

Protecting Your Collections

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**WRITING A DISASTER
RESPONSE PLAN**

PART 2: COMMUNICATIONS

JULIE PAGE – WESTPAS

Compiling Your Disaster Plan

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- Take a “phased” approach
- Set realistic goals/timeline
- Track your progress
- Keep the contents clear, reliable & up to date
- Build on the webinar appendices
- Get help from colleagues
- Use regional resource people & the Web

**Heritage Preservation
Disaster Resources**



Field Guide to
Emergency Response



Emergency Response
& Salvage Wheel



Emergency Response
& Salvage Wheel
App

www.heritagepreservation.org

Pocket Response Plan (PReP)™

- Communications
- Actions

Emergency Preparedness & Response Documents

- Immediate Emergency Response & Systems
- Responsibilities
- Damage Assessment
- Priorities
- Salvage Procedures

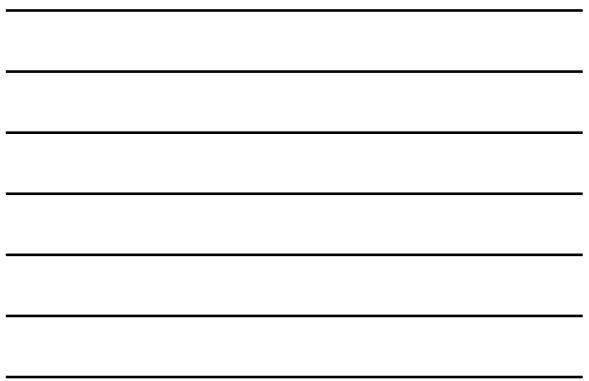
- Emergency & Evacuation Procedures
- Floor Plans
- Facility / Location Assessment
- Insurance Policy

PReP Side A: Communications

[Name] Library/Museum Pocket Response Plan for Collections	INSTITUTIONAL CONTACTS	BUILDING UTILITIES	FIRST RESPONDERS	EMERGENCY DELIVERY SERVICES	REGIONAL CONTACTS
Date revised: Check [Name] (phone) (home phone) (cell) [Name] (home email) Assistant Director [Name] (phone) (home phone) (cell) [Name] (home email) Emergency Manager [Name] (phone) (home phone) (cell) [Name] (home email) Financial Services / Accountant [Name] (phone) (home phone) (cell) [Name] (home email) Facilities / Building Manager [Name] (phone) (home phone) (cell) [Name] (home email) Security [Name] (phone) (home phone) (cell) [Name] (home email) Environmental Health & Safety [Name] (phone) (home phone) (cell) [Name] (home email) Archival Services [Name] (phone) (home phone) (cell) [Name] (home email)	INSTITUTIONAL CONTACTS Risk Manager [Name] (phone) (home phone) (cell) [Name] (home email) Insurance Claims / Agent [Name] (phone) (home phone) (cell) [Name] (home email) Public Relations Officer [Name] (phone) (home phone) (cell) [Name] (home email) Information Technology Officer / IT [Name] (phone) (home phone) (cell) [Name] (home email) Registrar / Special Collections [Name] (phone) (home phone) (cell) [Name] (home email) DISASTER TEAM Team Leader [Name] (phone) (home phone) (cell) [Name] (home email) Member 1 [Name] (phone) (home phone) (cell) [Name] (home email) Member 2 [Name] (phone) (home phone) (cell) [Name] (home email) Member 3 [Name] (phone) (home phone) (cell) [Name] (home email)	BUILDING UTILITIES Fire Services [Name] (phone) (home phone) (cell) Police [Name] (phone) (home phone) (cell) Public Works [Name] (phone) (home phone) (cell) [Name] (home email) Gas [Name] (phone) (home phone) (cell) [Name] (home email) Electric [Name] (phone) (home phone) (cell) [Name] (home email) Water [Name] (phone) (home phone) (cell) [Name] (home email) Sewer [Name] (phone) (home phone) (cell) [Name] (home email)	FIRST RESPONDERS Fire Department [Name] (phone) (home phone) (cell) [Name] (home email) Emergency Medical / Ambulance [Name] (phone) (home phone) (cell) [Name] (home email) Police Department / Law Enforcement [Name] (phone) (home phone) (cell) [Name] (home email) City Emergency Management [Name] (phone) (home phone) (cell) [Name] (home email) State Office of Emergency Services [Name] (phone) (home phone) (cell) [Name] (home email) State Police [Name] (phone) (home phone) (cell) [Name] (home email) FDMA • Disaster Assistance [Name] (phone) (home phone) (cell) • Disaster Preparedness [Name] (phone) (home phone) (cell) • Disaster Relief [Name] (phone) (home phone) (cell) [Name] (home email)	EMERGENCY DELIVERY SERVICES FedEx [Name] (phone) (home phone) (cell) [Name] (home email) UPS [Name] (phone) (home phone) (cell) [Name] (home email) DHL [Name] (phone) (home phone) (cell) [Name] (home email) USPS [Name] (phone) (home phone) (cell) [Name] (home email) EMERGENCY DELIVERY SERVICES FedEx [Name] (phone) (home phone) (cell) [Name] (home email) UPS [Name] (phone) (home phone) (cell) [Name] (home email) DHL [Name] (phone) (home phone) (cell) [Name] (home email) USPS [Name] (phone) (home phone) (cell) [Name] (home email)	REGIONAL CONTACTS Regional Preservation Association [Name] (phone) (home phone) (cell) [Name] (home email) Regional State Network [Name] (phone) (home phone) (cell) [Name] (home email) State Office of Historic Preservation [Name] (phone) (home phone) (cell) [Name] (home email) State Data Library [Name] (phone) (home phone) (cell) [Name] (home email) State Data Archives [Name] (phone) (home phone) (cell) [Name] (home email) STATE POLICE Home Address [Name] (phone) (home phone) (cell) [Name] (home email) State Police [Name] (phone) (home phone) (cell) [Name] (home email)

