning include:

- Hosting a first responders appreciation event that includes tours of your collection
- Inviting your first responders to your training exercises and drills
- Consulting with first responders on information you can provide in advance of an emergency (such as floor plans or salvage priority locations) to make their work easier
- Discussing the ways you can provide assistance to the community during a large-scale emergency. Cultural heritage institutions can serve as community anchors, providing information, internet access for disaster victims, warming areas, or even emergency housing.

COMMUNICATIONS PLAN

In case of an emergency, it is important to have a clear communications plan for informing staff, tribal members, and the general public about the situation. It may be most convenient to contact staff via the telephone tree or a group text service. If there is no cell phone service, consider contacting a local radio station to request that relevant information be broadcast.

Because information distributed to tribal members and the general public needs to be consistent, one person should be designated as a press contact. Train all other staff to refer requests for information to the press contact. Include plans for updating any social media accounts with information as needed. See Appendix 3 for sample communications plans for initiating the emergency response plan and updating the public and media.

QUESTIONS TO GET YOU STARTED:

- Who do we need to call during and after an emergency?
- How will we contact our staff?
- How will we inform tribal members and the general public of closures or other important information?
- Do we have access to the contact lists, logins, and passwords we need to change phone messages and post on social media from an offsite location?
- What hurdles might we face regarding communication access?

STEP SIX: DETERMINING YOUR SALVAGE PRIORITIES

In the event of a large-scale emergency, your decisions on what materials to salvage first will be critical. You have only 48-72 hours before mold growth begins on wet materials, doing irreparable harm. Before an emergency happens, prepare a list of salvage priorities so that your efforts in the critical first hours after a disaster are directed toward saving your most valuable collections and records.

HOW TO PRIORITIZE

The following questions are useful when beginning to create salvage priorities:

- Is it critical for the ongoing operations of the institution? This might include payroll records, property records, and your collections catalog or inventory.
- What is its significance and importance to the collections?
- Is it available in another format? Is a similar item in another collection?
- Can it be replaced?
- Would the replacement cost be more or less than the cost of restoration?
- Would it require immediate salvage attention because of its composition?

Some things that require immediate attention include:

- Water-soluble media (watercolor, felt tip, etc.)
- Coated paper and works on paper (prints, drawings, paintings)
- Daguerreotypes and tintypes
- Scrapbooks, albums, photographs, and newspapers
- Paintings on canvas or wood
- Low-fired ceramics
- Bone, shell, ivory, and horn
- Feathers
- Beadwork
- Leather, skin, fur, and rawhide
- Basketry
- Wood and plant fibers/materials

- Textiles, including clothing, rugs, and quilts
- Metals (if water emergency)
- Fluid-preserved collections

Materials on loan always have a high salvage priority.

Once you have determined your salvage priorities, consider marking them by putting fluorescent tape on the shelves where they are stored. Responders will be able to easily identify the priority items, even if you lose power and there is little to no lighting.

HAZARDOUS MATERIALS

Cultural heritage collections may contain materials that are hazardous, and often the staff caring for the collections may not be aware of these hazards. Emergency exercises consider the effects of fire and water, which can activate hazards, so identifying hazards is crucial for the safety of your staff, volunteers, and first responders.

Key hazards found in collections include:

- Cellulose nitrate film.
 - Extremely flammable and a difficult fire to extinguish.
- Pesticides
 - Often found on feathers, furs, and tanned hides.
- Taxidermy
 - Chemicals used in historic taxidermy include arsenic, mercury, asbestos, and DDT.
- Firearms and ammunition
 - Black powder becomes unstable with age, and a sharp knock may be enough to cause it to explode. Live ammunition such as bullets, shells, and grenades may also be present in collections. They should be well-marked and separated from other collections.
- Historical medical kits
 - Medicines can become stronger and unstable over time, and mercury in thermometers is hazardous to humans.

Documenting the locations of hazardous collection materials and sharing this information with your first responders is a key step for protecting human safety.

SACRED OR SENSITIVE OBJECTS

Tribal collections may include sacred or otherwise sensitive objects that have handling or use restrictions. If your collection contains such materials, determine in advance how this should be addressed in an emergency. For example, you might decide that in an emergency, allowing a person to wear gloves may be enough protection to allow sacred objects to be moved to safety. Other sacred or sensitive objects might need additional considerations. Document the locations of such objects and how objects must be handled in your emergency plan. Consider also including similar notes near the objects themselves, so that those responding to an event are aware of how to handle the objects. See more in “Writing the Plan.”

