

**Emergency Preparedness Consultation**

[Organization]

[Org. location]

Submitted on Date by:

[Consultant]

Emergency Preparedness Consultant

Performing Arts Readiness

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# I. This Consultation

[Primary contact] has expressed an interest in improving emergency preparedness for [Organization] [Establish org. acronym], highlighting an interest in developing relevant policies and procedures and implement practical mitigation strategies. This consultation addresses these goals and is informed by a full-day site visit with [List contacts]. The site visit included a review of [Org.’s] existing policies and procedures, buildings and facilities, and preparedness goals.

The guidance that follows is intended to mitigate risks to [Org.’s] staff, assets, and attendees at its performances and educational programming, not eliminate them. Indeed, no organization will ever operate in a no-risk environment. However, following these recommendations, accompanied by a proactive approach to emergency preparedness by [Org.], will help the organization respond and recover more effectively in the face of future emergencies.

The report is broken up into 3 primary sections, which are characterized below:

* **Emergency Management & Preparedness Planning:** The policies and procedures [Org.] should create to save lives, secure its buildings, and recover assets quickly;
* **Business Continuity Planning:** The steps [Org.] can take to make sure operations continue or are restored quickly during events such as staff turnover or emergencies; and
* **Risk Assessment & Mitigation:** The practical steps [Org.] can take to mitigate risks in a variety of areas, include human safety, facilities, and security.

In order to help [Org.] use this report to accomplish its preparedness goals efficiently, I have highlighted a short list of priorities here as a reference point:

* List about three top priorities for the client to pursue. Examples include:
  + A:
  + B:
  + C:

I am glad that I had the opportunity to work with [primary contact] and [their] colleagues on this consultation. If any observation made in this report appears misunderstood, I am happy to correct it, and if any recommendation raises question or if you would like help in achieving a specific recommendation outlined, please do not hesitate to reach out.

Sincerely,

[Insert new signature]

I:\_PRESERVATION SERVICES\_ADMINISTRATION\Resumes_Signatures\Signature_Sean.tif

[Consultant]

Emergency Preparedness Consultant, [sferguson@nedcc.org](mailto:sferguson@nedcc.org)

Performing Arts Readiness

# II. Emergency Management & Preparedness Planning

Effective emergency management helps to save lives, secures buildings, and recovers assets efficiently. Emergency Management is a reiterative process that requires a careful investigation of an organization’s potential risks (referenced in [Section IV. Risk Assessment & Mitigation](#_IV._Risk_Assessment)) and creating a team to develop policies and procedures that outline actions to be take and resources (whether it be vendors or supplies) to make use of when a disaster occurs.

## A. Preparedness Planning

Planning to become more prepared in the case of a disaster involves pulling together information, procedures, and resources that may be needed in an emergency. This should be done well before a disaster strikes and be accomplished by a diverse cohort of staff in an organization, which makes the work easier to complete and encourages buy-in from the organization as a whole.

Observations

*Include observations in a bulleted list. Sample areas to cover include:*

* + **Current practices:**
  + **Organizational structure:**
  + **Areas for improvement:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Create a disaster planning committee**
  + **Establish disaster planning as an agenda item for all-staff meetings**

## B. Emergency Policies & Procedures

There is no single correct plan template that will make an organization prepared for the unique threats that can impact them. And in-fact, it can be more helpful to think of a disaster plan as a compilation of all of an organization’s procedures, resources, and contacts that will be useful in an emergency. Having your planning committee identify potential threats and the policies and procedures that would be helpful in the widest variety of threats will help your organization prioritize the development of its policies and procedures most efficiently.