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<p>BUILDING UTILITIES</p> <ul style="list-style-type: none"> Water - Fire Sprinklers (phone) Water - Public (phone) Power (phone) Electricity (phone) Gas (phone) Telephone (phone) Elevators (phone) Security System (phone) Fire Suppression (phone) 	<p>FIRST RESPONDERS</p> <ul style="list-style-type: none"> Fire Department (phone) Emergency Medical / Ambulance (phone) Police Department / Law Enforcement (phone) City Emergency Management (phone) County Emergency Management (phone) State Office of Emergency Services (phone) Health Department (phone) Red Cross (phone) <p>FEMA</p> <ul style="list-style-type: none"> Disaster Assistance 800-471-7334 Emergency & Disaster Preparedness Region # (phone) 	<p>BUILDING UTILITIES</p> <ul style="list-style-type: none"> Fire Suppression & Fire Sprinklers - Fresno Fire Department 424-4199 Water - Public - Fresno County Public Health Dept 438-1200 Power - Fresno - Fresno County Facility Services 432-2122 Electricity - Pacific Gas & Electric 692-1200 Telephone System - Fresno County Communications 438-2122 Elevators - Shogren-Kraus 692-1200 Security System (Alarm & Fire Alarm) - Safety Security & Alarm 692-1200 <p>FIRST RESPONDERS</p> <ul style="list-style-type: none"> Fire Department 424-4199 Emergency Medical / Ambulance 434-6866 Staff, Office 911-485-3638 (non-emergency) City Emergency Management 424-6866 County Emergency Management 432-2122 State Office of Emergency Services 438-2122 Health Department 438-2122 Red Cross 484-3888 <p>FLOOR PLAN</p> <p>1st FLOOR</p>
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<p>EMERGENCY RECOVERY SERVICES</p> <ul style="list-style-type: none"> American Institute for Conservation ACC-CERT (202) 633-3833 (24hr) ICC - Fire & Conservation Help (www.conservations.org) (www.aic-con.org) 202-452-6543 Conservation 1 (specialization) (phone) Conservation 2 (specialization) (phone) Integrated Tracking Service (phone) Wildlife Storage (phone) Commercial Recovery Service (Information, Triage #) (phone) Daily Recovery Service (phone) Industrial Hygiene / Mold Testing Lab (phone) Expedient / Fulfillment Service (phone) Structure Analysis (phone) 	<p>REGIONAL CONTACTS</p> <ul style="list-style-type: none"> Regional Preservation Assistance (phone) Regional Disaster Network (phone) State (Office of Historic Preservation) (phone) State State Library (phone) State State Archives (phone) State Museum Association (phone) <p>STAFF PHONE TREE</p> <ul style="list-style-type: none"> Human Resources (phone) Office (phone) / (home phone) / (cell) / (home email) (phone) 	<p>EMERGENCY RECOVERY SERVICES</p> <ul style="list-style-type: none"> American Institute for Conservation ACC-CERT (202) 633-3833 (24hr) ICC - Fire & Conservation Help (www.conservations.org) (www.aic-con.org) 202-452-6543 Conservation - Seattle Margaret Lewis Murray 206-733-8244 (www.aic-con.org) Conservation - Pittsburgh/Other States Recovery Thomas Gulas 412-621-5600 Conservation - Anthropology/Decorative Arts 215-621-5600 Anthropology Tracking Service 773-238-2800 Mold & Precision Remediation 950-374-4633 Department of Recovery Services There is no report address/phone 748-271-8833 State Recovery Services Dennis Christoph 408-4930 Industrial Hygiene / Mold Testing Lab Environmental Services/Consultants 916-853-7716 Expedient / Fulfillment Service TFC Office: Mary Jane Cooper 408-4930 Structure Analysis 408-4930 <p>REGIONAL CONTACTS</p> <ul style="list-style-type: none"> California Preservation Program Julie Pappalardo 916-229-7722 (www.heritagepreservation.org) (www.calpreservation.org) 916-229-7722 Baltic AL Conservation Center 410-528-8752 (www.balcal.org) CA Office of Historic Preservation General Information 916-653-6514 California Association of Museums 916-441-8833 California State Library State Librarian's Office 916-654-6174 California State Archives General Information 916-653-7716 Mariane Burton Office - 408-493-7700 Home - 408-493-7700 Ralph Gibson Office - 408-493-7700 Home - 408-493-7700 Mary Jane Cooper Office - 408-493-7700 Home - 408-493-7700 James Kahan Office - 408-772-7700 Home - 408-493-7700 Tom Rowley Office - 408-772-7700 Home - 408-493-7700 Kevin Walshaw Office - 408-493-7700 Home - 408-493-7700 Laura Brown Office - 408-493-7700 Home - 408-493-7700 Christina Pappalardo Office - 916-229-7700 Home - 916-229-7700
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Regional Contacts