SALVAGE TECHNIQUES

Your plan should contain instructions for salvage techniques for the types of materials held in your collections. There is helpful information in the following resources:

- Salvage-at-a-Glance chart (<http://cool.conservation-us.org/waac/wn/wn19/wn19-2/wn19-207.html>)
- Emergency Response and Salvage Wheel available for purchase (\$10) from the American Institute for Conservation (<http://www.culturalheritage.org/shop>)
- Emergency Response and Salvage (ERS) free mobile app (<https://www.culturalheritage.org/resources/emergencies/disaster-response-recovery/ers-app>) for concise, easy-to-understand instructions.

QUESTIONS TO GET YOU STARTED:

- What are the most important objects in our collection?
- What documents are critical for ongoing operations?
- Are there any hazardous or sacred materials for which we need special handling procedures?

STEP SEVEN: MAINTAINING EMERGENCY SUPPLIES

In an emergency situation, having ready access to supplies allows for a quick response and will help you begin salvage operations. Make sure that you store your supplies in a location that is less likely to be impacted by an emergency event.

COMMONLY USED SUPPLIES

There are some basic and inexpensive supplies that are often kept on hand for emergencies, including:

- Plastic sheeting
- Tape (duct and masking)
- Utility knives and scissors
- Flashlights and batteries*
- A radio with a weather band and batteries*
- Clipboards with paper, pencils, and copies of your floor plan
- Caution tape
- First aid kit*
- Nitrile gloves*
- N-95 masks
- Digital camera and batteries*
- Paper towels
- Mops and buckets
- Trash bags

* Check these annually to make sure they work and/or have not passed their expiration dates. Store batteries separately to avoid damage from leaks.

See the master supply lists in Appendix 4 for more ideas of supplies you may want access to in an emergency.

MAINTAINING SUPPLIES

Supplies that are needed in an emergency should be stored securely so that they are not mistakenly taken by someone for use in non-emergency situations. You can store your emergency supplies in a large plastic trash can with a lid. Wrapping the lid several times with plastic wrap will discourage non-emergency use and make it easy to see if the can has been opened. Do an inventory of the supplies each year and check expiration dates on items like batteries and first aid kits.

For the additional supplies that may be needed in a larger-scale emergency, identify possible sources and keep this information with your emergency plan. You can purchase these additional supplies when needed. If you are in an area with other cultural heritage institutions, you may want to set up a cooperative purchasing agreement for more expensive items like dehumidifiers and generators.

QUESTIONS TO GET YOU STARTED:

- What supplies do we need to respond to an emergency quickly and effectively?
- How will we store the supplies so they are available when we need them, and so no one else takes them for other uses?
- Where is the most accessible place to store our supplies?

STEP EIGHT: WRITING YOUR PLAN

Using the template that you selected earlier, you can now take the information you have gathered and put it into that template to write your emergency plan.

MAPPING THE FACILITY

Floor plans are the most useful way to identify the location of critical equipment and collections within your facility. Using an existing floor plan, mark locations of utility cut-offs, emergency supplies, fire suppression equipment, security system control panels, and evacuation routes. You may decide to have a few floor plans to focus on particular issues. For example, one floor plan may show utility cut-offs and emergency supply locations; another floor plan shows the locations of fire extinguishers and evacuation routes; and another floor plan shows the locations of priority collections. These floor plans should be included as attachments to the plan.

If you have multiple facilities or locations, include a floor plan for each. Likewise, if you have objects dispersed throughout your organization (for example, a ceremonial object in a tribal governmental office, or an art piece hung in a reception area), you should also include a list of those objects and their locations so they can be quickly located and secured in an emergency.

PROCEDURES

Based on your template, you may need to write emergency procedures. Review your responses in the Risk Prioritization Worksheet and create procedures for any risks labeled “high” or “moderate” risk (red or yellow). While you may need to customize the procedures for your institution, you may be able to find examples of emergency plans with procedures that you can use for your plan. Keep the procedures simple because in an emergency situation, a quick procedure is more likely to be successful than a complex one.

