In the Face of Disaster

Preparing for Emergencies in Central New York

A Self-Planning Manual for
Disaster Prevention, Response and Recovery
In Libraries, Museums, and Cultural Institutions
Of Central New York State

1994 Edition Prepared by
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CLRC Preservation Committee

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CLRC: The Library Council

The Central New York Library Resources Council, familiarly known as CLRC, has facilitated resource sharing among libraries since 1967. It is one of the nine Reference and Research Library Resources (3R's) Councils in New York State.

CLRC serves libraries and library systems in Madison, Oneida, Herkimer, and Onondaga Counties. Members in the council include thirteen academic libraries, the Mid-York, and Onondaga County Public Library systems, four school library systems, ten hospital libraries, and twenty-six special libraries in corporations and non-profit agencies.

CLRC member institutions pay dues and actively participate in Council services including support for database building, access to regional resources, interlibrary loan, and delivery of materials among libraries. Other services include sponsorship of continuing education events, promoting legislative efforts on behalf of libraries, and communications. Members also benefit from a variety of grant programs (including the New York State Discretionary Grant Program for Preservation). CLRC members benefit from the Council programs and services which are approved by a Board of Trustees elected by the Council membership. CLRC members serving on Standing and Program Committees give advice and planning assistance for Council services.

New York State Discretionary Grant Program

The New York State Discretionary Grant Program for the Conservation and Preservation of Library Research Materials was authorized under Education Law, Section 273.7(d) in 1984 and expanded in 1986. Its purpose is to encourage the proper care and accessibility of research material in the State, to promote the use and development of guidelines and standards for conservation / preservation work, and to support the growth of local and cooperative preservation programs.

CLRC and libraries, historical associations, and museums in the region have used New York State Discretionary Grants for a variety of preservation activities. For information about the Discretionary Grant program and eligibility for grants, contact Barbara Lilley at the Division of Library Development (518) 486-4864 or http://www.nysl.nysed.gov/libdev/cp/.

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Foreword

The need for disaster preparedness by libraries, archives, and historical repositories is well documented. A sufficiently planned response to fire, flood, and other calamities can mean the difference between adequate recovery and total loss. It can mean that collections representing decades of acquisitions can be salvaged and returned to public use. It might even mean that disasters can be avoided entirely through prevention and detection techniques.

This need for disaster preparedness was identified as one of the highest priorities of the Preservation Committee from the Preservation Needs Assessment Project conducted in 1992. The Preservation Needs surveys completed in 2001 again identified a need for disaster plans. This manual is intended to serve as a workbook as well as a reference tool. Organizations are encouraged to work through its planning aspects and complete the workforms included herein. By doing this, each organization will complete a customized disaster plan that includes the three vital components of disaster preparedness: prevention, response, and recovery.

This manual is a revision of the "In the Face of Disaster" manual prepared for a 1993/94 New York Discretionary Grant Project providing workshop training in disaster preparedness and recovery in Central New York. The manual was prepared by Leland Dirks of Amaranth Consulting Inc. based on a publication he prepared for the Northern New York Library Network (NC3Rs). This revision and the previous publications were funded by the Conservation/Preservation Program, Division of Library Development, New York State Library, State Education Department. Special thanks to Barbara Lilley, Program Officer in the Division of Library Development for assistance and support for this program.

One last word to those reading this. Please spend the time to work through this manual. The workforms should be customized with your local information in order to be useful to you in the time of disaster. Please do not wait until a disaster strikes....Do it now.

Michael J. McLane
Executive Director
Central New York Library Resources Council

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Introduction

As librarians, archivists, or caretakers of unique collections, we specialize in the preservation of information in its many different forms. A part of our duties involves being well prepared for any eventuality that could befall our collections. We do not always recognize this fact, but we stand constantly in the face of disaster. Destruction can strike at any time, often when we are least capable of handling it. That which we stand to lose is often irreplaceable, something for which even insurance cannot promise to compensate: information and the materials that detail our history. Any loss now is even a greater loss for posterity.

The New York State Conservation and Preservation Discretionary Grant Program has provided the Central New York 3R's Council with support to assist the CLRC library and archival community in preparing for and responding to the kinds of disasters that can destroy collections. This preparedness manual offers the opportunity to be prepared for, and hopefully prevent, disasters caused by water, fire and other potentially destructive forces.

To create a firm foundation for disaster preparedness, the first charge is to work closely with those within the institution who can best help establish a strong commitment to effective planning: directors and board members. It is important to keep in mind that as long as there is no disaster plan in place in the institution, collections are at serious risk. Simply having this manual nearby is not enough. It is not simply a reference book -- it is a workbook. It is only the beginning, since it represents the start of a process that must be undertaken by an institution's staff. It is imperative to use this workbook to create a detailed and workable disaster plan unique to each institution for the care and protection of its valuable contents. Only by working through the checklists and forms incorporated in this manual can a customized plan for an organization be created.

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CHAPTER 1: CREATING A DISASTER PLAN WITH THIS WORKBOOK

Does your institution have a disaster preparedness plan currently in effect? What would you or your staff do in the event of a flood or fire? If unsure of answers to these questions, it is imperative to start thinking about how to handle an emergency or a disaster at your institution. The purpose of this manual is to assist in disaster preparedness planning specifically designed for unique institution.

Notice that this disaster manual is called a "self-planning workbook." This is because it provides a basic framework from which to compile a detailed disaster plan. By reading and working through these pages, the completed workbook will become an institution's disaster plan. Create the plan that is most relevant to the institution by entering details such as staff member's names, their titles, phone numbers, and other circumstances unique to the workplace, like information about the collections and the locations of certain items.

It is possible that not every detail of this workbook will be pertinent to an institution. Regardless of this, see if the basic principle behind the suggestion can somehow be adapted to a more fitting use for the institution.

Using the Blank Forms and Checklists

Use the forms provided or adapt and change them to the institution's specific needs. *Remember to make additional copies of the blank forms before filling them in*. That way, as information changes and as updates become necessary, information can recopied onto the supply of blank forms and then inserted into the manual (while at the same time removing the old pages). Also, once all of the blank forms in this manual have been completed, make sure that sufficient copies are made available to the staff and personnel in the institution. It is a good idea to prominently post relevant forms in specific work areas.

The Need for Constant Revision

Changes in institution policy, personnel, collections, or locations can affect the currency and usefulness of the disaster plan. Phone numbers change, companies go out of business and these unexpected occurrences can significantly disrupt reaction time in the event of an emergency. It is very important to update the information included in the manual at least once a year.

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CHAPTER 2: DISASTER PREVENTION & PREPAREDNESS PLANNING

The fundamental basis for being able to respond effectively to any emergency situation is careful and thoughtful planning before the fact. The following sections list and describe pre-disaster activities and procedures to be carried out in conjunction with this workbook.

The concept of preventive maintenance cannot be stressed enough: it is far better to prevent a disaster than to have to handle one later. For instance, in surveying work space one might find that the fire extinguishers have not been recharged in several years. By alerting the proper individuals to correct this situation, the institution will be far better prepared to combat a fire -- perhaps stopping it before it really gets started.

STEP #1: THE DISASTER TEAM

The "Disaster Team" is charged with the theoretical planning and disaster prevention before disasters, as well as the response effort in the event of an emergency. Identify the available human resources to formulate a Disaster Team – complete with all or most of their responsibilities defined before the fact. The number of people on the Disaster Team will vary widely depending on the number of staff and employees in the institution. Responsibilities will have to be distributed and scaled accordingly (**Form 1**).

Regardless of how exactly an institution decides to organize the Disaster Team, at least several individuals should be involved. The more people available in the planning process, the better the variety of the ideas and input. And, the more people that are aware of and knowledgeable about the disaster plan, the better protected an institution will be. But always remember: even one person familiar with disaster planning is better than none at all.

Number of members
Too many people on a committee can hinder rather than hasten progress. Draw up a scheme for the Team and then ask for volunteers and/or nominations. Depending on the size of an institution, members of the Team do not necessarily have to work in the library or even be librarians. If a library or archive is small, ask for members from the institution's community or the community in general. See if someone from the local Fire or Police Departments would be willing to serve.

Organization
Once the Team members have been selected, fill out the organizational sheet. It should include phone numbers and each individual's various duties and responsibilities. Work to clearly state the duties of each individual on the Disaster Team, as well as the larger responsibilities of the Team itself. Examples of duties could be conducting the annual (or semi-annual) inventory of local disaster supplies, or acting as the spokesperson in the event of an emergency, or as the liaison with the police and fire departments.

Staying Up-to-Date
To guarantee the disaster plan's currency, plan periodic updates. Revise and reassess matters even if the institution has not had any type of emergency, have the disaster team meet semi-annually to conduct inventories of supplies, review evacuation routes, update phone numbers, and account for any changes in office or institution policies or procedures.

STEP #2: ESTABLISHING COLLECTION PRIORITIES

Establishing priorities is never a simple task, but it is imperative to identify important collections before a disaster so that they can be protected or removed in a timely manner during or after a disaster. Trying to make selection decisions in the course of an emergency will almost certainly result in misjudgments and the loss of critical time.

In addition to prioritizing, it is highly recommended to **duplicate vital records and relocate them off-site**. Copying important records periodically and keeping them in remote storage is one of the best ways to prepare an institution for a disaster. Frequent candidates for this tactic are the shelf-list, master negatives of microfilm, and financial and personnel files.

Ranking Collections for Evacuation
The shelf-list and/or card catalog are usually the first choices for immediate evacuation. This can prove difficult, however, if an institution is automated. One way to safeguard against losing this resource is to maintain duplicate system information off-site by periodically down-loading or protecting automated records. Consulting with the system's vendor about these procedures should be a top priority in disaster planning.

A priority listing of special collections materials will probably rank next on the list (**Form 2).** Beyond these, list the institution's strongest collections (by call number range and/or location) in priority order. Other ideas: computers or hard disks, certain office files, etc. Such a list will be beneficial in assisting in the evacuation process, but will also be crucial when selecting materials for recovery once they have been evacuated from the site.

The following are some considerations to keep in mind when prioritizing collections, as offered in Sally Buchanan's *Resource Materials for Disaster Planning in New York Institutions*:

- Monetary value as a finite collection or as individual rare items.
- Irreplaceability.
- Ability to replace in the same or other format.
- Value in supporting the mission of the institution, (e.g., undergraduate education or public access)
- Scholarly resource.
- The breadth or depth of the collection.
- Fragility of the medium, e.g. film or magnetic tape or vellum.
- Kind of disaster or length of exposure time, (e.g. a film-based collection exposed to fire or high heat would be a low priority because most would be unsalvageable anyway)
- Value to the region, state, or nation.
- Value for continuing or restoring institutional operations, (e.g., payroll, purchase orders, shelf-list, etc.)

Mark Top Priority Items for Removal
Marking items will make for quicker and easier removal of materials from the disaster site. Special color flags (or markers) for books or color stars for manuscript boxes, with different colors signifying the relative importance of the item, could significantly speed their evacuation.

Plan for Security of Materials Once Removed from Site
Plan ahead for a secure off-site location in which to temporarily store the collections. When materials are relocated in the event of a disaster, station personnel to guard materials for the duration of the emergency situation. Carefully control access to these materials.