Observations

*Include observations in a bulleted list. Sample areas to cover include:*

* + **Current level of documentation:**
  + **Undocumented practices:**
  + **Training with documentation:**
  + **Level of need for documentation:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Create a disaster plan with the following sections included:** 
    - **An Incident report form.**
    - **Formalized evacuation and shelter in place plans for the building.**
    - **Expanded contacts for IT vendors and emergency service providers.**
    - **Facilities information.**
    - **Financial & insurance information:**
    - **Salvage procedures for the art in the gallery.**
    - **A policy for distribution and review of the disaster plan.**
  + **As staff is hired, introduce them to the disaster plan, especially the emergency contacts, evacuation procedures, and facilities shut off information.**
  + **As time allows, consider developing a crisis communication plan.**
  + **Develop a stage safety manual.**

# III. Business Continuity Planning

Business Continuity planning is a field closely related to emergency management, but instead of focusing on saving lives, securing buildings, and recovering assets, this field focuses on ensuring an organization’s operations continue when the unexpected occurs and that it has uninterrupted access to its assets. This is usually achieved by drafting contingency plans for critical functions, making existing operations resistant to interruptions, and backing up critical documents. Because business interruptions can threaten revenue, performing arts organizations are encouraged to consider continuity planning when preparing for emergencies.

## A. Continuity Planning

Continuity planning requires the engagement of relevant stakeholders who are involved in carrying out the organization’s critical functions. Together, stakeholders must create a list of functions, prioritize these functions, develop contingency plans for each function, and identify strategies to make existing functions more resilient.

Observations

*Include observations in a bulleted list. Sample areas to cover include:*

* + **Current Practices:**
  + **Current needs:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Incorporate the business continuity recommendations below into existing efforts to improve continuity and improve preparedness.**

## B. Continuity Policies & Procedures

There is no single set of policies and procedures that every performing arts organization is required to design to stay resilient in an emergency. Instead, an organization’s policies and procedures that support business continuity should be developed as needs are identified through the planning process and issues occur. These policies and procedures can be collocated in a single planning folder for ease of access.

Observations

*Include observations in bulleted list, possible areas to cover include:*

* + **Continuity priorities:**
  + **Factors affecting IT continuity:**
  + **Factors affecting programming continuity:**
  + **Data storage backups:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Consider the steps to document IT contacts and best practices for reporting issues to IT in** [**Section II. B. Emergency Policies & Procedures**](#_B._Emergency_Policies) **a priority for improving continuity.**
  + **Speak with potential alternate venues identified on the day of the site visit.**
  + **In regards to storing digital backups, follow these basic guidelines:** 
    - Keep 3 copies of important files on 2 different storage media (one on the cloud and one on an external hard drive is a common choice, and keep 1 copy off-site.
    - Avoid USB drives, which are unstable and easy to lose.
    - Replace storage media every 5-7 years. This is the time storage media begins to fail.

# IV. Risk Assessment & Mitigation

In addition to drafting policies and procedures to respond effectively to disasters and restore business operations quickly, it is also important to employ practical strategies that reduce the likelihood of an emergency occurring and the impact of an emergency should one occur. This is accomplished by regularly assessing potential risks to your organization and mitigating them.

## A. Risk Assessment

Risk assessment involves identifying potential threats to your organization and evaluating each threat based on their likelihood of occurring and their potential impact. Prioritizing threats that are both likely and impactful will help you to pursue mitigation strategies effectively.

Observations

*Include observations in a bulleted list. Sample areas to cover include:*

* + **Current risk assessment practices:**
  + **Capacity for conducting risk assessments:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendation areas to elaborate on include:*

* + **Use the incident report form to identify recurring issues and possible solutions.**
  + **Have an annual meeting with staff to discuss potential risks and strategies to mitigate them.**

## B. Risk Mitigation

Once you have identified and evaluated the potential risks to your organization, your organization must take steps to mitigate these potential threats. Identifying strategies that are affordable and simple to implement in addition to strategies that can take more time and funds to pursue will help an organization develop actionable short- and long-term goals.

It is important to keep in mind that developing policies and procedures ([addressed in Section II. Emergency Management & Preservation Planning](#_II._Emergency_Management)) are often the most cost effective mitigation strategies an organization can pursue.

### 1. Facilities

**Note:** For the purposes of this assessment, the topic of facilities includes both the physical structures your organization occupies and the equipment used to heat, cool, and provide water and electricity to the building.