ATTACHMENTS

Your template may have several attachments. In addition to the floor plans and procedures mentioned earlier in this section, you may also want to include the following:

- Supply lists
- A copy of your insurance policy and contact information
- A copy of your disaster recovery contract or agreement
- Your communications plan
- The Salvage-at-a-Glance chart (<http://cool.conservation-us.org/waac/wn/wn19/wn19-2/wn19-207.html>)
- Anything else needed by your institution

DISTRIBUTION OF THE PLAN

You can send an electronic copy of your emergency plan to other staff, but it's very important to distribute the emergency plan on paper. If your power is out or you are forced to evacuate, you will not be able to use your electronic copy.

Each member of the emergency planning team should receive a copy of the plan and store it off-site. This will be discussed further in the section on implementing the plan. You should also keep copies of the plan on-site and accessible. Finally, place a copy at the reception desk and in the volunteer office, if one exists.

CONFIDENTIAL INFORMATION

Emergency plans often contain confidential information, such as home telephone numbers of staff and locations of important materials. Because of this, you may decide to prepare two versions of the plan. A complete version of the plan containing confidential information could be distributed to the emergency planning team, while an edited version with confidential information removed could be distributed to other staff members or stored in places such as a reception desk or volunteer office. You may also designate a contact in your plan who knows the confidential information to be one of the first calls you make in case of an emergency, in case the emergency planning team is not on site.

QUESTIONS TO GET YOU STARTED:

- What are the most important points to put into our plan?
- Who gets copies of the plan?
- How will we protect confidential information (personal phone numbers, addresses, etc.)?

STEP NINE: TRAINING YOUR STAFF

TRAINING

If your institution has never had an emergency plan, you need to provide training to your staff on how to use the new plan you developed. Start with an introductory meeting for all staff to let them know that the plan exists, where copies can be found, the members of the emergency planning team, and the basics of dealing with an emergency. See Appendix 5 for a sample agenda for an introductory training meeting.

DRILLS

Emergency plan training is not complete unless you have drills. Aside from your regularly scheduled fire drills and active shooter drills, you should run through the procedures in your plan. This will ensure that all staff have experience with the procedures. This allows the emergency planning team to identify anything that is not working well. Drills are more effective if they take place during your regular business hours with visitors in the building, just as they would occur during an actual emergency.

Try to run a wet salvage exercise by gathering some non-museum excess items, soaking them in water, and allowing staff to practice salvage on these objects. This is the best way to be prepared for salvaging actual collection materials in an actual emergency. You can fill a few tubs with water and objects collected from thrift stores or deaccessioned library materials, offer your staff a few rolls of paper towels and some other basic salvage supplies, and allow them to experiment.

TABLETOP EXERCISES

A tabletop exercise is a simulated emergency that allows the team to practice the procedures in an emergency plan. The team sits around a conference table, and a facilitator leads them through the exercise. Tabletop exercises are useful for giving your staff experience with using the plan in an informal, stress-free setting. These exercises are also useful to identify flaws in your plan so you can make changes. See Appendix 6 for a brief tabletop exercise that can be used in conjunction with staff training.

FIRE EXTINGUISHER TRAINING

Most people have never used a fire extinguisher, yet they are one of the most important pieces of equipment for putting out a small fire. As part of your emergency plan training, your fire department may be willing to train your staff to use fire extinguishers safely and appropriately. This is of great benefit to your staff and is another way to include first responders in your emergency planning process.

FIRST AID TRAINING

CPR and first aid training are invaluable for handling medical emergencies before first responders arrive. Local hospitals and Red Cross chapters provide this training at low cost.

QUESTIONS TO GET YOU STARTED:

- How do we tell our staff about the plan?
- What drills can we run to make sure the plan works?
- What other training can we provide our staff to help them in an emergency?

STEP TEN: IMPLEMENTING THE PLAN

With the plan distributed and staff trained, you can now begin to implement the plan.

SHARING THE PLAN

Sharing copies of your plan with key partners is an important step in maintaining the lines of communication. In an emergency, your plan will have information that first responders and other partners will need to help you with recovery.

Consider giving copies of your plan to:

- First responders
- The tribal historic preservation officer, if s/he is not on the emergency planning team, and/or other cultural resources staff
- Your tribal emergency management department and/or
- Your local and state emergency management departments
- Members of your board

Remember that you'll have full copies of the plan and redacted copies. Consider who receives what version of the plan. Arrange to provide copies of updated plans to everyone who has an older copy.