STEP #3: IDENTIFYING AND ELIMINATING POTENTIAL DISASTERS

The Building Audit

Working with the following forms, organize the Disaster Team (and additional staff members as necessary) to survey the physical aspects of the institution and the space which its collections reside. When conducting this "site survey," remember that it should encompass both the internal and external spaces of the institution (**Form 3, Form 4, Form 5, Form 6**).

Once having completed the form, prioritize those situations that need to receive attention. After this initial survey, a similar preventive check should be performed annually. Mark next year's calendar now, and try to repeat the survey at roughly the same time every year. (**Form 8**)

Drafting Floor Plans

Once the necessary efforts have been made to prepare the institution for disaster, draw maps of the improved facility based on available blueprints or other building plans.

Include locations for the following details (and provide an annotated key at the bottom of map):

- Controls for heating, ventilation and air-conditioning systems
- Controls for power and electricity (i.e., master switches or breaker boxes)
- Controls for water and gas
- Controls for alarm systems
- Keys to any locked doors (or cases)
- Fire exits
- Fire extinguishers and water hoses (or "stand pipes")
- Medical supplies or first aid kits
- Disaster supplies and emergency equipment
- Any hazardous materials stored on-site
- Priority collections (i.e., collections to be removed in the event of a disaster. Also, for priority collections, consider listing lock combinations or the location of keys necessary to access to these collections.

Additionally, create a separate map detailing the evacuation routes for both employee workspaces and public areas.

Once complete, include maps in this manual. They will be useful tools for educating staff in periodic disaster training sessions, and they will certainly be a useful resource to the Police and Fire Departments (and staff) in the event of a disaster.

STEP #4: STAFF EDUCATION, TRAINING, AND UPDATES

Staff training and education
Education and training are important components of a successful disaster plan. If the staff is not familiar with the details of the plan, they may be confused and inefficient during an actual emergency. This workbook is not intended to be a simple reference tool to turn to only when and if an emergency occurs, but a living document to be referred to and updated on a regular basis.

For instance, have local fire personnel periodically familiarize themselves with the facility and with disaster plans. Provide them with a copy of the plan when it is completed, and make available to them any periodic updates. Try to include floor plans or layouts of the collections so as to facilitate the successful and quick evacuation of personnel and/or valuable items. Arrange with them to provide annual training sessions for staff – to demonstrate the use of extinguishers, to practice evacuation routes, based on the evacuation plan **(Form 7**). Local fire personnel may also teach general fire safety in emergency situations. Conduct semi-annual fire drills and workshops on fire safety and related topics. Make sure staff members know how to sound alarms, shut fire doors, and can read annunciator panels. Encourage or offer regular first aid and CPR training for staff.

Updates
Updating information in this manual cannot be stressed strongly enough. This workbook was designed so plans could be revised by the individual institutions. But these revisions are up to the institution's staff. Updates should be made annually, and when the information changes. Use the Annual Disaster Preparedness Checklist to plan the updates **(Form 8**).

Periodic checks of emergency equipment should also be a part of this routine. Work out a simple schedule to check the continued correct operation of disaster supplies and equipment. Make sure everything is where it is supposed to be, and that it functions properly. Example: flashlights and other battery-operated items should be checked several times a year.

In addition to periodically retraining staff in the principles of disaster preparedness, it is also important to initiate newly hired staff as to the emergency procedures of the institution. Take the occasion of the hiring and training of a new employee to remind staff about disaster preparedness.

STEP #5: ENACTING OTHER PREVENTIVE MEASURES

Here are a few basic preventive measures. Remember, some of the easiest ways to prevent damage to library materials can be accomplished without serious effort or expense.

Preventing Water-Damage

Broken pipes, overflowing sinks or toilets, leaky roofs, open windows, flash flooding, and even fire suppression efforts can all result in water damage. To eliminate this threat

DO *NOT* STORE LIBRARY MATERIALS...	In basements. On floors. On the lowest shelf. Near water or steam pipes.
If warned of imminent flooding or leakage...	TURN OFF POWER! Move books to higher shelving. Cover stacks with plastic sheeting. Or, move books to another location that will remain safe and dry.

Also remember:

Store special collection items on upper shelves or on an upper floor of the building, but not near pipes or in areas known to have roof leaks.

If possible, acquire humidity and water sensors that will sound an alarm when high moisture or wetness levels are registered.

Find out what kind of sprinkler system the institution has. Wet-pipe sprinklers systems have been known to leak. Investigate the installation of a dry-pipe sprinkler system to guard against accidental discharge. Whichever kind, make sure to have it checked and inspected regularly.

Fire Prevention Checklist

- Strictly enforce non-smoking regulations throughout the facility.
- Have both an electrician and local fire authorities inspect the facility.
  (Ask them to note any violations or potential problems and to provide recommendations.)
- Keep fire doors closed at all times.
- Have fire fighting equipment regularly inspected and kept in good working condition.
- Store flammable chemicals in a safe, cool location.
  (Preferably a locked and well-labeled metal cabinet).
- Install heat, smoke, and fire detection devices throughout the facility.
  (Make sure they signal in-house and at a remote monitoring station.)
- Install a dry sprinkler system.
  (With heat controlled valves that are less prone to malfunction.)

STEP #6: INSURANCE

The serious consideration of the potential for disaster should result in the detailed reassessment of an institution's insurance policy or policies. Establishing a closer working relationship with an insurance agent is the best way to proceed. Also, the insurance company should always be informed of disaster situations as soon as possible after they occur. This will facilitate knowing how to handle the situation. If necessary, the sooner an agent can survey the scene, the sooner a more accurate estimate of the damage can be assessed for claims purposes. When contacting agent(s) by phone, always confirm such agreements with insurers in a formal letter.

What is offered here is simply a brief overview of insurance as it relates to disaster preparedness. This section should definitely be supplemented by other more knowledgeable, detailed sources on the topic of insurance for libraries and like collections. Several books and articles authored by experts in the field are listed in the **Bibliography**.

The Policy and Its Coverages

According to John DePew in *A Library, Media, and Archival Preservation Handbook*, there are basically two types of policies: "All Risk" or "Specified Risk." All Risk policies are recommended since they are basically inclusive in their coverage, except for specific written exclusions.

Among libraries, it is frequently discovered only after the fact that parts of the collections were under-insured, or uninsured altogether. Make certain that the institution's insurance policy covers the collections and not just the building. The definitions which follow are helpful in understanding coverage, and are excerpted from England and Evans' book, *Disaster Management for Libraries*:

> CONTENTS (other than books) usually includes, without limitations, furniture, furnishings, fittings, fixtures, machinery, tools, utensils and appliances, records and books of accounts, and generally all materials and supplies, and all other contents of every description. 'Records and books of account' extend the coverage under this definition to the inventories of a collection, e.g., a card catalog, computer database, or microfic he however they are kept.
>
> BOOKS includes, without limitation, all books (except records and books of account) and papers, magazines, manuscripts, periodicals and other publications, catalogs, microfilm, special and other collections and clippings, and generally all contents kept or used by the Insured in connection with their operations, other than those insured under the heading CONTENTS.

In his *Handbook*, DePew states that the phrase "other collections" is usually used to mean computer software and audiovisual materials. If either of these categories are extensively collected by the institution, coverage should be specifically extended to these areas. It is also possible to have the policy specifically written to include a "RECORDS" clause stating that the insurer will cover loss to card catalogs, shelf-lists, computer and microform catalogs -- but phrased in different language as:

> ...books of account, drawings, card index systems, other records...not exceeding the cost of the blank books, blank pages or other materials, plus the cost of labor for actually transcribing or copying media, data storage devices, and program devices for electronic and electromechanical data processing of for electronically controlled equipment, which shall not exceed the cost of reproducing from duplicates or from originals.... No liability is assumed for cost of gathering or assembling information or data for such reproduction.

DePew reminds the reader that the cost of reconstructing the lost catalog is not covered in this clause, and for this reason it is imperative to maintain a master-copy off-site of any such utility so as to "...avoid the considerable expense of re-creating what is often the most expensive item in the library. Note: policies should be extended to cover the labor and research costs of re-creation of the catalog."

John Morris in *The Library Disaster Preparedness Handbook* lists those eventualities that may or may not be covered in a library's property policy and therefore require "extended or special coverage" --

1. Fire (and lightning).
2. Extended coverage: Windstorm, cyclone, tornado, hail, Explosion (except steam boiler). Aircraft and vehicle damage. Smoke damage (from faulty heating plants). Riot, riot attending a strike, and civil commotion.
3. Vandalism and malicious mischief.
4. Sonic boom.
5. Sprinkler leakage.
6. Water damage from defective plumbing, heating, and air conditioning systems.
7. Collapse of buildings and structures.
8. Glass breakage (from other than designated perils).
9. Burglary, theft, and robbery.
10. Employee dishonesty.
11. Steam boiler explosion.
12. Transit, including collision or upset.
13. Earthquake.
14. Flood, backing up of sewers, and water surfaces.
15. Autos, trucks, and bookmobiles, whether owned, leased, or hired by the library, as well as vehicles owned by others and driven on library business.
16. Steam boiler. The standard property policy excludes damage to or caused by steam boilers, so they have to be endorsed on the policy with an extra premium this entitles the insured to inspection services for this vessel (and for other pressure vessels, if insured, such as hot water heating boilers). Local or state law requires inspections of large steam boiler, and the carriers inspection satisfies this need.
17. Plate glass. Breakage of plate glass is covered under the extended coverage potion of the fire policy, except for any breakage due to vandalism.
18. Property in transit. Books and works of art loaned outside the library are subject to loss. Librarians should check with their insurance person about the need for a transportation floater. *[When loaning items to other libraries for the purposes of exhibition, it is customary for the borrowing library to cover the expenses involved with insurance.]*

19. Extra expense. This coverage will pay for the additional costs of temporarily doing business at another location following a severe fire or other disaster, of for rented facilities of any kind necessitated by such an event.
20. Fine arts. Specialized property coverage is available for higher valued art works (i.e., for special collections and other rare and valuable items such as manuscripts, etc.).

In reference to Morris' list, DePew adds that "... all risks policies will cover some of the above items, but may exclude things such as 'inherent vice.'" An institution should work to include most, if not all, of these situations (as relevant) in its coverage. The coverage afforded by the higher premium is certainly worth the cost.

Collection Inventories

DePew writes, "...The shelf-list is often considered an inventory of the library's collections. But to be effective for insurance claims purposes, it must contain the exact copy count (including disposition of withdrawn volumes), descriptions, and original cost of library materials. In addition, it must be kept up-to-date by regularly checking the books, both on the shelves and in circulation. Problems in settling claims can be aggravated both by incomplete and old records and by the difficulties in showing where the collections covered by the inventories are housed. An inventory of a collection must be reasonably up-to-date and complete to be of use in an efficient claims settlement."

The level of documentation expected by insurance companies seems nearly impossible to achieve. A complete collection inventory is obviously difficult to create and maintain, but imagine trying to do so after a fire or a flood has struck the collection. It is a significant step in affording the institution the best protection available in the event of a disaster -- an excellent example of the benefits of preventive maintenance.

Proof of Loss

When placing a claim, it is the responsibility of this institution to prove two things: 1) that an incident actually occurred and 2) that any damage incurred was caused by that incident. Usually, one can count on reports from the police or fire department to help prove that the incident did occur, but proving the second point to the satisfaction of the insurance company is more difficult.