Heritage Preservation
National Center for Cultural Resource Preservation
Cooperative Disaster Networks
January 2013

Regional Alliance for Preservation (RAP)

www.rap-arcc.org

www.heritagepreservation.org/programs/TFDisasterNetworks.html

Bay Area Museum Aid Network (BAMN)

BAMN is dedicated to emergency and ongoing support for museums and historic sites in the San Francisco Bay Area. The goal of BAMN is to facilitate a network of people willing to help each other in times of local disaster both before, during, or in the period immediately in excess the ability of the networks and to establish and work additional connections of people across regions.

Central Coast Emergency Preparedness and Response Network (CCERN)

Heritage Preservation, the Central Coast Heritage Preservation and Response Network (CCERN), recognizes that the Central Coast region is home to many historic buildings and structures that are important to the region's heritage and history. Through training, information and disaster response support, we work to ensure that these structures are protected and preserved for future generations.

Coastal Valley Emergency Preparedness Network (CVEN)

The Central Valley Emergency Preparedness Network (CVEN) is a regional network of heritage professionals, emergency responders, and other organizations that work together to ensure the safety and security of historic structures in the Central Valley through emergency preparedness planning, training, and other support.

Colorado & Historic Resources Task Force

The goal of the Task Force is to improve the state's emergency response and recovery system to cultural and historic resources (CHR) through the use of a multi-agency and multi-disciplinary approach. The Task Force is composed of representatives from various agencies and organizations that work together to ensure the safety and security of historic structures in the state.



Communication – The Media

- Don't speculate on cause/fault
- Say "I don't know" vs. "no comment"
- Don't speak "off the record"
- Have a consistent message

Appendix 5

WHAT TO SAY TO THE MEDIA

Media coverage of your disaster can be both a good and a bad thing. The media can help you reach the public, but it can also spread rumors and misinformation. This appendix provides guidelines for how to handle the media during a disaster.

What to Say to the Media

1. If you are speaking to the media, be prepared. Do not speak off the record.
2. Do not speculate on cause/fault.
3. Say "I don't know" vs. "no comment".
4. Do not speak "off the record".
5. Have a consistent message.

The Interview Don and Don'ts:

- Do not speak about the details of ongoing. Do not give your opinion.
- Do not give your opinion on the actions of other agencies.
- Do not give your opinion on the actions of other agencies.
- Do not give your opinion on the actions of other agencies.