INVOLVING FIRST RESPONDERS

The implementation phase is an excellent time to invite the first responder community into your organization. Firefighters and police may not be familiar with your building, your collections, and what you contribute to the community. Hosting an event where you

invite first responders to your institution for tours, offering free tickets, and asking first responders to participate in your staff training and drills are all effective methods of increasing first responder involvement.

The Working with First Responders booklet available at <https://www.culturalheritage.org/docs/default-source/resources/emergency-resources/alliance-for-response-documents/working-with-emergency-responders-booklet.pdf> contains more information on ways to involve first responders in your planning process.

CREATING AN UPDATE SCHEDULE

The emergency plan should be updated at least annually and after each emergency event. Annual updates should include verifying all telephone numbers to make sure they are current and working, and reviewing procedures to make sure they are still applicable. Updates after an emergency event should include changes to procedures based on lessons learned from the event.

If the plan requires updates, every copy (both physical and electronic) of the plan must be updated. A team member must verify that old pages are removed from all copies of the plan and new pages inserted, or that complete new plans are printed and distributed, and all copies of the old plan are discarded.

CONTINUING RISK ASSESSMENT

Risks and hazards change over time, so it is important to periodically review your risk assessment worksheets. The risk assessment worksheets should be completed from scratch every five years. Between assessments, schedule monthly walk-throughs of the building with team members to look for changes and safety hazards.

PURCHASING SUPPLIES

Having emergency supplies on hand requires some financial outlay. You can seek funding to purchase supplies. If your organization is eligible, the National Endowment for the Humanities' Preservation Assistance Grant for Smaller Institutions and the Institute of Museum and Library Services' Native American/Native Hawaiian Museum Program and Native American Library Services grants may be used to fund emergency supply purchases. Private foundations can likewise be approached for grant funds.

Most of the supplies in your emergency kit can be obtained at local hardware and department stores. Large chains like Wal-Mart, Lowe's, and Home Depot often have store-level budgets for community outreach, so consider approaching a local store for donations of necessary supplies. Finally, remember to include money for replenishing supplies periodically in your budget. Supplies should be inventoried annually. Check kits for completeness and product expiration dates.

INSTALLING A KNOX BOX

If your institution is in a building with historic significance, consider installing a Knox Box on the outside. You can store door keys or access cards in this box, and the fire department can open it so that the first responders can enter the building quickly. This may also prevent damage to historic doors that cannot be replaced. Prices start at around \$300.

QUESTIONS TO GET YOU STARTED:

- What are the final steps to take?
- How do we maintain the plan?
- How do we involve first responders?
- Who should we share the plan with?
- What is our update schedule?

FINAL THOUGHTS

Your emergency plan is a living document. You might start with a small plan and add to it over time. Your yearly updates are opportunities to make your plan more useful and effective. The time spent creating and updating your plan will pay off in the event of an emergency. For a list of resources that may assist you with building and maintaining your emergency plan, please refer to Appendix 7.

When there is an emergency situation at your institution, be sure to conduct a thorough post-emergency assessment. Look at what happened, what the response was, how quickly the response came, and how effectively the response worked. Use each event – even a small emergency – as an opportunity to build a stronger plan.

APPENDIX 2: SAMPLE TELEPHONE TREE

This sample telephone tree can be used to contact all staff during an emergency. You may decide to do your own and include email addresses.

See attached Excel Spreadsheet; image below.

Institution Name															
Telephone Tree															
Date of Last Update															
Directions:				Person highlighted in blue calls people highlighted in green. Person highlighted in green calls people highlighted in orange.				Name Cell Phone Home Phone Work Phone				If this person is unavailable, the first person in the first column initiates the phone tree			
1		Name		Name		Name		Name		Name					
		Cell Phone		Cell Phone		Cell Phone		Cell Phone		Cell Phone					
		Home Phone		Home Phone		Home Phone		Home Phone		Home Phone					
		Work Phone		Work Phone		Work Phone		Work Phone		Work Phone					
2		Name		Name		Name		Name		Name					
		Cell Phone		Cell Phone		Cell Phone		Cell Phone		Cell Phone					
		Home Phone		Home Phone		Home Phone		Home Phone		Home Phone					
		Work Phone		Work Phone		Work Phone		Work Phone		Work Phone					
3		Name		Name		Name		Name		Name					
		Cell Phone		Cell Phone		Cell Phone		Cell Phone		Cell Phone					
		Home Phone		Home Phone		Home Phone		Home Phone		Home Phone					
		Work Phone		Work Phone		Work Phone		Work Phone		Work Phone					
4		Name		Name		Name		Name		Name					
		Cell Phone		Cell Phone		Cell Phone		Cell Phone		Cell Phone					
		Home Phone		Home Phone		Home Phone		Home Phone		Home Phone					
		Work Phone		Work Phone		Work Phone		Work Phone		Work Phone					
5		Name		Name		Name		Name		Name					
		Cell Phone		Cell Phone		Cell Phone		Cell Phone		Cell Phone					
		Home Phone		Home Phone		Home Phone		Home Phone		Home Phone					
		Work Phone		Work Phone		Work Phone		Work Phone		Work Phone					
6		Name		Name		Name		Name		Name					
		Cell Phone		Cell Phone		Cell Phone		Cell Phone		Cell Phone					
		Home Phone		Home Phone		Home Phone		Home Phone		Home Phone					
		Work Phone		Work Phone		Work Phone		Work Phone		Work Phone					