For insurance purposes, a "loss" (in a fire situation, for instance) is when an item is completely consumed. "Damage," however, is when an item is not entirely destroyed, but only injured, i.e. charred or soaked in water. England and Evans (p. 61) list the typical requirements for proof of loss as:

1. A complete inventory of destroyed and damaged property, showing in detail, quantities, costs, actual cash value, and particulars of amount of loss claimed
2. A statement of when and how loss occurred, as far as the insured knows or believes
3. A statement that the loss did not occur through any willful act, neglect, procurement, means, or contrivance of the insured
4. The amount of other coverages and names of other insurers
5. The interest of the insured and all others in the property, with liens, encumbrances, and other charges upon the property
6. The changes in title, use, occupation, location, possession, or exposures of property since issue of the contract and

7. A demonstration of the place where the insured property was at the time of the loss.

"And further requirements can include:
1. A complete inventory of undamaged property, showing quantities, cost, actual cash value and
2. A provision of the books of account, invoices, receipts, stock inventories, and so on."

Obviously, documenting this information could prove to be very difficult after a disaster, if not impossible -- so it is important to work towards trying to gather these details before the institution finds itself in a crisis situation.

Valuation and Loss

Replacement value for the collections, as negotiated with the insurer, should be stated in the institution's policy. For further explanation of value and loss, England and Evans (pp. 65-68) write that there are four different ways of arriving at figures for value and loss:

1. By surveying with estimate and determination of value
2. By accepting cost and quantity as shown in records
3. By replacing or repairing and
4. By sale of salvage.

This section continues,

> "...[c]overage for loss or damage of collections is optimally made by a mix of ways (one to three), and a value is agreed upon before loss happens. Using a survey can mean arriving at some estimated average value. Using records can mean settling at original cost, while replacement involves the cost of a new item, sometimes less a depreciation factor, or cost of repair or restoration.... Replacement cost for the same or equivalent new titles is a method of coverage that works well in most libraries...where the circulating stock can be replaced with reasonable ease. *The replacement cost should be stipulated to include replacement and processing costs*....Replacement means that the loss items must indeed be replaced, or else loss settlement will achieved on some other basis, usually the original or actual cash value. Actual cash value is the current value of the insured article at the time of loss it usually involves the price of the article less some depreciation (or possibly appreciation) since purchase.
>
> "...An average or other predetermined value may also be agreed upon ideally the policy should state that the agreed value is guaranteed to be paid upon loss....It might be argued that some average value works well for collections that are special in some respect, perhaps with items that cannot readily be replaced from in-print sources. In practice, average value, while not ideal, is used with any collection as a workable solution to the problem of value. *But it must be used cautiously. Rare books in a special collection (or imbedded in the main collection) would be valued at only the average cost of all books in the library. Therefore, special coverage should be written for the special collection if the library is not able to replace lost items.*' [Italics added]

Again, it should be stated that this section is only an outline intended to briefly highlight insurance topics for libraries and similar collections. It is highly recommended that persons in the institution seek out more detailed advice specific to the collections. Attached are some forms to help the institution review its policy and prepare for its insurance needs in the event of an emergency. Include a copy of the institution's insurance policy (or policies) in this section.

Forms

FORM 1: DISASTER TEAM ORGANIZATION SHEET

On these pages, fill in the information on each person on the Disaster Team. Responsibilities should include various planning or pre-disaster duties, special responsibilities in the event of a disaster, and post-disaster tasks. Home addresses and phone numbers of these individuals should also be listed on the **Form 11: EMERGENCY PHONE ROSTER**.

HEAD OF DISASTER TEAM

Name: _____ Title: _____

Work Address: _____ Home Address: _____

_____ _____

Office Phone: _____ Home Phone: _____

Team Responsibilities: _____

_____

Other Information: _____

****

OTHER MEMBERS

Name: _____ Title: _____

Work Address: _____ Home Address: _____

_____ _____

Office Phone: _____ Home Phone: _____

Team Responsibilities: _____

_____

Other Information: _____

DISASTER TEAM ORGANIZATION SHEET (cont'd)

****

Name: _____ Title: _____

Work Address: _____ Home Address: _____

_____ _____

Office Phone: _____ Home Phone: _____

Team Responsibilities: _____

_____

Other Information: _____

****

Name: _____ Title: _____

Work Address: _____ Home Address: _____

_____ _____

Office Phone: _____ Home Phone: _____

Team Responsibilities: _____

_____

Other Information: _____

****

(Copy as many additional sheets as needed.)

FORM 2: COLLECTION PRIORITY RANKING FORM

Below, based on criteria covered in the manual, list in priority order those collections or items to be protected or removed from the disaster area. Make sure to describe the collection format -- whether book, paper, microfilm, audiovisual, computer software, or other.

	Collection Name (and Format)	***Collection Location or Call Number Range***
1)	_____	_____

Other information: _____

2) _____ _____

Other information: _____

3) _____ _____

Other information: _____

4) _____ _____

Other information: _____

5) _____ _____

Other information: _____

6) _____ _____

Other information: _____

COLLECTION PRIORITY RANKING FORM (cont'd.)

	Collection Name (and Format)	*Collection Location or Call Number Range*
7)	_____	_____

Other information: _____

8) _____ _____

Other information: _____

9) _____ _____

Other information: _____

10) _____ _____

Other information: _____

11) _____ _____

Other information: _____

12) _____ _____

Other information: _____

13) _____ _____

Other information: _____

FORM 3: BUILDING AUDIT FORM

These site survey questions are provided as a way of assessing an institution's disaster susceptibility and/or emergency preparedness. Some sections will require drafting maps. Make an effort to survey each situation carefully.

Fire Control Systems:

1) Fire Extinguishers:
Keep a list of the locations of all fire extinguishers in the institution and note the last inspection date of each. Also, for each of the extinguishers, ask the following questions:

Is the extinguisher sufficiently charged?

_____

Has it been discharged or in any way damaged?

_____

What type of extinguisher is it: water or dry-chemical?

_____

Is it the right type of extinguisher in the right location? (i.e., for instance, dry-chemical extinguishers, preferably Halon, should be kept nearest computer equipment.)

_____

Is the extinguisher easily accessible, or is it somehow blocked or hidden?

_____

Is it on the floor or mounted on a wall? [Extinguishers should normally be wall-mounted]

_____

Are any extinguishers missing?

_____

Are there any other problems?

_____

BUILDING AUDIT FORM (cont'd.)

2) Fire and Smoke Detection Systems and Fire Alarms:

Where are detectors and alarms located?

_____

When were batteries last changed?

_____

Are regular tests of fire alarms and fire suppression systems conducted? How often?

_____

Are alarms connected to the local fire department, campus security, or some other off-site monitoring station(s)?

_____

3) Fire Exits:

Are fire exit signs clearly visible?

_____

Are fire exit doors locked?

_____

Are fire exits crowded or blocked?

_____

Are there any other problems?

_____

BUILDING AUDIT FORM (cont'd.)

Electrical Systems:

Is there any worn or exposed wiring?

_____

Is any ungrounded equipment in use?

_____

Are there adequate electrical outlets or are electrical sockets overloaded?

_____

Are there any empty light sockets or burned out lights?

_____

Are kitchen and staff areas checked to see if equipment is left on?

_____

Are there any other problems?

_____

Does the institution have an auxiliary power system in case of a power outage?

_____

Environmental Controls:

Is the heating, ventilation and air-conditioning system effective? Is it inspected regularly?

_____

Can both temperature and humidity be controlled?

_____

Are air filters changed on a regular basis?

_____

Are there any other problems?

_____

BUILDING AUDIT FORM (cont'd.)

Water Systems:

Are pipes, plumbing, or any other sources of water located above or near collections?

_____

Are pipes well-supported and in good shape, or are there any leaks? Where?

_____

Are there water detectors in use and functioning? Are sump or back-up pumps available?

_____

Are there any other problems?

_____

External Features:

Is the roof pitched or flat? Does water accumulate on the roof?

_____

Are roof gutters, eaves, and drains kept clean? Is drainage good?

_____

Are windows and skylights well sealed and kept closed?

_____

Are there any other problems?

_____

BUILDING AUDIT FORM (cont'd.)

Security:

Are all windows and doors locked and alarmed to prevent intruders from breaking in? How frequently is the system tested?

_____

Is it wired to any off-site monitoring stations such as Security or the Police Department?

_____

Is the exterior of the building well-lighted?

_____

Are there any other problems?

_____

Other Matters:

Is there sufficient emergency lighting?

_____

Does the institution have first aid kits? Are kits well-stocked and inventoried on occasion?

_____

Are stacks braced to protect a shelving collapse?

_____

Are the stacks, workspace, and public areas orderly, or crowded and messy?

_____

Are housekeeping and trash collection performed on a regular basis?

_____

Is there any evidence infestations of rodents, insects or mold/ fungi? Where?

_____

BUILDING AUDIT FORM (cont'd.)

Other issues unique to the institution not covered in this Building Audit:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

(This form adapted from: Cornell University Libraries Form A [as excerpted from the ARL/OMS *SPEC Kit #69*,1980] and "What an Institution Can Do to Survey Its Conservation Needs" (1982) by George Cuhna)

FORM 4: PREVIOUS PROBLEMS AND PAST EVENTS

Develop a listing of any accidents which have occurred at the institution in the last 5 years, the damage that resulted, and any corrective action(s) taken. Include instances considered to be disasters or emergency situations. This form, in combination with the **Form 3: BUILDING AUDIT**, will help identify trouble spots and see where to focus efforts.

Date	Location	Description and Circumstances of Past Problem or Event
_____	_____	_____
	_____	_____
		_____
_____	_____	_____
	_____	_____
		_____
_____	_____	_____
	_____	_____
		_____
_____	_____	_____
	_____	_____
		_____
_____	_____	_____
	_____	_____
		_____

PREVIOUS PROBLEMS AND PAST EVENTS (cont'd.)

Date	Location	Description and Circumstances of Past Problem or Event
_____	_____	_____
	_____	_____
		_____
_____	_____	_____
	_____	_____
		_____
_____	_____	_____
	_____	_____
		_____
_____	_____	_____
	_____	_____
		_____
_____	_____	_____
	_____	_____
		_____

FORM 5: EXISTING CONDITIONS PRIORITY FORM

Use results from the **Form 3: BUILDING AUDIT** and the **Form 4: PREVIOUS PROBLEMS AND PAST EVENTS** to plan for future action. Once careful surveys of facilities have been performed, prioritize the existing conditions noted and work to improve them -- thereby reducing the threat of future disaster. Work to correct these conditions within a given time frame.

	Noted Condition	Location of Problem	Recommended Action	Date Completed
1)	_____	_____	_____	_____
Other information:	_____			
2)	_____	_____	_____	_____
Other information:	_____			
3)	_____	_____	_____	_____
Other information:	_____			
4)	_____	_____	_____	_____
Other information:	_____			
5)	_____	_____	_____	_____
Other information:	_____			
6)	_____	_____	_____	_____
Other information:	_____			
7)	_____	_____	_____	_____
Other information:	_____			

This page has been left blank intentionally.

FORM 6: FACILITY or MAINTENANCE CONTACTS FORM*

Below, list the names, titles, and phone numbers of those facility or maintenance contacts within the institution who should be called in the event of an emergency. For instance, who is authorized to turn off building power or utilities? Does this individual have back-ups?