WRITING A DISASTER RESPONSE PLAN

PART 2: COMMUNICATIONS

QUESTIONS??

IMMEDIATE EMERGENCY RESPONSE

- Assess your own safety and act accordingly.
- Elicit help from a co-worker or another person in the area.
- Act to protect lives, then physical property.

MAKE THE FOLLOWING PHONE CALLS in the order shown, based on the type of emergency

1st CALLS: TYPE OF EMERGENCY:	WHO TO CALL:
Fire	Fire Department
People Hurt	Medical / Police
Water / Electrical Emergency	

2nd CALLS: TYPE OF EMERGENCY:	WHO TO CALL:
Building or Equipment Damage	
Collection Damage	
Computer Damage	

3rd CALL: ALL EMERGENCIES:	WHO TO CALL:
All emergencies <i>during</i> working hours	
All emergencies <i>after</i> working hours	

FACILITIES: LOCATIONS OF EMERGENCY SYSTEMS

Building: _____

List locations and attach floor plan (use letters to indicate locations on floor plan).

A. Main Utilities

1. Main water shut-off valve: _____
2. Fire Sprinkler shut-off valve: _____
3. Main electrical cut-off switch: _____
4. Main gas shut-off: _____
5. HVAC controls: _____

B. Fire Suppression Systems (by room or area)

Fire extinguishers (label by number according to type)

1. Type A – wood, paper, combustibles
2. Type B – gasoline, flammable liquid
3. Type C – electrical
4. Type ABC – combination
5. Halon
6. Fire hoses

Other: _____

C. Fire Alarm Pull Boxes

D. Smoke and Heat Detectors

E. Water Detectors

F. Keys

Key boxes: _____
 Individuals with master and/or special keys (attach list with names, titles, and keys in possession).

G. Radios

1. Battery powered / wind-up radios (for news): _____
2. Two-way radios (for communication): _____

H. Cell Phones

I. First Aid Kits

J. Public Address System

K. Disaster Supplies and Equipment

DISASTER RESPONSE / RECOVERY TEAM

Position	Name(s)	Contact Number(s)
Response / Recovery Team Leader		
Responder Liaison		
Health and Safety Coordinator		
Security and Facilities Coordinator		
Administrative and Financial Coordinator		
Supplies and Equipment Coordinator		
Communications Coordinator		
Assessment Coordinator		
Documentation Coordinator		
Salvage Coordinator		

RESPONSIBILITIES DURING A DISASTER RESPONSE & RECOVERY

Responsibilities are grouped under categories of roles, established by Heritage Preservation in *The Field Guide to Emergency Response*. This is not a comprehensive list of responsibilities, but is intended to get you thinking about what is needed and the most appropriate person(s) or team for each one. Identify at least one person and an alternate for each responsibility. Once you have a better idea of what your team will look like, use **Appendix 3 – Disaster Response Team** to document assigned roles and contact information.

NAME/TITLE	
LEADERSHIP	
Set up command center	
Define goals & outline the response plan	
Define every person or group's responsibilities & the chain of command	
Assign & coordinate disaster team activities	
Train and supervise workers as needed	
Watch over the morale & welfare of workers	
RESPONSE LIAISON	
Identify the Incident Commander as soon as possible and introduce yourself	
Alert him/her to the risks that responders might encounter at your institution	
Provide Incident Commander keys & plans	
Indicate where priority collections & essential records are held	
Request special access for trained staff to assess the collection	
Ask for help to evacuate or protect threatened collections	
HEALTH AND SAFETY	
Contact outside support to identify & remove hazardous substances	
Determine physical limitations of response team members	
Establish, staff & stock first aid station	
Ensure frequent & regular breaks	
Equip team with appropriate PPE	
SECURITY AND FACILITIES	
Secure & protect the building's contents	
Work with team members to stabilize the environment	
Establish check-in/out procedures	
Monitor fire protection/suppression systems	