APPENDIX 3: COMMUNICATIONS PLANS

Two sample communications plans are provided. One is for immediate steps to initiate the emergency plan. The other is for informing the public of the situation.

See attached Excel Spreadsheet; images below.

Institution Name		
Internal Communications Plan		
Date Updated		
In case of an emergency, make the following calls		
First Calls	Type of Emergency	Call To
	Fire	911
	Injury	911
	Water	
	Electrical	
Second Calls	Type of Emergency	Call To
	Injury	
	Building Damage	
	Collections Damage	
	Computer Damage	
Third Calls	All Emergencies	Call To
	During Working Hours	
	After Hours	
Adapted from California Preservation Network Disaster Plan Template		

Institution Name			
External Communications Plan			
Date Updated			
Staff Roles	Name	Work Phone	Cell Phone
Designated Communications Officer			
Emergency Team Leader			
Responsible for Updating Web Page			
Responsible for Updating Voice Mail			
Responsible for Updating Social Media			
Action Plan Steps			
Communications officer meets with Emergency Team Leader			
Situation is assessed and information that can be shared with the public is developed			
Communications officer directs staff responsible for updating web page, social media, voicemail to update with appropriate info.			
Communications officer meets with press as necessary			
Communications officer and Emergency Team Leader meet periodically to discuss what updates should be made.			
No staff should talk to press. Instead, refer inquiries to communications officer			

APPENDIX 4: SUPPLY LISTS

Emergency supplies should be kept on hand, and sources developed for acquiring more supplies quickly during an emergency. The following two supply lists will help you determine which supplies you might purchase and appropriate sources. These lists are developed to be thorough, and you do not need to purchase all supplies listed. Use the lists to choose supplies that fit within your budget and identify where you can purchase the rest when you have an emergency.

Master Supply List

Depending on your disaster, these stations may be separate or combined. You may not need everything listed here.

Command Center

Badges/badge materials
Batteries, chargers
Cameras, still or video, and supplies
Cash and credit cards
Caution tape rolls
Chairs and tables
Communication devices (e.g., cell phones or walkie-talkies)
Computer, printer, fax machine
Extension cords (heavy-duty)
Fans and dehumidifiers
Flashlights and emergency lighting

Generator
Ground fault circuit interrupt (or surge protector)
Megaphone/bullhorn
Paper, office supplies
Plywood, plastic sheeting, or tarps (to cover broken windows and doors)
Posterboard and markers
Pumps, mops
Tape recorder
Tape, duct and masking

First Aid/Rest Station

Batteries, chargers
Chairs and tables
Communication devices (e.g., cell phones or walkie-talkies)
Eye protection/safety glasses
Fans
First aid kits, eyewash kits
Flashlights and emergency lighting
Folding cots, blankets
Food and snacks, non-perishable
Garbage bags
Gloves, rubber, disposable latex, or nitrile
N95 masks
NIOSH-compliant respirators for lead
Plastic plates, cups, utensils
Portable toilets or substitute

Protective clothing (hard hat, rubber boots, safety-toed boots, disposable overalls, plastic aprons, leather gloves)
Sanitary supplies, including antimicrobial soap, alcohol hand wash, disposable wipes, and toilet paper
Water, drinking, three days supply (at least one gallon person/day)

Salvage Supply Center

General Supplies

Batteries, chargers
Chairs and tables
Communication devices (e.g., cell phones or walkie-talkies)
Door wedges
Fans and dehumidifiers
Flashlights and emergency lighting
Garbage bags
Garden hose with adjustable spray attachment
Generator
Scissors, utility knives, extra blades
Scrub brushes
Temperature/humidity monitor
Wet-dry vacuum