Observations

*Include observations in a bulleted list. Sample areas to cover include:*

* + **Facilities staffing:**
  + **Brief overview of facilities equipment:**
  + **History of issues and recent progress:**
  + **Specific concerns from the building walkthrough:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Draft a preventative maintenance schedule.**
  + **Create labels with visual shut-off instructions near facilities equipment and signs on doors leading to rooms with equipment inside.**
  + **Instruct renters on evacuation procedures, location of fire extinguishers, and reporting incidents to staff.**
  + **Address exterior building concerns when time and funds allow.**

### 2. Physical and Cyber Security

Observations

*Physical security*

*Include observations in a bulleted list. Sample areas to cover include***:**

* + **History of physical security practices:**
  + **Recent progress to address:**
  + **Priority risks to address:**

*Cyber security*

*Include observations in a bulleted list. Sample areas to cover include:*

* + **History of cyber security practices:**
  + **Priority risks:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Make it a priority to ensure that renters are not given access to the whole building.**
  + **Create a simple spreadsheet of existing keys to help keep track of ownership and ensure that keys are returned during staff turn-over.**
  + **Improve cyber security by acquiring a password manager and making a schedule for changing passwords every time a staff member who knows the password leaves.**

### 3. Protection from Fire

Observations

*Include observations in bulleted list. Sample areas to cover include:*

* + **History of fire:**
  + **Current fire-related equipment:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Ensure that all suppression and detection systems and extinguishers are regularly inspected and recharged.**
  + **Invite the Fire Department for a building walkthrough to discuss evacuation procedures and risks the fire department can identify.**
  + **Schedule annual fire drills with staff, students, or attendees present and – if possible - schedule staff training in the use of fire extinguishers.**
  + **Place a laminated document with a pre-written announcement near the fire PA system that can be read when making an announcement that everyone must evacuate.**

### 4. Protection from Water

Observations

*Include observations in bulleted list. Sample areas to cover include:*

* + **History of water issues:**
  + **Particular risk areas:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Create a spill kit for the building that is in close proximity to the art gallery.**
  + **Create emergency salvage procedures for the art in the gallery.**
  + **Review the insurance policy to guarantee the recovery of art from water damage is covered and adapt the contract accordingly.**
  + **When compiling emergency service provider contacts for the theater, reach out to document and building recovery specialists and request a building walkthrough.**

### 5. Human Safety

Observations

*Include observations in bulleted list. Sample areas to cover include:*

* + **Current practices:**
  + **Areas for improvement:**

Recommendations

*Include a bulleted list with additional guidance and links to online resources or the appendix when appropriate. Sample recommendations to elaborate on include:*

* + **Refer to** [**Section II. B. Emergency Policies & Procedures**](#_B._Emergency_Policies) **for recommended documentation for increasing human safety.**
  + **Practice evacuations annually for classes and performances.**
  + **Collect information about pre-existing health concerns of students**

# V. Appendices

## Making a Disaster Response Team

### A. Overview

Emergency planning is most effective when organizational stakeholders work cooperatively by forming a team with assigned roles for response. Multiple roles can be handled by a single person, which may be a necessity in smaller organizations

**B. Team Member roles**

The response team should include those who can engage in all the tasks relevant to responding to a disaster, including:

* Shutting off facilities equipment and addressing maintenance issues;
* Communicating with the public;
* Releasing funds needed to facilitate response efforts;
* Contacting insurance agents;
* Managing the IT infrastructure and online platforms and accounts (or liaising with those responsible for these areas); and
* Managing the salvage or recovery of physical assets.

## Completed Disaster Plan Example

In addition to this report, you received an example of a disaster plan via email. This disaster plan shows what a completed disaster plan *could*look like, but can also be approached as a composite of different disaster planning documents that can be pulled out separately to build your organization’s own set of policies. I have highlighted separate sections here that are particularly relevant to your organization to help you build your plan:

* **Emergency contact list:** p. 7
* **Facilities information:** p. 21-23
* **Financial & insurance information:** p. 19-20
* **IT support contacts for recovery of digital assets & platforms:** p.16-18 (Particularly section D. a. Contacts)
* **Policy for distribution & review:** p.27 ( you may wish to add a statement to this section that the plan will be reviewed after any major disaster)

## Crisis Communication Plans

### A. Overview

A crisis communication plan is designed to streamline the process of keeping all relevant stakeholders informed of an incident and the procedures implemented to respond and recover to the incident. Relevant stakeholders can include, but are not limited to:

* Staff
* Event attendees
* Speakers and performers
* The media

By using a crisis communication plan, an organization

* Mitigates risks to its reputation
* Demonstrates that the organization takes responsibility for keeping its audiences informed
* Reduces the burden of responding to inquiries and providing updates by planning procedures ahead of time

### B. Plan Outline

This health care community white paper is applicable for any organization and outlines the most important elements of a crisis communications plan. <https://cdn2.hubspot.net/hub/381908/file-1394768066-pdf/CrisisComPlans_WP_21020120.pdf?t=1542231474678>

Below is a table of contents built from this white paper. It includes guidance for an organization on how to fill in each section:

* + - 1. Purpose of the Plan
      * Prioritize 1. Disasters affecting pending programming, 2. Disasters that occur during programming, 3. Disasters affecting staff or the office building.
    - 2. Activation Criteria
      * Activate the plan after there is no longer a risk to human safety. For large regional disasters, activate the plan even when the disaster did not affect pending programming to assure attendees that the event is still happening.
    - 3. Crisis Communication Team
      * Name a small team including a spokesperson responsible for vetting and/or creating all communication and 1-2 deputy spokespeople responsible for helping the spokesperson create communications or take the place of the spokesperson if they are unavailable
    - 4. Procedures:
      * Make procedures flexible and include broad steps that tell the spokesperson how to 1. Gather relevant information for the three types of disasters listed in Purpose of the Plan, 2. Reach each stakeholder group (email, text, or phone call) 3. How to communicate updates to everyone at large (web site, social media accounts). 4. How to take inquiries using a Call Log
      * Steps 2 and 3 can be organized as a table to save space and improve readability in a crisis.
    - 5. Contacts and Media List
      * The Crisis Communication Plan should include local and national media contacts and arts associations.
    - 6. Key Messages:
      * Start by writing broad key messages that address the 3 types of disasters listed in the Purpose of the Plan above with blank spaces for specifics such as the specific type of disaster that occurred, the date, and location. Use the considerations in the white paper when drafting these messages. Different versions can be written for internal audience (staff, board) and external audiences (attendees and speakers). This list can continue to grow with more specific disaster scenarios after priority key messages are written for the broad types of disasters in the Purpose of the Plan.
        + External and internal communications should point to who to contact and how (usually the spokesperson with email and a phone number that can be reached at any time)
    - 7. Appendices:
      * Start with a template for a news release, copies of organization logos and letterhead, and a Call Log so that the spokesperson can record questions asked by the media, attendees, or performers.

## Emergency Salvage

Salvage and recovery of art, three-dimensional objects, and paper-based materials is a difficult and time-consuming process, and staff from any organization would benefit from receiving training on the subject from a professional and carefully reviewing the procedures they put in their disaster plans.

### A. Procedures

Organizations with irreplaceable assets such as art, archival materials, and vital records for business operations should create a plan to recover these assets in a crisis. These recovery procedures should include the following sections:

* **1. Identify a location for salvage.** The space should accommodate large tables and a considerable number of staff.
* **2. Identify roles in a salvage effort** (incident commander, movers/sorters, inventory keepers, washers, air dryers, vendor & outside specialist coordinator).
* **3.** **Wet salvage procedures** for each format in the organization’s possession. The Minnesota Historical Society is a good source of salvage procedures for a variety of formats: <http://www.mnhs.org/preserve/conservation/emergency.php>
  + Ensure that you have the necessary supplies on site in your spill kit.
* **4. A list of emergency contacts** **for the affected materials and the building.** These contacts may be located in the emergency contact list of your disaster plan.
  + **For paper-based materials, files**, **and the building** list a salvage vendor such as Belfor, BMS Cat, and Polygon listed on this page: <https://www.nedcc.org/free-resources/disaster-assistance/emergency-phone-assistance>
  + **If the above vendors are unable to salvage art and 3-d objects**, identify a conservator in your area able to salvage and conserve these materials. Use AIC Find a Conservator and reach out to a conservator dealing with tour format listing the service “Emergency Recovery “: <http://www.conservation-us.org/membership/find-a-conservator#.W_ISruhKhPa>

### B. Supplies

Keeping a collection of supplies to help with responding to and recovering from a water emergency can dramatically reduce the amount of time an organization needs to deal with a leak or flood. A salvage or spill kit should include the following materials:

* **Items useful in mitigating the effects of a leak in an area, such as:**
  + **Clear plastic tarp** for covering objects;
  + **Sorbent rolls and pads** for soaking up water and stopping the advance of water on the ground;
  + **3 mid-size plastic storage bins** for catching dripping water and dipping dirty items in deionized water for cleaning.
  + **Fans** for keeping air circulating to increase the rate of drying.
  + **Portable dehumidifier** to keep the humidity relatively low, reducing the likelihood of mold developing.
* **Items useful for salvaging, tracking damaged objects, and protecting responders such as:**
  + The widely useful supplies in this article from the Smithsonian:<https://blog.library.si.edu/blog/2014/05/01/mayday-whats-in-our-disaster-kit/#.V5ovKE3rvIU>
  + And the specific additional items found in the instructions provided by Minnesota Historical Society: <http://www.mnhs.org/preserve/conservation/emergency.php>

## Evacuation Plans

### A. Overview

Evacuation plans are a critical element of any disaster plan. While evacuation plans can be formatted in a variety of ways, all performing arts organizations should ask the following questions when creating their evacuation plans.

**Note:** It is very important for performing arts organizations to consult with their local fire department when developing and finalizing evacuation procedures; the fire department’s expertise will be invaluable when working through problems and ensuring best practices are followed.

* Under which circumstances will an evacuation or sheltering in place be warranted?
* How will evacuations differ during a performance, a class, or when no programming is being held?
* How will individuals be alerted to the need for evacuation?
* How will the differently abled receive assistance during the evacuation?
* Under which circumstances – if any – will a sweep of the building be conducted or facilities equipment be turned off?
* Which “zones” (stage area, audience seating, offices) should be considered when drafting evacuation routes?
* What role will ushers and specific staff play during the evacuation?
* Where will individuals evacuate too?

For more information, consider this United States Department of Labor Occupational Safety and Health Administration’s Evacuation Elements guide, which includes example diagrams and floor plans: <https://www.osha.gov/SLTC/etools/evacuation/evac.html>

### B. Examples

Below is a short list of evacuation plans for theaters that should serve as helpful examples of procures to consider and formatting:

* **Kennedy Theatre Emergency Procedures:** <http://manoa.hawaii.edu/liveonstage/wp-content/uploads/EMERG.PRC_.revised-8.20151.pdf>
* **Regal Theater Emergency Evacuation Procedure:** <https://regaltheatre.com.au/docs/evac-plan.pdf>