NAME/TITLE

ADMINISTRATIVE AND FINANCIAL	
Track the monetary impact of all decisions	
Arrange for funds necessary to buy supplies, equipment, food, etc.	
Contact insurance company or risk management & fill out required forms	
Works to access critical institutional records	
Contacts data recovery firm if electronic records are damaged.	
SUPPLIES AND EQUIPMENT	
Locate available in-house supplies	
Responsible for ordering, delivery & dispersal of sufficient quantities of the appropriate supplies & equipment	
Establish & maintain lines of communication with contractors	
COMMUNICATIONS	
Handle all public relations & the media	
Provide communication among team	
Keep informed about [if?] larger disaster in your community	
ASSESSMENT	
Assess & estimate the type & extent of the damage	
Review collection priorities list & confirm or adjust it based upon damage assessment	
Estimate number of personnel needed to complete the work & how long recovery will take	
DOCUMENTATION	
Ensure proper documentation of damage (photos, videos, etc.)	
Record all major decisions & chronology of events	
Record staff time used & staffing needed	
Document salvage effort	
Keep inventory control of items being removed or discarded	
SALVAGE	
Set salvage priorities	
Determine needed resources – Can salvage be done in house with staff? Is a consultant and/or disaster recovery service needed?	
Formulate logistics for packing out & moving materials from the building if a commercial recovery service is not used	
Instruct staff on salvage procedures	
Triage collections based on salvage priorities & damage	

INSURANCE COVERAGE

Staff Liaison:

Include vital information for all that apply:

General Liability Insurance:

Broker:

Carrier:

Policy Number:

Fine Arts Insurance:

Broker:

Carrier:

Policy Number:

Self Insurance:

Amount Limit:

Contact:

For each type of insurance:

Risks covered:

Exclusions:

Deductible for:

Fire:

Water damage:

Vandalism:

Other:

What is the aggregate, or the total amount the insurance company will pay for a given policy period (typically 12 months)?

Are there any requirements and liabilities for workers helping with a collection recovery (staff or volunteers)?

What records do the insurer require (e.g., photographs, copy of the registration records) to begin salvage immediately?

GUIDELINES FOR UNDERSTANDING INSURANCE COVERAGE

These guidelines can help libraries and museums gather information to aid in understanding their insurance coverage. Once the information is gathered, the document should be transformed into one that states what is the value of the insurance policy, what is covered and what is not, and how to file a claim. In addition, relevant information should be transferred to the appropriate parts of the Disaster Plan, including the contacts for risk management, insurance brokers, or insurance companies and what kind of documentation is needed to file a claim. Not knowing the proper steps or ignoring them may result in claims being disallowed. These steps should be clearly understood before the recovery process begins.

Remember to notify the insurance company as soon as possible when disaster strikes.

General Guidelines

1. Find out how the collections are insured and determine the policy's exclusions.
2. Ask what can be done to reduce the premiums. Having a written disaster plan, installation of smoke and heat detectors, sprinkler systems, fire extinguishers, water detectors, security systems, and other safety equipment can reduce premiums.
3. Determine which risks are covered (water, fire, smoke, vandalism, theft, acts of terrorism, etc.). Are "Acts of God" (floods, earthquakes, windstorms, etc.) covered? Most policies will not cover direct earthquake damage, but may cover damage as a result of a quake (e.g., a fire caused by an earthquake). Earthquake insurance is frequently a separate policy. The most frequent cause of damage to collections is water. Therefore, good coverage is vital especially for such perils as pipes bursting and sewers backing up.
4. Have the insurer's permission in writing to begin salvage efforts immediately without waiting for a company representative. To do this, answer these questions in advance: What records does the insurer require (e.g., photographs, copy of the registration record)? Does an adjuster need to view the items before they can be removed from the site or before any restoration?
5. What is the deductible for: fire, water damage, theft or vandalism, other?
6. What is the aggregate, or the total amount the insurance company will pay for a given policy period (typically 12 months)?
7. Find out what the requirements and liabilities are for workers helping with a pack-out whether they are staff or volunteers.

Guidelines for Self-Insured

Self-insurance is a funding method to handle any losses by an institution itself, rather than through the purchase of commercial insurance. Many libraries are self-insured; very few museums are large enough to make self-insurance a sound policy. Self-insurance may be *funded* (money is held in reserve as bond for the insurance) or *unfunded* (basically is the same as no insurance as there are no reserve funds).

Guidelines for Fine Arts Insurance

For museum collections, rare book collections, archives, and exhibitions a Fine Arts Insurance policy (otherwise known as an inland marine policy) is most appropriate.