Object Salvage and Handling

Absorbent materials: white towels, paper towels, blotting paper, rags, etc.
Air bulbs and/or canned air
Brushes, soft, natural bristle
Buckets
Carts
Cheesecloth
Clothesline or nylon rope
Cotton swabs
Dollies
Freezer bags, large and small
Freezer or waxed paper, or polyester film
Gloves, disposable latex or nitrile
Hair dryers (use COOL setting only)
Pallets
Plastic clips or plastic clothespins

Plastic trays, photo trays, or shallow dish pans
Plywood, Plexiglas, or other rigid supports
Polyethylene sheeting or plastic tarps
Screening, fine mesh, plastic, or fiberglass
Sponges, regular and soot
Vacuum cleaner with HEPA filter
Water, preferably distilled

Packing/Labeling

Adhesive labels for boxes
Cameras, still or video, and supplies
Crates, plastic, or cardboard boxes
Markers, waterproof
Office supplies
Packing material (e.g., blank newsprint or bubble wrap)
Tags for labeling objects
Tape recorder
Tape, packing or duct

Disaster Supplies Shopping List

Home Improvement or Hardware Store

- ___ Absorbent materials (e.g., rags, paper towels)
- ___ Brushes, soft, natural bristle (e.g., paint brushes)
- ___ Buckets
- ___ Canned air
- ___ Carts
- ___ Caution tape
- ___ Clothesline or nylon rope
- ___ Dehumidifier
- ___ Dollies
- ___ Door wedges
- ___ Emergency lighting
- ___ Extension cords
- ___ Eyewash kits
- ___ Fans (floor and window)
- ___ First aid kits
- ___ Flashlights with extra bulbs and batteries
- ___ Garden hose with spray attachment
- ___ Generator
- ___ Gloves (disposable latex, nitrile, and rubber)
- ___ Ground fault circuit interrupters and surge protectors
- ___ Hard hats
- ___ Mops
- ___ N95 masks
- ___ NIOSH-compliant respirators
- ___ Pallets
- ___ Plywood, Plexiglas, or other rigid board
- ___ Polyethylene sheeting or plastic tarps
- ___ Protective clothing (rubber boots, disposable overalls, leather gloves)
- ___ Pumps
- ___ Safety glasses
- ___ Screening (fine mesh, fiberglass)

- ___ Scrub brushes
- ___ Sponges (regular and soot)
- ___ Tape (duct, packing, masking)
- ___ Thermometer, hygrometer, etc.
- ___ Utility knives and extra blades
- ___ Vacuum cleaner with HEPA filter
- ___ Walkie-talkies, two-way radios
- ___ Wet-dry vacuum

Art Supply Store

- ___ Air bulb
- ___ Brushes, soft, natural bristle

Sporting Goods Store

- ___ Megaphone

Moving Store

- ___ Boxes, cardboard
- ___ Bubble wrap
- ___ Newsprint, blank

Discount / Super Store

- ___ Aprons, plastic
- ___ Blankets
- ___ Bubble wrap
- ___ Cardboard boxes
- ___ Chairs, folding/portable
- ___ Emergency lighting
- ___ Freezer bags
- ___ Freezer paper or double-sided waxed paper
- ___ Hair dryers
- ___ Milk crates
- ___ Paper towels
- ___ Plastic clips or clothespins
- ___ Plastic plates, cups, utensils
- ___ Plastic trays, photo trays, or shallow dish pans
- ___ Polyethylene boxes
- ___ Tables, folding/portable
- ___ Vacuum cleaner with HEPA filter
- ___ White cotton towels and sheets

Discount / Super Store or Camping Store

- ___ First aid kit
- ___ Folding cot
- ___ Portable toilets

Discount / Super Store or Convenience Store

- ___ Alcohol hand wash
- ___ Batteries
- ___ Cheesecloth
- ___ Cotton swabs
- ___ Disposable wipes
- ___ Drinking water and distilled water
- ___ First aid kit
- ___ Food and snacks, non-perishable
- ___ Garbage bags
- ___ Scissors
- ___ Soap
- ___ Toilet Paper