Name and Title Phone Number Reason to Call

1) _____ _____ _____

Other information: _____

2) _____ _____ _____

Other information: _____

3) _____ _____ _____

Other information: _____

4) _____ _____ _____

Other information: _____

5) _____ _____ _____

Other information: _____

6_____ _____ _____

Other information: _____

* Smaller institutions (perhaps only a room or a small portion of a larger building) without facility or maintenance staff should find out where circuit breakers for the area are located. Is there easy access to this place? Are the breakers clearly labeled? Who has authority to switch them on or off?

This page has been left blank intentionally.

FORM 7: EVACUATION PLAN

Below, in conjunction with a representative of the local Fire Department, draft an institutional evacuation plan in the event of an emergency. Make sure to list any special procedures to be remembered under certain circumstances. Once complete, practice evacuation routes with staff on a routine basis.

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FORM 8: ANNUAL DISASTER PREPAREDNESS CHECKLIST

This is a listing of activities to be performed annually for keeping a disaster plan current.

Year: _____ Date Completed:

1.	Tally any **Form 15: Post-Disaster Reports** accumulated over the course of the last year. Information gleaned from these reports can help determine an institution's future disaster preparedness needs.	
2.	Check for any necessary revisions to the **Form 1: Disaster Team Organization Sheet.** Update any changes in personnel as well as phone numbers and addresses. Revise members' responsibilities as relevant.	
3.	Revise **Form 2: Collection Priority Rankings** according to any new focus in the collection development policy. Make sure to include any newly acquired special collections, and also remember to somehow mark them for emergency removal.	
4.	Perform **Form 3: Building Audit.** In doing so, revise the **Form 5: Existing Conditions Priority Form** as necessary. Test systems throughout institution, such as fire control, smoke detectors, recharge extinguishers otherwise make certain that all necessary equipment for disaster preparedness and response is in working condition (i.e., check batteries). When complete, remember to update institution floor plans.	
5.	Educate staff through disaster preparedness training and frequent updates. Use the arrival of new individuals as an occasion to remind current staff about disaster topics. Update **Form 7: Evacuation Plan** and practice evacuation. Contact Fire Department for annual building inspection and fire safety training.	
6.	Update address- and phone-related information throughout the manual: • Revise **Form 6: Facility/Maintenance Contacts** • Revise **Form 10: Emergency Numbers** • Revise **Form 11: Phone Roster** • Verify **Form 15: Local Sources for Disaster Supplies in Area** Note any new addresses or phone numbers, and make necessary additions and subtractions to this listing -- i.e. new services or changes in past services in the area. •	
7.	Revise and update **Form 13: In-House Disaster Supply Inventory**	
8.	Review journal articles and web sites for any relevant articles on disaster preparedness and response.	

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FORM 9: QUESTIONS RELATING TO INSURANCE

Below, fill in the information about the institution's insurance company (or companies).

Any Additional Information:

1. Insurance agent: _____

   Company: _____

   Address: _____

   _____

   _____

   Phone: _____

   Policy Number(s): _____

   _____

2. Review the policy to determine what exactly is covered and what isn't:

Fire damage?	_____	Water damage?	_____
Explosion?	_____	Smoke damage?	_____
Vandalism?	_____	Theft?	_____
Riot?	_____	Civil commotion?	_____

"Acts of God" -- i.e., floods, tornadoes, earthquakes, and windstorms?

_____

3. In the policy, investigate the following:

   What is the deductible for fire? _____

   For water damage? _____

   For theft or vandalism? _____

   Other deductibles? _____

   _____

   _____

4. Make sure that rare and valuable items have some type of special coverage, if not a special policy. Create a listing of rare items and the declared value of each update this listing annually.

5. Ask the agent about ways to reduce premiums, if the institution has (or installs) any or all of the following:

- A written and enforced disaster plan
- Smoke and heat detectors
- Sprinkler systems
- Fire extinguishers
- Water detectors
- Any other special equipment or established safety procedures

6. What is the institution's replacement cost per book? _____

[Average price per book + all processing costs = replacement cost]

7. Ask the insurance agent or company for permission to commence recovery and salvage efforts as soon as possible after a disaster or emergency, without having to wait for a claims adjuster or other company representative. To do so, the institution might have to provide them with at least some of the following information (plus other details, depending on the company):

- What records does the insurer require?
- Are photographs necessary?
- A copy of the shelf-list or catalog cards?
- An inventory of each item (or simply a numerical count)?
- Does an adjuster need to view the materials before removal from the site?
- And before restoration or discarding?

(This information adapted from "Some Guidelines for Understanding Insurance Coverage" in the *Inland Empire Libraries Disaster Response Network Guide*. Riverside, CA: University of California, Riverside, Libraries. March 21, 1988.)

CHAPTER 3: RESPONSE TO A EMERGENCY SITUATION

RESPONSE TO A DISASTER SITUATION

Responding to an emergency situation can involve an extremely broad range of options. Hopefully, the term "disaster" won't always be used in its strongest sense. It might mean a leaky pipe or a small hole in the roof. Unfortunately, we must be prepared for any severity of disaster, especially one where even human life could be in danger. In disaster situations, ***regardless of the circumstances, human life should always take precedence***. Even though our collections are valuable, human safety is always the top priority. If there is any question about the safety of any given situation, do not proceed where it might involve harm to oneself or to another person. Wait for the police, the fire department, or medical personnel to arrive and work based on their informed judgement and assessment of the situation. Library and archival materials are never valuable enough to merit risking human life.

Contact the Relevant Personnel to Best Handle the Situation
Depending on the situation and its apparent gravity, use the Emergency Numbers Form (**Form 10**) and call the Police Department, the Fire Department, medical personnel, campus or building security, the insurance agent, and/or staff members to assist in the efforts.

After contacting the necessary authorities, the first step in the response effort is to identify and contact the person in charge of the stricken area, as well as to contact the members of the Disaster Team to inform them of the situation. These names and numbers should be listed on the Staff Emergency Phone Roster (**Form 11**). Following this, begin contacting volunteers as necessary.

Always keep phone lists nearby with emergency numbers in the area preferably have frequently updated copies posted near each phone (and even at home).

Staff Emergency Phone Roster (for whole staff)
Attached is a document for listing employees' home addresses and phone numbers. Organize it so that the disaster team personnel are to be informed first, and so that the word will be passed down the list to the relevant people -- resulting in an adequate pool of individuals to respond to even a large emergency situation.

Place some officially responsible individuals high up on the phone list, specifically the director of the institution or even those individuals to whom the director may report. Depending on the severity of the emergency, they need to be apprised of the situation, and such individuals are often the best to expedite responses where the authorization of emergency financial expenditures could be required and where the authority of rank may be necessary to cut through red tape quickly.

RESPONSE STEPS

Assess the Situation

If the assistance of authorities is not warranted, assessment is going to be a judgement call best made by the head of the Disaster Team (or by the most senior individual available), based on knowledge and familiarity with the institution's disaster procedures. Remember to be patient. One must respond quickly in a disaster situation, but it is imperative to carefully consider what is about to be done.

Activate the Plan

As soon as possible, refer to the disaster manual. In addition to copies held at the office, it is a good idea for certain staff to keep copies of the disaster manual handy at home, along with the Emergency Phone Roster (**Form 11**). Once the disaster manual has been acquired, circulate copies to those staff who are likely to be involved in a decision-making capacity.

Keep a Detailed Record of the Emergency

Before taking any action, it is recommended that the stricken area be photographed and damage documented for insurance purposes. This should be done before moving and altering anything in the disaster area. Depending on the institution's insurance policy, no action should be taken until a representative of the insurance company has inspected the site and conducted a survey of the damage (if deemed necessary by an insurance agent).

Record events as they happen and carefully note decisions made and actions taken. Document specific times, individuals who assisted in the effort, the amounts of emergency expenditures made (with receipts), and other such details. Photographs and/or a videotape of damage and response efforts can prove very useful. This information will prove invaluable once the emergency has passed and staff is trying to recreate and document the many steps involved in the recovery efforts. Also, they will be especially useful (if not essential) for insurance purposes.

Evacuation

Evacuate the building completely if a serious disaster occurs during work hours. Attempt to account for all employees, visitors, and other personnel after the evacuation is complete. In the evacuation plan, select a nearby landmark at which to meet for the purposes of conducting a roll-call. In the event of a continuing or spreading emergency, evacuating and accounting for everyone will make dealing with the disaster much easier, as it will permit fire personnel to focus on fighting the fire instead of searching for missing individuals.

To ensure safety, a presiding authority must decide whether it is safe to enter or re-enter the facility. If a disaster occurs after working hours, wait for clearance from the presiding authority before entering the emergency site.

In either of these situations, control access to the facility for both personnel safety and the security of collections. The security of the collections may be compromised either because it is impossible to control access of people into the stricken area, or because it could prove difficult to provide a secure situation for materials once they have been evacuated. In the situation where human safety is in jeopardy, controlling access to the disaster area is even more

important. Once emergency personnel have arrived and surveyed the scene, they will be better able to handle access to and from the scene.

Once hazards have been secured, consult with the presiding authorities and decide whether or not the disaster area safe to enter. In *Procedures for Salvage of Water-Damaged Library Materials*, Peter Waters warns that a building severely damaged by fire may require a week (or even longer) to sufficiently cool before entering. After entering and surveying the damage, consult with administration and local safety authorities to decide whether or not the facility can remain open to the public should it be closed or can work continue with just the disaster area restricted?

Eliminate Hazards

Once the situation has been assessed, eliminate whatever hazards are still present: for instance, in the case of a flood, turn off the power (and work with flashlights) in the case of a pipe leak, turn off the water. Only qualified personnel should perform these tasks. Untrained individuals trying to handle a situation may only make matters worse.

Setting Up a Command Post

Find a safe location adjacent to (but not in) the disaster site as a command post. If possible, already have a location near the institution selected for emergency use. This area should have at least one telephone available. The first order of business should be to call those individuals who have not yet been reached. The Command Post should be used for contacting and coordinating volunteers and communicating with vendors and other external parties. Information and orders for supplies should all come from this one central location.

Ensure Communications During the Disaster

In a disaster situation, the clear exchange of information is imperative. Misinformation and conflicting information will result in confusion, which will in turn slow down reaction time to the disaster at hand. This lost time can be critical. Keep things as centralized and as focused as possible. Another important concept is to maintain continuous communication. If the disaster is large and there is significant coordination to be done, the use of cell phones or walkie-talkies is a worthwhile consideration. In a smaller disaster situation this probably won't be necessary. In either case, however, it is important to have frequent "progress report" meetings with the various team leaders or supervisors to make certain that all involved understand what is happening with the response and recovery efforts.

Disseminating information is another crucial aspect of disaster response. Information intended for employees and other building occupants should be passed on by their supervisors, by department heads, or other such officials. Communication with emergency personnel should take place only with those in charge of the situation, i.e., the principal members of the Disaster Team or the ranking officers of the institution.

Relaying information to the news and press is a more complex issue. Once official decisions have been reached by the relevant personnel at the institution, and if this information seems worthwhile to the community in general, it is recommended that a designated spokesperson communicate with the press. Identify a liaison or official spokesperson for the institution before a disaster occurs. Prepare a statement about the disaster situation and have the spokesperson to

present it to representatives of the television, radio, and newspaper press. The benefits of this can be numerous:

1) The spokesperson can present the institution's version of the situation, and work to eliminate or discredit any misinformation about the emergency
2) Reaching a large audience through the press can facilitate the recruiting of volunteers for the recovery effort and
3) It can provide a means to request financial donations, through some type of emergency drive or fund-raising activity.