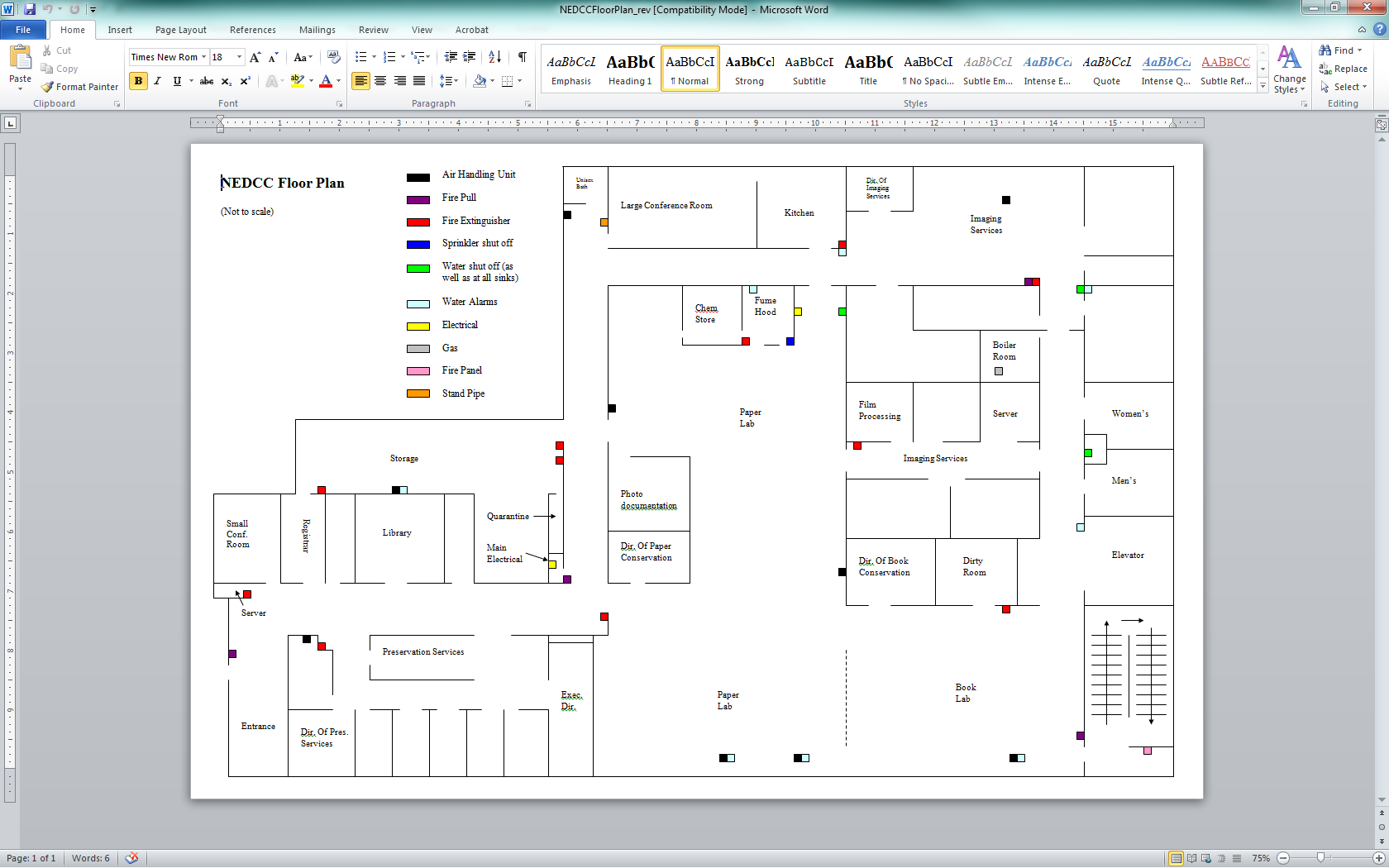
## Floor Plans

Floor Plans with annotated information should be present in all buildings, ideally posted on the wall and in the disaster plan binders next to the evacuation plans.

Annotated information should include:

* Arrows for evacuation routes & red boxes for assembly points;
* Primary and secondary emergency exits;
* Facilities shut off locations;
* First aid kits;
* Disaster plan;
* Fire extinguishers; and
* Kits for cleaning up water and any other supplies for water-based emergencies.

An example of an annotated floor plan can be found here:



## Incident Report Forms

An incident report form should be short and easy to fill out and read. An example of such a report form is shown here:

Incident Report Form

Use this form to document any problems, whether or not they caused serious damage to the building or individuals. These forms should be maintained in a log notebook and categorized by the nature of the incident (suspicious person/threat, injury/illness, and facilities related), so that a history of problems will be available.

Location (building, room): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date & Time: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Person reporting problem: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Type of problem: Technology issue:\_\_\_\_ Facility issue: \_\_\_\_ Medical issue: \_\_\_\_

Information of person(s) affected (name, contact info, type of injury):

Description of problem:

Description of action taken:

## Panic Sheets

Panic sheets are typically used by front-of-house staff and serve as quick reference guides for some of the most common issues an organization can face. Each section should have no more than 4 very simple steps, and end with either a reference to the relevant section in the full disaster plan or a phone number to call – such as the staff member in charge of emergency response, the police department, or fire department.

A trained staff member may not need to use the sheet in an emergency, but the panic sheet will help staff respond consistently to different emergencies, especially when nerves are strained or a staff member is new.

Here is an example of a single page panic sheet with simple instructions. Staff is likely reduce the number of situations in this panic sheet and enlarge the text: <https://www.colorado.gov/pacific/dhsem/atom/60576>

## Phone Tree

A phone treat is the easiest disaster response tool to develop. It should exist in paper form and be online in an easy to find location. Additionally, it should list 2 forms of contact for each person if possible. An example of a phone tree can be found here: <https://www.artsready.org/home/public_article/746>