Discount / Super Store or Office Supply Store

- ___ Adhesive labels
- ___ Camera with extra batteries and flash
- ___ Extra memory card for digital cameras
- ___ Miscellaneous office supplies
- ___ Phone or cell phone
- ___ Plastic badges
- ___ Portable cell phone chargers
- ___ Poster board
- ___ Spare phone batteries
- ___ Tags
- ___ Waterproof markers
- ___ Laptop/tablet and printer, with paper

APPENDIX 5: INTRODUCTORY MEETING AGENDA

Once your emergency plan is completed, you should have a staff meeting to introduce the plan to your staff. All staff members should be encouraged to attend. An agenda for an hour-long meeting can include:

1. Welcome (2 minutes)
2. Importance of an emergency plan (5 minutes)
3. Members of the emergency planning team (3 minutes)
4. How to use the plan during an emergency (10 minutes)
 - a. Communications plan
 - b. Telephone tree
 - c. Procedures
5. Salvage supplies (5 min)
 - a. Locations
 - b. Types of supplies
 - c. Reminder that supplies are only for emergencies
6. Questions and answers (5 min)
7. Tabletop exercise (See Appendix 6) (20 min)
8. Discussion of tabletop exercise (10 min)
9. Adjourn

For a half-hour meeting, the tabletop exercise and discussion can be omitted.

APPENDIX 6: TABLETOP EXERCISE

A tabletop exercise is a scenario that allows you to practice using your emergency plan while sitting at a table. A question or prompt is asked, and then participants discuss the next steps that they would take. Staff members should bring a copy of the emergency plan to use during the tabletop exercise so that they can follow the procedures in the plan. A brief tabletop appropriate for use in an introductory meeting is:

Prompt 1: It is 3:00 p.m. on a Saturday. Your institution is preparing to close for the evening. You hear thunder in the distance, and an alert comes across cell phones that a severe storm is crossing the area, bringing with it lightning, strong winds, and heavy downpours with a projection of 8 inches of rainfall before the storm ends this evening.

Question: What should you do now?

After discussing and determining the proper procedures, move to the next prompt.

Prompt 2: You begin to follow the procedures outlined in your emergency plan for severe weather, when suddenly a bolt of lightning strikes a tree next to your building. The tree crashes onto your roof, leaving a large hole over a collections area where water is now streaming in.

Question 2: How would you ensure the safety of staff, visitors, and collections?

After discussing question 2 and determining the proper procedure to follow, you can turn to these general discussion questions:

- What worked well about our emergency plan?
- What was not clear?
- How would you react differently if you could not reach the emergency team leader?
- How would you react differently if the power went out?
- Does your institution have access to the needed supplies and services?

A brief PowerPoint presentation is included that can be used to facilitate the exercise (attached).

APPENDIX 7: FURTHER RESOURCES

There is a lot of information available about creating your emergency plan.

RESOURCES AVAILABLE FROM THE FOUNDATION FOR ADVANCEMENT IN CONSERVATION

- **Getting Ready in Indian Country**

<https://www.culturalheritage.org/resources/emergencies/getting-ready-in-indian-country>

This report from 2010 provided a national overview of many of the issues encountered by Native American cultural heritage institutions in the face of natural disasters and other emergencies.

- ***Field Guide to Emergency Response***

<http://www.culturalheritage.org/shop>

A handy guide to emergency response, containing clear and practical advice for salvage. \$25

- **Emergency Response and Salvage Wheel**

<http://www.culturalheritage.org/shop>

A quick reference guide to emergency response and salvage techniques. Available in English and Spanish. \$10

- **Emergency Response and Salvage App**

<https://www.culturalheritage.org/resources/emergencies/disaster-response-recovery/ers-app>

This free app contains the same information as the Emergency Response and Salvage Wheel. For iPhone and Android

- **Working With Emergency Responders Poster**

<http://www.culturalheritage.org/shop>

A poster version of the booklet referenced in the Involving First Responders section of this manual. \$2

- **National Heritage Responders**

<https://www.culturalheritage.org/resources/emergencies/national-heritage-responders>

FAIC's volunteer team of collections professionals who provide free advice and assistance after emergencies

- **Emergency Planning and Response Wiki**

http://www.conservation-wiki.com/wiki/Emergency_Preparedness_%26_Response

Contains material vetted by conservators on preparing for and responding to emergencies, including an invaluable section on health and safety.