DISASTER RESPONSE

In Case of Fire

In the event of a major fire, it is always safest to first activate a fire alarm, evacuate the building, and then call the fire department rather than trying to put out the fire oneself.

One should attempt to put out a fire only after first sounding an alarm (or otherwise reporting it) and only if the fire is small and contained, and a fire extinguisher is in the immediate area. Otherwise, activate a fire alarm and evacuate the building immediately. Once safely outside of the building, contact the proper authorities.

Once on the phone, be ready to provide the following information:

- Name
- Phone number
- Nature of emergency
- Location of emergency (be as specific as possible and be prepared to give directions)
- Size and scope of the problem
- For fires, note any peculiar odors present
- Whether any personal dangers or injuries are present

Some general **Fire Safety** information:

Fire extinguishers come in different sizes but in three basic types:

The symbol "A" on extinguishers means it can be used for fires involving wood, paper, cloth, trash, and other ordinary combustibles.

The symbol "B" on extinguishers means it can be used for fires involving gasoline, greases, oil, paints, and other flammable liquids.

The symbol "C" on extinguishers means it can be used for fires involving live electrical equipment.

If flames are coming from the walls, the ceiling or the floor, evacuate the building and call the fire department from a phone outside the building. If the fire is small and contained (in an

appliance or outlet), smother it with a fire extinguisher rated ABC or BC. In the case of an electrical fire, call the Fire Department. ***NEVER SPRAY WATER ON AN ELECTRICAL FIRE.*** It is likely one could be electrocuted.

After a major fire has been successfully suppressed, shut off the main power supply and have the building inspected by the Fire Department and an electrician before proceeding.

In Case of Water Damage

As a general rule of thumb, most water damage is due to leaks, floods, and fire. Fire-related disasters are included here, since after a fire has been suppressed there are usually many water-damaged, but salvageable, items.

1) **Protect the materials**: If the disaster is still active, immediately cover shelves and ranges of books with plastic sheeting. Stop the water, then remove books from scene as soon as possible.

2**) Evaluate the damage**: Approximately how many items are damaged? (For a quick estimate for books, multiply the number of shelves affected times 30 books per shelf.) What size area is affected? How bad is the damage? Of the damaged materials, which are the most important items to save? Note these details in writing.

3) **Control the environment**: If necessary, secure auxiliary power to accomplish the following:

- Reduce the temperature of the area and increase ventilation in order to decrease the humidity.
- Turn off heat, open doors and windows, and turn on air-conditioning.
    - Use dehumidifiers, if available.
    - In winter months, make sure to protect any exposed interior pipes from freezing.
- Use fans to increase air circulation.
- Remove standing water from the area as soon as possible.
- Get carpets as dry as possible if feasible, remove the wet carpet from the disaster scene. (Carpets retain moisture and this increases the humidity in the area.)
- Leave fans on 24 hours a day until area and materials are completely dry.
- Use sling psychrometer to monitor temperature and relative humidity.

According to Peter Waters (in *Procedures for Salvage of Water-Damaged Library Materials*), these actions will help to retard mold growth which can occur soon after the disaster: "...In warm, humid weather, mold growth may be expected to appear in a water-damaged area within 48 hours. In any weather, mold will appear within 48 hours in unventilated areas made warm and humid by recent fire in adjacent parts of the building."

4**) Locate a "Recovery Area"** in which to move and handle damaged materials: a location that is well lighted and has abundant table space for sorting, spreading out and drying materials. Spread plastic sheeting (or even paper if plastic is unavailable) over all of the table space so books do not come in actual contact with the surface of the table. Also, make sure the

environment in this space is suitable: there should be very good air circulation (bring additional fans as necessary) and temperature and humidity control in this area.

Possible Recovery Areas: 1) _____

2) _____

3) _____

4) _____

5) **Secure supplies and equipment necessary to facilitate the recovery process**. Either draw upon what in-house supplies are available or, contact vendors listed in the Disaster Recovery Resource Guide. Stock the Recovery Area with blank newsprint, paper towels, plastic crates, cardboard boxes, and other supplies as needed.

6) **Remove damaged materials from the disaster area**. When moving materials, it is imperative to minimize the handling of materials. Convey this important point to all staff and volunteers. Also, remind them that when in doubt about something, ask before acting. Other general rules to follow:

- *Always handle materials carefully*; wet paper is extremely fragile.
- Do not try to separate single-sheet material (maps, posters, and the like).
- Do not try to clean materials or squeeze water from them.
- Leave water-damaged books in the position they are found. (For instance, if a book is found open, do not force it closed as the swollen binding might rupture. Likewise, do not try to flatten rolled-up materials.)
- Do not place materials on the floor, nor stack water-damaged items.
- Before setting books down on tables or books trucks, always spread out plastic sheeting (or freezer paper, or even newspaper). Wet books will adhere to the varnish and other coatings on wooden tables and book trucks.
- If dry items are also to be moved from the disaster site, they should be kept in a separate place from the wet materials.

Response to Other Threats and Disasters

Power Outage

In the event of a prolonged power failure, the facility should be evacuated in the best interests of both the staff and patrons using the Evacuation Plan. (**Form 7)** Use flashlights or chemical lightsticks as necessary to assist in the evacuation, and remember to check for individuals trapped in elevators. Once the evacuation is complete, control access to the building and call facilities or maintenance personnel to handle the situation. In consultation with these professionals and with library administrators, decide whether or not normal operations have to be suspended.

Unfortunately, power outages also mean Heating, Ventilating, and Air-Conditioning (or HVAC) system failure. Prolonged HVAC problems during humid or rainy seasons can result in significant variations in interior environmental conditions. This can prove detrimental to library

materials due to potential mold outbreaks. If a power outage continues for more than several hours and environmental conditions inside the institution begin to fluctuate, it is worthwhile to consider renting the necessary generator equipment to restore power. Normalizing conditions before the internal environment deteriorates too significantly can eliminate the serious threat of mold infestation in the collections.

Chemical Spills

Does the institution keep any hazardous (flammable or toxic) materials on-site? Examples of such chemicals could include photographic chemicals, cleaning supplies, or chemicals in a conservation lab. Make sure to identify their location and include it on the institutional map and floor plans.

In the case of a minor spill, work to contain the chemical and prevent any further spreading. Apply a spill control agent to absorb or neutralize the spilled chemical. To permit safe removal and disposal, the residue should be placed in a non-combustible container and disposed of by a recognized waste disposal agency.

On the Emergency Numbers Form (**Form 10)**, include the address and phone number of state and local environmental agencies, as well as for the U.S. Environmental Protection Agency. Call these organizations for more specific advice and assistance in containing or cleaning up chemical spill.

Bomb Threats

If a bomb threat or other threatening call is received at an institution, it should be taken seriously. Do not ignore this potentially hazardous situation. While keeping the caller on the phone as long as possible, silently notify another staff member to contact the director of the institution as well as Security or the Police Department. The staff member who receives the call should remain calm and try to secure answers to the following questions:

Ask the following questions:	*Note the following:*
When will the bomb explode?	Exact time of the call, and its duration.
Where is the bomb?	The exact words used by the caller.
When was it planted?	The explicit motive for the threat.
What does the bomb look like?	The quality of the caller's voice:
What type of bomb is it?	Young or old? Male or female? Any accent?
What is caller's name?	Is it a familiar voice? Is caller intoxicated?
	Any specific background noises:
	Traffic sounds? Other voices? Music?

Write down these descriptions and any demands made by the caller *immediately after hanging up.* The director of the institution must decide whether or not to evacuate the premises. Considerations should include:

The accessibility of the building to actual intruders.
The terminology used in the bomb threat.
The time of day.
An awareness of current events.

The logistical problems of evacuation.
The means by which the threat was communicated (by mail, hand delivery, or phone?)
The advice of the police.

If evacuation is necessary, sound the fire alarm and follow the pre-established Evacuation Plan **(Form 7**). Wait for the police to conduct a thorough bomb search and deem the building safe before re-entering. Follow a similar procedure to the above if a suspicious package is discovered.

Forms

FORM 10: EMERGENCY NUMBERS

Numbers to call in the event of an emergency:

	Name/Address	Phone Number
Security	_____	_____
Fire	_____	_____
Police	_____	_____
Ambulance	_____	_____
Facilities	_____	_____
Maintenance	_____	_____
Insurance	_____	_____
Civil Defense	_____	_____
Utility Company	_____	_____
Gas Company	_____	_____
Phone Company	_____	_____
Lawyer	_____	_____
Locksmith	_____	_____
Architect	_____	_____
Glazier	_____	_____
Photographer	_____	_____
Environmental Agency	_____	_____

Others:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

FORM 11: STAFF EMERGENCY PHONE ROSTER

Call the following personnel, in order, in the event of an emergency. Notify them of the location and type of disaster.

	Name	Office Phone	Home Phone
Security Office	_____	_____	_____
Director	_____	_____	_____

Call the head of the disaster team first, then all of its members.

Disaster Team:	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

STAFF EMERGENCY PHONE ROSTER (cont'd)

Title	Name	Office Phone	Home Phone

FORM 12: VOLUNTEER LIST

The following individuals have volunteered to assist efforts in the event of an emergency.

Name	Address	Phone
1) CLRC		**(315) 446-5446**

Type of assistance: Will contact **Preservation Committee members** trained in disaster recovery.

2) _____ _____ _____

Type of assistance: _____

3) _____ _____ _____

Type of assistance: _____

4) _____ _____ _____

Type of assistance: _____

5) _____ _____ _____

Type of assistance: _____

6) _____ _____ _____

Type of assistance: _____

7) _____ _____ _____

Type of assistance: _____

8) _____ _____ _____

Type of assistance: _____

VOLUNTEER LIST (Cont'd)

9) _____ _____ _____

Type of assistance: _____

10) _____ _____ _____

Type of assistance: _____

11) _____ _____ _____

Type of assistance: _____

12) _____ _____ _____

Type of assistance: _____

13) _____ _____ _____

Type of assistance: _____

14) _____ _____ _____

Type of assistance: _____

15) _____ _____ _____

Type of assistance: _____

16) _____ _____ _____

Type of assistance: _____

17) _____ _____ _____

Type of assistance: _____

CHAPTER 4: DISASTER RECOVERY AND SALVAGE

Once the various disaster response components have been completed -- the disaster has been contained and the facility has been secured -- it is time to start the recovery process and attempt to salvage those materials which were damaged in the disaster.

ESTABLISHING SALVAGE PRIORITIES GUIDELINES

When the necessary permission to begin the recovery and salvage process has been received, study the condition of the collections carefully and select and prioritize materials for removal. The quick ranking of damaged items for the purpose of assigning treatment is sometimes called "triage," -- an approach which facilitates a quick response to the situation at hand. Triage categories will always depend on the amount of items affected and the severity of the damage. Some rough triage categories could include: 1) items requiring immediate attention, 2) those which are stable and can wait for further attention, and 3) those which are a total loss. [Even after materials have been selectively evacuated from the site for safety and protection, these materials occasionally might have to be re- sorted by condition and value, etc., for treatment purposes. This should consist of a simple revision or re-assessment of earlier decisions.]