- The policy should be written as a Blanket Limit NOT Scheduled Value Limit. A blanket limit allows for coverage of any and all collections.
 - For permanent collection objects this means that in the event of a claim or loss the fair market value of the damaged object(s) is determined as of the moment of loss or damage by specialist fine arts adjusters. Therefore no prior appraisals are needed, only good records to aid in the appraisal process.
 - For loan objects this means that in the event of a claim or loss the valuation basis to be according to the current Loan Agreement, or lacking a Loan Agreement, the Certificate of Insured.

- Schedule Value policies require current schedules, meaning the institution would have to constantly monitor values, updating schedules at all times with the insurance company. Might work if you have 20 paintings, but would obviously be unmanageable for a museum with 20,000 objects.
- An experienced fine art insurance broker will work with specialist insurance carriers who will NOT require an appraisal to establish values of collections before offering coverage.
- Fully insuring museum collections of any size or importance is prohibitively expensive. Most museums take the approach of Probable Maximum Loss (PML) in which they consider the concentration of collections values. The PML is large enough to cover the loss if one area, wing, exhibit, structure, etc. of the institution suffers a catastrophic event.
- Be certain that your policy makes the following statement:
“...this policy insures against “ALL RISKS” of direct physical loss or damage from any external cause, except as herein EXCLUDED...”
In other words, unless it is listed as specific exclusions under the policy, then it is to be considered covered peril.

A note about commercial property policies

A commercial property policy is appropriate for the institution's building, supplies, machinery, etc., but not adequate coverage for Collections, Loans and Exhibitions. It will not provide the right types of coverage, will have too many exclusions, higher deductibles, and in the event of a claim the institution will have to deal with non-specialist adjusters.

About Claims

1. Notify the police if a law may have been broken.
2. Notify your collections insurance broker or agent ASAP. Include details regarding time, place of the event, description of the objects damaged, names and addresses of witnesses, shippers.
3. Do what is reasonable and necessary to protect the objects from further damage. Keep a record of expenses for consideration of your claim.
4. Do not make settlement promises to a lender. Let the adjuster and broker assist you in this.
5. The best plan is to review your policy before a claim occurs. Read your policy thoroughly and ask specific questions about it. Your collections insurance broker should review your coverage with you and advise you on plans of action in the event of a claim.

When additional financial assistance is required

Federal Emergency Management Association (FEMA) funds are difficult to get. If you anticipate filing for such funds, file as soon as possible, document everything and take extensive pictures. Contact: FEMA (202-621-FEMA) www.fema.org

Refer to the Heritage Preservation publication, *Guide to Navigating Federal Emergency Management Agency and Small Business Administration Disaster Aid for Cultural Institutions*, available online at: www.heritagepreservation.org/PDFS/GuidetoNavigatingFEMASBA.pdf

WHAT TO SAY TO THE MEDIA

Media coverage of your disaster can be both a good and a bad thing. The press can relay your requests for volunteers, donations, and other needs, but they can also disrupt your response process. The media liaison or public relations officer should handle all media inquiries.

- If a response worker is approached by a reporter, he or she should refer the reporter to PR instead of stopping work to answer questions.
- Speak clearly and calmly; be accurate and don't exaggerate or dramatize facts. Try not to be defensive when answering questions, and don't be afraid to say you don't know the answer.
- Reporters will want background information on your institution and its collections, so compile it as soon as you can. But be sure not to give away information about anonymous donors or invade anyone's privacy.
- If you issue a news release, run it by any officials first.
- Radio and television reporters are on tighter deadlines than print reporters, so return their calls first.

Tips: Interview Dos and Don'ts*

- Don't speculate about the cause of the disaster or whose fault it was, especially if it's still being investigated. Do say your institution is cooperating with the authorities.
- Don't guess about the timeline of response. Do say that your response team is working to return to normal operations.
- Don't talk about the monetary value of items or damages or about your insurance. Do talk about what items are safe or salvageable, especially well-known ones.
- Don't release names of injured individuals or casualties until you are sure their families have been notified.
- Do say "I don't know" rather than "no comment."
- Do keep your sentences simple.
- Do be consistent with each interviewer—have your facts straight and keep current with the situation so you don't have to correct yourself later.
- Don't speak off the record to anyone.
- Do make requests to the community for volunteers, donations, or whatever you need, and talk about how they will be used to help your institution and the items it cares for.
- Do get a copy of the video or article for your institution's documentation of the emergency.

* These general guidelines are adapted from the Heritage Preservation *Field Guide to Emergency Response*.