- **Alliance for Response**

<https://www.culturalheritage.org/resources/emergencies/alliance-for-response-home>

The Alliance for Response program supports networks that link emergency managers and cultural heritage professionals throughout the country. Consider joining your nearest AFR network, or starting your own, using the provided toolkit.

- **Connecting to Collections Care**

www.connectingtocollections.org

Online community containing several archived webinars on emergency preparedness and response. New live webinars take place monthly and cover a full range of topics.

- **Working With Recovery Vendors: What You Should Know**

<https://www.culturalheritage.org/resources/emergencies/national-heritage-responders/tip-sheets>

A tip sheet on how to contract with an emergency recovery vendor.

OTHER RESOURCES

EMERGENCY PLAN TEMPLATES

- **Council of State Archivists Pocket Response Plan (PReP™)**

<https://www.statearchivists.org/programs/emergency-preparedness/emergency-preparedness-resources/pocket-response-plantm-prep-tm-english-template/>

This one-page template is simple, quick, and easily customizable. It is an excellent first step, or addition to a more complex disaster plan.

- **California Preservation Library Disaster Plan Template**

https://calpreservation.org/wp-content/uploads/2013/05/CPTF_disaster_plan_2003.pdf.
A template of medium complexity.

- **dPlan.org**

www.dplan.org

A sophisticated emergency planning tool that creates an elaborate emergency plan.

- **National Association of Tribal Historic Preservation Officers report “Emergency Preparedness in Indian Country and Tribal Preservation Planning Needs: Recommendation and Resources for Tribes and Other Stakeholders”**

<http://nathpo.org/wp/resources/emergency-preparedness/>

Contains templates for integrating cultural heritage resources into tribal emergency plans.

- **Department of the Interior Emergency Management Plan**

<https://www.doi.gov/museum/emergency-management-plan>

A thorough template in MS Word format that covers human and collection safety.

- **Virginia Museums Association Disaster Plan Templates**

<https://www.vamuseums.org/disaster-plan-risk-management-resources>

Contains 3 templates designed for small, medium, and large museums

THE PLANNING PROCESS

- **National Association of Tribal Historic Preservation Officers: Emergency Planning**

<http://nathpo.org/wp/resources/emergency-preparedness/>

A curated list of planning and recovery resources from the National Association of Tribal Historic Preservation Officers. Also includes templates designed for integrating cultural heritage resources into tribal emergency plans.

- **Library of Congress: Emergency Management**

<https://www.loc.gov/preservation/emergprep/index.html>

The Library of Congress’s resource page with information on planning and recovery

- **American Alliance of Museums: Developing a Disaster Response/Emergency Preparedness Plan**

<https://www.aam-us.org/wp-content/uploads/2018/01/developing-a-disaster-plan-final.pdf>

The American Alliance of Museums' guide to emergency planning. Also contains a detailed resource list.

- **NEDCC's Preservation Leaflets**

<https://www.nedcc.org/free-resources/preservation-leaflets/overview>

Includes a variety of short readings on emergency planning and response.

- **NEDCC: Preservation 101: Session 8 – Emergency Planning**

<https://www.nedcc.org/preservation101/session-8>

The NEDCC's online introduction to preservation textbook contains a chapter on emergency planning with additional resources.

- **The National Park Service Museum Handbook: Chapter 10 – Emergency Planning**

<https://www.nps.gov/museum/publications/MHI/mushbkl.html>

A detailed look at emergency planning, including worksheets to help with the planning process.

EMERGENCY RESPONSE

- **The Salvage at a Glance Chart**

<http://cool.conservation-us.org/waac/wn/wn19/wn19-2/wn19-207.html>

A guide to salvage procedures for collections materials of all kinds.

- **An Emergency Cart for Salvaging Water-Damaged Objects**

<https://www.nps.gov/museum/publications/conservoogram/21-02.pdf>

How to create an emergency supply kit for your institution.

- **Toolkit Roundup: Disaster Prevention and Recovery for Historic Places**

<https://savingplaces.org/stories/10-tuesday-toolkit-round-disaster-prevention-recovery-historic-places>

The National Trust for Historic Preservation's toolkits, including recovery from floods and fires for historic buildings.

- **Heritage Emergency National Task Force Fact Sheets**

<https://www.fema.gov/media-library/assets/documents/113297>

Contains brief fact sheets on recovery translated into many languages.

- **National Center for Preservation Technology and Training: Disasters**

<https://www.ncptt.nps.gov/articles/disasters/>

A compilation of articles on disaster response and recovery.