It is important to remember that for most materials, *replacement is usually less expensive than salvage and restoration.* For this reason, don't freeze or spend a great deal of time working to recover materials which could just as easily be replaced.

FIRE DAMAGE ISSUES

Unfortunately, other than cleaning, trimming edges, or re-binding books, there is little that can be done for materials that have been subjected to smoke and soot damage. For valuable materials which have been fire damaged, an institution should seek the attention of a conservator.

STABILIZATION, RECOVERY, AND SALVAGE TECHNIQUES: BOOKS AND PAPER

First, it is necessary to determine how wet any given item actually is. Unless a **moisture meter** is available to quantitatively measure the moisture content of the item, "wetness" is usually going to be a subjective judgement by those individuals in charge. Once items have been roughly divided up according to their levels of wetness, based on the following information, proceed with drying of the materials. (Remember, however, that items on parchment, vellum, and leather should receive the immediate attention of a qualified conservator.)

Coated paper stock (or "glossy" paper) is the paper medium most susceptible to serious water damage. This is the type of paper most often used in art books and periodicals. If coated paper items from the collection are discovered to be wet, they should be frozen immediately. If wet coated paper is allowed to dry, pages will permanently adhere to each other, forming a solid,

immobile text block. If these items cannot be frozen immediately, blank newsprint or paper towels should be interleaved between *every* glossy page.

Thoroughly soaked books should be frozen. Although this will not restore the book to its original condition, freezing does stabilize the item until it can receive the proper treatment. Seriously wet materials should be handled as little as possible. *To prepare books for freezing:*

- Wrap books in freezer paper (if available otherwise, use wax paper), leaving the top and bottom of the book open for air circulation. The purpose of loosely wrapping wet books is to prevent them from sticking together during transport or during freezing. If paper is scarce or time is limited, only wrap every other book in the manner.

- Next, place books **spine down** in plastic crates to be transported. (If plastic crates are not available, use wax-coated cardboard boxes. Boxes lined with plastic garbage bags will also work, *but do not seal the plastic bag*. Whereas the plastic will prevent the cardboard from becoming wet and collapsing, sealing the bags would trap the moist air in with the books and could create an environment for developing mold.)

- Do not pack books in tightly, but make sure they are well supported, i.e., do not place large books on top of smaller books. Remember not to over pack crates or boxes: wet books are quite heavy.

- Once a crate is full, number it. It is important to keep a list of call numbers of the boxed books to be frozen (or record the authors and titles if materials are uncataloged).

- Once this information has been recorded, crates of books are ready to be transported for freezing.

Books which are only slightly damp or wet around the edges can be dried in the Recovery Area. Remember that the environment in this area should be cool and the humidity should be kept as low as possible. Open books carefully, and interleave paper towels or blank newsprint every 5-10 pages (or where water has seeped in) to help wick out the moisture. (As mentioned earlier, coated/glossy paper must have every page separated from the next.) Stand books on their drier end (wet end up), with pages fanned out.

Five Methods of Recovering Materials

Other than the techniques briefly mentioned above, there are several different ways of drying paper-based library materials and Sally A. Buchanan, a recognized expert in the field of library disaster planning and recovery, has provided the best definitions of these methods. The following excerpts from her work *Resource Materials for Disaster Planning in New York Institutions* (written in 1988) are quoted with her permission:

> There are currently five ways to dry wet books and records. All have undergone at least some minimal level of testing under emergency conditions several have been used extensively. These are described to assist you in making the best choice given your circumstances: cause of damage, level of damage, numbers involved, rarity/scarcity, personnel available, budget available, drying service available. Advice from a

conservator or preservation administrator experienced in disaster recovery can be helpful before making the final selection(s).

It is important to remember that no drying method restores materials. They will never be in better condition than the one they are in when drying begins. If time must be taken to make critical decisions, books and records should be frozen to reduce physical distortion and biological contamination.

1. Air-drying

Air drying is the most common method of dealing with wet books and records. It can be employed for one item or many, but is most suitable for small numbers of damp or slightly wet books and documents. Because it requires no special equipment, it is often seen as an inexpensive method of drying. But it is extremely labor-intensive, can occupy a great deal of space, and can result in badly distorted bindings and textblocks. It is seldom successful for drying bound, coated paper.

Wet records may be air dried if care is taken to follow guidelines suggested by preservation experts. The technique is most suitable for small numbers of records that are damp and water-damaged only around the edges. If there are hundreds of single pages, or if the water damage is severe, other methods of drying will be more satisfactory and cost-effective. Stacks of documents on coated, or shiny, paper must be separated immediately to prevent adhesion. Or they must be frozen to await a later drying decision. Care must be taken with water-soluble inks as well. Records with running or blurred inks should be frozen immediately to preserve the written record. Conservators can then be contracted for advice and assistance.

If records must be air dried, the following steps will help achieve satisfactory results. Wet paper is extremely fragile and easily torn or damaged, so care must be exercised. Once wet, records will never look the same, and at least some cockling or distortion should be expected.

Equipment needed: flat surfaces for drying, fans and extension cords, clotheslines, sheets of polyester film.

1. Secure a clean, dry environment where the temperature and humidity are as low as possible. For best results, the temperature must be below 70 degrees F and the humidity below 50%, or mold will develop and distortion will be extreme.

2. Keep the air moving at all times using the fans in the drying area. This will accelerate the drying process and discourage the growth of mold. If materials are dried outside, remember that prolonged exposure to direct sunlight may fade inks and accelerate the aging of paper. Be aware that breezes can blow away single records. Train fans into the air and away from the drying records.

3. Single pages can be laid out on tables, floors, and other flat surfaces protected if necessary by paper towels or clean, unprinted newsprint. Or clotheslines may be strung close together and records laid across them for drying.

4. If records are printed on coated paper, they must be separated from one another to prevent them from sticking together. This is a tedious process that requires skill and patience.

Practice ahead of time will prove useful in case of emergency. Place a piece of polyester film on the stack of records. Rub it gently down on top of the document. Then slowly lift the film while at the same time peeling off the top sheet. Hang the polyester film up to dry on the clothesline using clothespins. As the record dries, it will separate from the surface of the film. Before it falls, remove it and allow it to finish drying on a flat surface.

5. Once dry, records may be rehoused in clean folders and boxes. Or they may be photocopied or reformatted on microfilm of fiche. Dried records will always occupy more space than ones that have not been water-damaged.

2. Dehumidification

This is the newest method to gain credibility in the library and archival world, although it has been used for many years to dry out buildings and the holds of ships. Large, commercial dehumidifiers are brought into the facilities with all collections, equipment, and furnishings left in place. Temperature and humidity can be carefully controlled to user specifications. Additional testing is being undertaken, but the technique is certainly successful for damp or moderately wet books, even those with coated paper, as long as the process is initiated before swelling and adhesion have taken place. The number of items is limited only by the amount of equipment available and the expertise of the equipment operators. This method has the advantage of leaving the material in place on the shelves and in storage boxes, eliminating the costly step of removal to a freezer or vacuum chamber.

3. Freezer Drying

Books and records which are only damp or moderately wet may be dried successfully in a self-defrosting fast freezer if left there long enough. Materials should be placed in the freezer as soon as possible after water damage. Books will dry best if their bindings are supported firmly to inhibit initial swelling. The equipment should have the capacity to freeze very quickly, and temperature must be below -10 degrees F to reduce distortion and to facilitate drying. Documents may be placed in the freezer in stacks or may be spread out for faster drying. Expect this method to take them from several weeks to several months, depending upon the temperature of the freezer and the extent of the water damage. Coated papers may adhere with this technique.

4. Vacuum Thermal-Drying

Books and records may be dried in a vacuum thermal-drying chamber into which they are placed either wet or frozen. The vacuum is drawn, heat is introduced, and the materials are dried above 32 degrees F. This means that the materials stay wet while they dry. It is a very acceptable manner of drying wet records, but often produces extreme distortion in books, and almost always causes blocking (adhesion) of coated papers. For large numbers of materials it is easier than air drying, and almost always more cost-effective. This method is a solution for materials that have suffered extensive water damage.

5. Vacuum Freeze-Drying

Books and records are placed in a vacuum chamber frozen. The vacuum is pulled, a source of heat introduced, and the collections, *dried at temperatures below* 32 degrees F, remain frozen. The physical process known as sublimation takes place -- i.e., ice crystals vaporize without melting. This means that there is no additional swelling or distortion beyond that incurred before the materials were placed in the chamber.

Coated paper will dry well if it has been frozen or placed in the chamber within six hours. Otherwise, it may well be lost. The process calls for very sophisticated equipment and is especially suitable for large numbers of very wet books and records as well as for coated paper. Rare and unique materials can be dried successfully this way, but leathers and vellums may not survive. Although this method may initially appear to be more expensive due to the equipment required, the results are often so satisfactory that additional funds for rebinding are not necessary, and mud, dirt, and/or soot is lifted to the surface, making cleaning less time-consuming. Photographs should not be vacuum freeze-dried.

STABILIZATION, RECOVERY, AND SALVAGE TECHNIQUES: OTHER MEDIA

Materials other than books and paper are extremely difficult to handle once they have been through a disaster, as they require vastly different treatments. The following section is a variety of salvage techniques that can be attempted in-house. However, if at all possible, these types of materials should be turned over to professionals for expert treatment. Even for experts, the higher the technology of the medium, the less chance of recovery.

Photographic Materials (photographs, negatives, slides, film, microforms)

If photographic materials at an institution are water-damaged, it is best to have them handled by experts at a professional drying facility or by a processing laboratory. If this is not possible, attempt the techniques listed below, but the disaster recovery literature surveyed for this section warns not to expect ideal results.

Some prefatory remarks on salvaging photographic materials reproduced with permission from John DePew 's *A Library, Media, and Archival Preservation Handbook* (page 282):

> "...Photographic media should be air-dried under most circumstances however, any photographic medium will be difficult to salvage after a fire or flood. The image is held by the emulsion, which is destroyed by high temperatures, humidity, and steam. Emulsions will be softened if kept under water for long periods, and soft emulsions will stick to adjacent materials. The amount of damage wet photographic materials will sustain depends on the type of photograph, its physical condition, whether or not it was hardened during processing, the immersion time, and the water temperature.... If attention cannot be given to materials within two or three days (two days for color), blast-freeze them until they can be salvaged. Freezing is chancy because if photographs are frozen slowly, the formation of ice crystals may rupture the emulsion layer and leave marks on the film. Freezing, however, does retard the growth of mold and allows time for rational decision making. Priorities dictate that prints should be salvaged first (film appears to be more stable), followed by freezing of photographs (if they cannot be cleaned and air-dried immediately). Whenever water is used to help separate photographs, keep the immersion time to a minimum and the water below 72 degrees F."

DePew also suggests that the best way to avoid having to recover photographic materials after a disaster is to have copy negatives made and kept at an off-site location.
[The following techniques for film are excerpted from: Burton and Wilkerson, An ***Ounce of Prevention****, pp. 69-70.]*

For Black and White and Color Prints:
" Wet photographic prints should be placed in a plastic tray full of cold, clean water and agitated. Change the water and repeat procedure: about 15 to 20 minutes for color prints, and 30 minutes for black and white prints. Drain water and hang prints to air-dry, or spread them out on blotter paper. (*Note*: If items cannot be salvaged within 48 hours, freeze for professional attention.)"

Processed Films:
1. Soak the films in clean, cold water 65 degrees F (18 degrees C) or below, containing 15 ml of 37% formaldehyde solution per litre of water. Carefully separate the films from their sleeves, enclosures, or from each other.

2. If there are few foreign particles on the films, rinse them for 10-15 minutes in the above solution. Otherwise, wash them for 30 minutes in this solution and gently wash their surfaces under water, preferably with a foam rubber brush or a soft sponge.

3. (a) **Black and White Films and X-Ray Film**: Dip the films in a wetting agent (e.g. Kodak Photoflo solution) or rinse them for one minute in a dilute solution of Photoflo. If Photoflo solution is not available, use a mild detergent and then rinse.
   (b) **Kodachrome Transparencies**: Treatment as for 3(a).
   (c) **Ektachrome Transparencies**: Rinse them for 10-15 seconds in Kodak E6 stabilizer.
   (d) **Color Negatives**: Rinse them for one minute in Kodak C41 stabilizer.
   (e) **Eastman Colour Film**: Should only be handled by a processing laboratory.

   Note: In the case of color transparencies, rinse them again with running water for about five minutes. Then place them in Kodak SH-1 Special Hardener solution for another five minutes. Remove excess solution with a soft sponge.

4. Dry the films or prints at room temperature in a dust free area.

Glass Plate Negatives
"Treat in the same manner as processed films (steps 1, 2, and 4). These negatives are often kept in boxes without envelopes or interleaving of any kind. Consequently, it may be difficult to separate them without transferring gelatin from one plate to another."

Motion Picture Film and Microfilm:
These two media require film processors for recovery and drying. It is recommended that treatments of these items be handled by a professional at a processing lab. Keep these types of film in clean, cold water until arrangements can be made with experts color negatives and film should only remain in water for 48 hours. If they cannot receive treatment within this period of

time, freeze these items until professional attention is available. Be warned, however, that stabilization by freezing can damage to the item.

Audiotapes, Videotapes, and Computer tapes (Magnetic media)

In tests, magnetic media have been able to withstand heat up to 160-200 degrees F for upwards of one hour without significant damage. If materials in the collection have been exposed to more intense heat (i.e., fire), it is likely that they have been damaged beyond repair. Likewise, seriously water-damaged magnetic media may not be able to be fully recovered.

From his work entitled *A Library, Media and Archival Preservation Handbook*, John DePew offers the following technique for salvaging magnetic tapes:

> ...If no back up is available, wash the exposed edges with clean water and leave the tapes to dry without heating. After it is dried, fast wind the tape against a felt pad (without the tape contacting the heads) to remove dried dirt and soil from the oxide and base surfaces....After the cleaning is completed, re-record the information onto a new tape and discard the old one. Be careful to identify the tapes during the cleaning process, and do not lose or switch labels. A wax crayon can be used to temporarily identify the tapes while they are being cleaned. (p. 286)

Although there are more specific recovery techniques for computer tapes, they require the use of very specialized equipment by experienced personnel. Therefore, as for most damaged magnetic media, expert advice is recommended. Again, the best plan of action is to maintain off-site copies of all magnetic media in the collection.

Floppy disks

In the case of a 3 1/2" floppy diskette, stand it upright to allow any excess water to drain. Because of the probability of not being able to reassemble the cover, wedge it open slightly to allow the liner paper on both sides of the diskette to air-dry. A hand held hair dryer operated on the "air" setting may be used to assist in drying these materials.

If an older 5 1/4" floppy disk is only slightly wet (i.e., water does not seep from the sleeve when gently pressed), it can be dried with a hair dryer on the AIR or NO HEAT setting. Hold lining away from the disk inside; dry both sides of the disk and the lining. A very wet floppy disk should be kept wet until it is dried properly. If this is necessary, it should be kept in cold clean water in a tray or bucket. To dry, remove the disk from its sleeve. Once removed, pat diskette dry with a soft, lint-free absorbent cloth. Insert dry disks into a new jacket, copy it onto a new diskette, and then discard. **Proceed with caution,** as it is possible to damage disk drives when re-copying such disks, especially if dirt has gotten on them.

Sound Recordings (record albums)

If albums are wet, but undamaged, remove them from their jackets and liners. If surface deposits of cardboard or paper are present, disks may be washed with clean water. Wash vinyl, shellac and acetate disks *separately*. Dry carefully with a soft, absorbent cloth. Wait until jackets

are dry before reinsertion, and use new liners if possible. If surface deposits are more severe, albums should receive professional attention.

Electronic Equipment

Be very careful when working with electronic equipment (such as computers). If emergency is still not under control (i.e., continued leaks or standing water**), DO NOT ATTEMPT TO WORK WITH ANYTHING ELECTRICAL** don't even try to unplug equipment. Wait until all hazards are eliminated before proceeding.

For computer equipment, if there is no threat to human safety and equipment is not wet, save in-process documents to disk, store in a safe area, and turn machine off. *Computer terminals that have suffered water or fire damage may not be salvageable.*

DISASTER SUPPLIES

Every library, archives, or historical repository, regardless of size, should have some supplies for disaster response available on site. A listing of recommended supplies appears on the next page. Additional disaster supplies may also be borrowed from other libraries in the CLRC region. A companion publication, the *Disaster Recovery Resource Guide*, is available on the Syracuse University Library Preservation Department web site (http://libwww.syr.edu/information/preservation/resourceguide.htm). It lists vendors from which to buy or rent equipment and additional supplies when needed. An institution should keep essential items available on-site, as these will significantly speed up reaction time in a disaster. A simple collection of basic supplies for disaster recovery can be purchased as a kit called the "React Pack." The React Pack can be purchased from preservation supply vendors.

In-House Supply Stores

Proximity speeds reaction and recovery time. Having the right disaster supplies at hand will facilitate saving library collections and might even save lives (**Form 13).**

Location & Security of In-House Supplies

A frequent problem in disaster situations is that supplies have been purchased for just such a situation, but they cannot be found when needed most. To avoid these situations, everyone should be made aware of the disaster supply location, it should be clearly marked, and it should be mapped out somewhere in the disaster manual. But, it should also be made secure from daily pilfering (possibly using a lock and key system) and the location should have a sign-out sheet if items are made available for borrowing.

Inventory and Replacement of In-House Supplies

Immediately following recovery and rehabilitation, inventory which supplies were used, borrowed, or acquired during these efforts. Reorder and replace, as soon as is possible, missing or damaged items or items that were consumed. As previously stated, the problem with disasters is that they can happen at anytime -- usually when least expected and when least prepared to handle them (for example, while still trying to recover from a previous disaster).

Remember to replenish disaster supplies in a timely manner, as well as those borrowed from other institutions or individuals.

Acquiring Supplies in an Emergency Situation

In an emergency situation, adequate funds for purchasing supplies may not be immediately available. Late at night, on holidays, and other times when disasters tend to occur, time is of the essence and purchase orders and account numbers are simply not practical. For this reason, it is important to work with the appropriate personnel in the institution to devise a way to obtain emergency cash funds. Also, arrange an emergency credit plan with nearby stores or vendors, to be paid back once the disaster is under control.

"RECOMMENDED" In-House Disaster Supplies

Batteries -- for flashlights
Book trucks -- for transporting materials and evacuating books
Boots/galoshes -- in case of flooding
Brooms
Buckets
Cardboard cartons -- for packing up materials
Camera (and film) -- for documentation of disaster damage
Cutters (those with blades are superior to scissors for plastic sheeting)
Dehumidifiers
Disinfectant
Extension cords (grounded and waterproof)
Eye protection (plastic goggles)
Fans
First aid kits
Flashlights
Freezer paper -- for wrapping books before freezing
Gloves
Hand tools – i.e., hammers, screwdrivers, wrenches.
Hazardous materials absorbing compounds
Mops
Packing tape -- for sealing boxes
Plastic garbage cans -- for washing dirty materials
Plastic milk crates -- for transporting wet materials
Plastic (polyethylene) sheeting -- for covering and protecting shelves from water
Respiratory protection (simple filter masks)
Cell phones /Two-way radios/ walkie-talkies -- for communication in a large disaster if phones are out
Unprinted newsprint (or paper towels) – to put in between pages of wet books
Waterproof pens or markers -- for marking boxes
Wet/Dry vacuum

Post-Disaster Procedures

Once the situation is finally under control, it will be time to step back from the experience and assess what happened, and to track how everyone involved reacted. This will provide useful information for the next time a disaster occurs at an institution, and it will also help to be more prepared when reporting the details to superiors or working with insurance personnel.

When the emergency is past, piece together exactly what happened and how the situation was handled. Critically assess how the emergency was dealt with. Make sure to record this information in writing. Document times describe those procedures that were successful, explaining how and why, and discuss those that were not. Learn from mistakes, and make an effort to share experiences with others. Also, do not neglect to replenish or return disaster supplies used in the effort.

Attached is a Post Disaster Report Form (**Form 14**) to help keep track of accidents and document any problems that might occur over time. (Also, some institutions might find it useful to record the amount of staff time used to recover from the disaster.)

Forms

FORM 13: IN-HOUSE DISASTER SUPPLY INVENTORY FORM

This is a blank inventory form to help an institution keep track of its in-house disaster supplies.

Item	Location	Quantity	Date Checked

IN-HOUSE DISASTER SUPPLY INVENTORY FORM (cont'd)

Item	Location	Quantity	Date Checked

FORM 14: POST-DISASTER REPORT FORM

Photocopy and fill out this form after any disaster that occurs. All incidents, regardless of how minor, should be reported in detail for the purposes of documentation. (Once complete, please return this form to the head of the Disaster Team to be kept on file.)

1. Library/Department: _____

2. Date of Disaster: _____

3. Type of Disaster:
_____ Water (flood/leak)
_____ Fire
_____ Other -- please describe: _____

4. Approximate Number of Items Involved: _____

5. Area(s) Affected:
Floor(s)/Level(s) _____

Room Number(s) _____

Range Number(s) _____

6. Type(s) of Materials Affected and Amounts of Each:
_____Books _____Microforms
_____Drawings _____Manuscripts
_____Audiovisual _____Software
_____Equipment (specify): _____

_____Other -- please describe: _____

_____

7. Source of Problem:
Water: _____Pipe(s) _____Drain(s) _____Sink/Toilet _____Roof _____Other
Fire: _____Electrical _____Waste paper _____Other
If other, please describe: _____

_____

On the back of this page, please describe any major or unanticipated problems encountered during the disaster or recovery -- i.e. difficulties in contacting people or getting assistance, difficulties in locating supplies, or any problems or omissions in this disaster manual.
(This form adapted from the *Columbia University Libraries Disaster Manual*, ©1990.)

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CHAPTER 5: RESOURCES AVAILABLE

REGIONAL VENDORS OF EMERGENCY EQUIPMENT AND SUPPLIES

In addition to companies in the immediate area who rent equipment and sell supplies, several organizations around the United States offer disaster recovery services. Some operate on "retainer," while others work on a job-by-job basis. A **Disaster Recovery Resource Guide** listing vendors and resources in the CLRC region resides on the Syracuse University Preservation Department web site, http://libwww.syr.edu/information/preservation/resourceguide.htm. Vendors outside of CLRC, conservation services, organizations and individuals are listed in the next sections of this chapter.

Please keep in mind that simply because a business is listed here does not necessarily mean it is recommended. Such a choice is left up to the administrations at individual institutions. To facilitate the decision-making process, however, as many companies as possible have been listed to provide institutions with more options in price and services.

Also remember that companies occasionally move, change their phone numbers, or even go out of business -- so part of disaster preparedness is to make sure this information stays up to date. Every effort has been taken to guarantee that the information listed herein is correct, but it should be checked periodically and new information added to this workbook.

Not every local camping, hardware, or office supply store has been listed in the CLRC **Disaster Recovery Resource Guide**. Refer to local yellow pages for these listings. List additional local vendors on **Form 15.**

It should be the responsibility of a representative of each institution (preferably a Disaster Team member) to make contact with nearby vendors soon after receiving this workbook. In addition to purchasing items for the in-house disaster supplies store, order catalogs to keep on hand and work with these businesses to develop a system for paying for those supplies purchased during emergency situations.

VENDORS OUTSIDE OF THE CLRC REGION

The following is a listing of other vendors that provide disaster related supplies, equipment, and services. Although most of the companies listed here are out of New York State, some specialize in mobilizing their services to the disaster site, while others can offer assistance or advice via the telephone or through the mail. Do not let the distance factor prevent inquiries. Most of the services are listed here because they simply do not exist anywhere in the Central New York area. Appearance in this listing should not be considered an endorsement of that vendor.

American Freeze-Dry, Inc.
441 White Horse Pike
Audubon, NJ 08106
Telephone: 856-546-0777
[Freezing, vacuum freeze-drying, disaster recovery, dehumidification, building drying services]

Blackmon-Mooring-Steamatic Catastrophe, Inc. (BMS-CAT)
International Headquarters
303 Arthur Street
Fort Worth, TX 76107
Telephone: 1-817-332-2770 | 1-800-433-2940 (24 Hour Hot Line, ask for person on call)
http://www.bmscat.com
[A full restoration service; uses vacuum drying process; certified to work in areas contaminated with asbestos]

Cornell University Library
Conservation Department
Ithaca NY 14857
Telephone: 607-255-4735 or 607-255-9687
[Technical advice and information, Freezer facility]

Disaster Recovery Services
2425 Blue Smoke Court South
Fort Worth, TX 76105
Telephone: 1-800-856-3333
[Response and recovery, vacuum freeze-drying]

Document Reprocessors
5611 Water St
Middlesex NY 14507
Telephone: 1-888-437-9464 (N.Y. office; 24 hr.)
http://www.documentreprocessors.com
[Freeze Drying Company]

Eastman Kodak Image Guard
1700 Dewey Ave, Bldg. 69 Rm. 5800
Rochester NY 14650
Disaster Recovery Lab Telephone: 800-242-2424 or 800-352-8378
http://www.kodak.com/US/en/business/custservices/disasterRecovery.shtml
[Advice on damaged photographic materials]

Fuji Microfilm
Microfilm Recovery
Atlanta GA
Telephone: 800-366-3854
[If you own Fuji film, you are automatically covered]

Mid West Freeze-Dry, Ltd.
7326 N. Central Park
Skokie, IL 60076
Telephone: 1-847-679-4756
http://www.midwestfreezedryltd.com
[Vacuum freeze drying, decontamination, non-chemical mold & mildew eradication, deacidification.]

Munters Moisture Control Services
36 regional offices in the United States; others in Canada and internationally
Telephone: 800-MUNTERS (686-8377) 24 HOUR HOT LINE
http://www.muntersamerica.com/mcs/htm/
[Uses desiccant dehumidification process. Can dry books on location or in drying chambers. Also dries building and structures, restoring the internal environment to its original equilibrium.]

National Library Relocation
70 Bridge Rd.
Central Islip NY 11722
Telephone: 800-486-6837
http://www.nlrbookmovers.com
Email: scott@nlrbookmovers.com
[Rental of bins and shelving, document cleaning services]

Nitty Gritty Record Care Products
4650 Arrow Highway #F4
Montclair CA 91763
Telephone: 909-625-5525
http://www.nittygrittyinc.com
[Cleaning of audio recordings]

Northeast Document Conservation Center
100 Brickstone Square
Andover MA 01810-1494
Telephone: 978-470-1010
The Technical Leaflet, "Emergency Management Suppliers and Services" is available on the web site at http://www.nedcc.org/plam3/tleaf36.htm

ProText, Inc.
P.O. Box 30423
Bethesda, Maryland 20824
Telephone: (301) 320-7231 Fax: (301) 320-7232
http://www.protext.net
E-mail: ProText@protext.net
[Products include the React Pack Products and information to minimize the damage caused by natural or manmade disasters by helping the caretakers of collections to be prepared.]

Solex Environment Systems
P.O. Box 460242, Houston, TX 77056
Telephone: 1-800-848-0484;
24-Hour Number: 713-963-8600
http://www.solexrobotics.com
[An advanced technology company that also does large-scale disaster recovery, dehumidification, building drying services and provides consulting.]

Steris Isomedix Services
Regional Office 2072 Southport Rd
Spartanburg SC 29306
Telephone: 864-582-3041
http://www.steris.com/scientific/isomedix/index.htm
[Sterilization of records damaged by mold, contaminants]

Vacudyne, Inc.
375 E Joe Orr Road
Chicago Heights IL 6041
Telephone: 708-757-5200
http://www.vacudyne.com
[Fumigation chambers]

VidiPax
450 West 31 Street, 4th Floor
New York NY 10001
Telephone: 800-653-8434
http://www.vidipax.com
[Video restoration disaster services]

CONSERVATION SERVICES

The following is a listing of experts to contact for advice or to render services in the recovery efforts for disaster-stricken materials.

Organizations:

Buffalo State College
Art Conservation Department
230 Rockwell Hall
1300 Elmwood Avenue
Buffalo, NY 14222-1095
(716) 878-5025

New York State Conservation Consultancy
c/o Lower Hudson Conference
2199 Saw Mill River Road
Elmsford, NY 10523
(914) 592-6726

Paper Star Associates, Inc.
Nelly Balloffet
543 Illington Road
Ossining, NY 10562
(914) 941-8166

West Lake Conservators
PO Box 45
Skaneateles NY 13152
(315) 685-8534
http://ourworld.compuserve.com/homepages/westlakers/westlake.htm

ORGANIZATIONAL RESOURCE LISTING

This is a short list of organizations that can provide institutions with information and materials about disaster preparedness and recovery. Some even volunteer their assistance in emergency situations. It is recommended to contact them and establish a dialogue on disaster planning preferably before a disaster strikes.

In the event of a serious regional or state-wide disaster, contact one of the offices of the Federal Emergency Management Agency for assistance. The New York State Library also contracts with the Northeast Document Conservation Center for disaster recovery advice and services.

Federal Emergency Management Agency National Office
State and Local Programs and Support Directorate
Office of Disaster Assistance Programs
500 C Street, SW
Washington, D.C. 20472
(202) 646-3615
http://www.fema.gov

or

Regional Office (Region II: New Jersey, New York, Puerto Rico, Virgin Islands)
FEMA--Region II
26 Federal Plaza
Room 1311
New York, NY 10278
(212) 680-3600

New York State Library
Division of Library Development
Preservation/Conservation Program
10-B-41 Cultural Education Center
Albany, NY 12230
(518) 474-6971
Attn: Barbara Lilley
http://www.nysl.nysed.gov/libdev/cp/

Northeast Document Conservation Center
100 Brickstone Square
Andover, MA 01810-1428
(978) 470-1010 [voice, 24 hours]
http://www.nedcc.org
"The Northeast Document Conservation Center offers an invaluable emergency service through its disaster assistance program. Because prompt action is necessary following a flood or fire, NEDCC provides 24 hour emergency assistance on the telephone at no charge. If necessary, a representative of the Center will assist local personnel on site. When an emergency occurs: telephone day or night, seven days a week (978) 470-1010."

These other organizations may also provide information and advice for disaster planning.

American Institute for Conservation of Historic and Artistic Works (AIC)
1717 K Street, NW, Suite 301
Washington, D.C. 20006
(202) 452-9545
http://aid.stanford.edu/
AIC's Conservation Services Referral Program provides a listing of members and services AIC itself even offers disaster planning and response among these services available.

Amigos Library Services, Inc.
14400 Midway Road
Dallas, Texas 75244-3509
(800) 843-8482
http://www.amigos.org/preserve.htm
AMIGOS provides preservation information, support, training and workshops to librarians and archivists primarily in the Southwestern U.S.

Canadian Conservation Institute (CCI)
1030 Innes Road
Ottawa, Ontario K1A 0M5
CANADA
(613) 741-4390
http://www.cci-icc.gc.ca/

Conservation Center for Art and Historic Artifacts (CCAHA)
264 South 23rd Street
Philadelphia, PA 19103
(215) 545-0613
http://www.ccaha.org
[Regional conservation lab]

Conservation Online: Resources for Conservation Professionals
http://palimpsest.stanford.edu
The CoOL web site includes many fact sheets on preservation topics, including disaster planning and response. There is also a ConsDir directory of people involved in preservation and allied professionals.

Heritage Preservation
1730 K Street, NW, Suite 566
Washington, D.C. 20006-3836
(202) 634-1422 or (888) 388-6789
http://www.heritagepreservation.org/

The Library of Congress
Preservation Directorate
Washington, D.C. 20540
(202) 707-5213
http://www.loc.gov/preserv/
preserve@loc.gov

Southeastern Library Information Network, Inc. (SOLINET)
Preservation Program
1438 West Peachtree Street, NW
Atlanta, Georgia 30309-2955
(404) 892-0943
(800) 999-8558 [Toll-Free]
(404) 892-7879 [FAX]
http://www.solinet.net/presvvtn/preshome.htm
Ask for a listing of their publications on a variety of preservation and disaster preparedness-related topics.

Forms

FORM 15: OTHER LOCAL SOURCES FOR EMERGENCY PURCHASE OF SUPPLIES

If the disaster is large, the disaster-struck institution might have to procure additional supplies. It may be necessary to purchase specific items not initially expected, or it may be necessary to acquire a greater number of items already on hand. Whatever the case may be, plan ahead and fill in the following form with the names, phone numbers and addresses of nearby stores that could provide additional supplies as needed in an emergency situation.

Item	Store Where Item Can Be Purchased	Phone
_____	_____	_____
	_____	
_____	_____	_____
	_____	
_____	_____	_____
	_____	
_____	_____	_____
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	_____	
_____	_____	_____
	_____	

OTHER LOCAL SOURCES FOR EMERGENCY PURCHASE OF SUPPLIES (cont'd)

Item	Store Where Item Can Be Purchased	Phone

BIBLIOGRAPHY AND SOURCES CONSULTED

CLRC's lending resource collection includes some of the disaster planning resources listed below. To request a title, send an interlibrary loan request or call (315) 446-5446.

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Barton, John P. and Wellheiser, Johanna G., eds. An Ounce of Prevention: A Handbook on Disaster Contingency Planning for Archives, Libraries and Record Centres. Toronto, Canada: Toronto Area Archivists Group Education Foundation, 1985.

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NFPA #10	Portable Fire Extinguishers
#12A	Halon 1301 Fire Extinguishing Systems
#12B	Halon 1211 Fire Extinguishing Systems
#13	Installation of Sprinkler Systems
#17	Dry Chemical Extinguishing Systems
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#911	Protection of Museums and Museum Collections
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