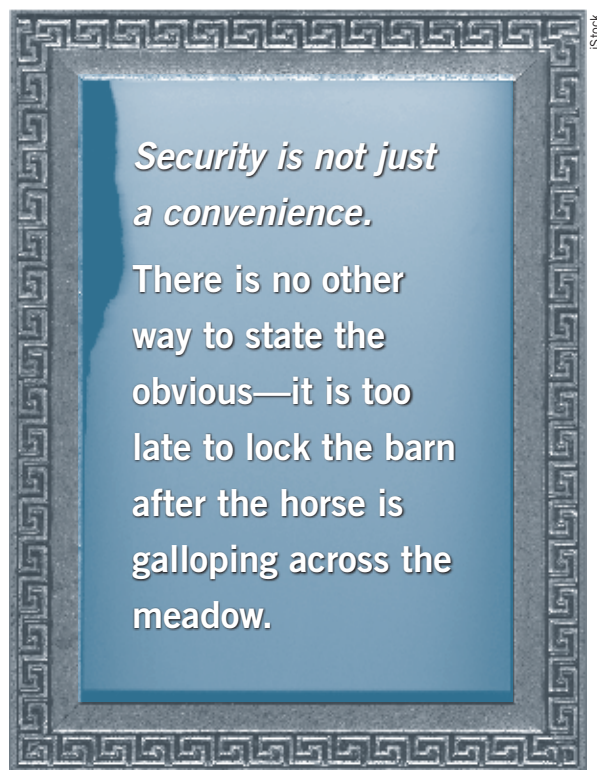


An Ounce of Prevention — Worth MORE Than a Pound

By Stevan P. Layne, CPP, CIPM

Recently, in a popular tourist town, the manager of a historic house museum arrived at work to find someone had entered the building and removed several valuable items from the collection. Staff had not activated the alarm system, temperamental at best, at closing the previous day. The lone video camera focused on a single exhibit case and could not observe anything else. The historic locks on perimeter doors were not complemented by more sophisticated devices, and key control was not the best. As a result, irreplaceable items from the historic past of the expansion westward by settlers and explorers disappeared from the collection.

This story sounds somewhat familiar when reading of losses from valuable collections in Europe, Latin America, the Middle East, and throughout the U.S. Valuable collections need to be protected in a manner similar to the protection of a bank vault. Regardless of the historic environment, proper protection measures exist, at reasonable costs, for any structure. Unfortunately, the gaps in protection that most often lead to losses are people-caused, or “people-ignored”—alarms not functioning, doors not secured, or cameras not providing maximum coverage. Catastrophic results occur when institutions lack sensible policies or procedures, or take shortcuts in the security process. *Security is not just a convenience.* There is no other way to state the obvious—it is too late to lock the barn after the horse is galloping across the meadow.



Think Like the Bad Guys!

I have always evaluated how each cultural facility should be protected in a practical, common sense approach. I take into consideration the following: the structure itself, the area crime rate, exterior barriers, night lighting, locking devices, building penetrations, accessible window glass, electronic systems, and staffing. I also consider the response time for local law enforcement agencies when notified of alarm initiation.

Consider this. If the theft of an artifact is the objective, how would one obtain it, remove it without being caught, and leave the area? Security begins with the first impression made upon entering the property. During the day, do barriers or other controls make visitors use controlled entryways? Are there cameras on the building perimeter? Are there places to hide around the building perimeter? Can one enter the building without being seen? Is the staff alert? Is there a chance a person could be stopped and questioned? How are artifacts protected? Are exhibit cases easily breeched? Are any artifacts out in the open? Are artifacts attached to a structure? Are exhibits alarmed? Is there video surveillance on exhibits? How often do staff members patrol exhibits?

Approach the protection of your facility as you would the protection of your home. You would not (or should not) leave on vacation without checking all of the doors and windows, setting timers for lights, asking neighbors to check the property, stopping newspaper deliveries, in short, making arrangements to assure that your property is secure.

The same principles apply to protecting historic houses and other cultural institutions. When you close for the day, since more than one person may be responsible for locking up, keep a detailed checklist to follow. This makes the process more consistent and less prone to error. Someone needs to walk the entire perimeter to check for secure doors and windows, ladders or other tools left unsecured (or available to assist burglars), fences or gates left open or needing repair, and lights needing replacement.

Be Alert/Be Safe

Good security does not happen by accident. You need to have a plan. The plan needs to take in to account that each staff member will approach security in a different manner. Some feel that security is not part of their responsibility. Others would help, but no one has told them how. Begin by determining who has the overall responsibility for security, assigning security as a separate responsibility in each job description, and educating the person assuming each position.

Daily Closing Checklist		
Function	Date	Employee
1. Lock all exterior doors.		
2. Check all rooms, closets, storage areas.		
3. Disconnect all special devices, heaters.		
4. Open all cash drawers, register drawers.		
5. Activate interior alarms.		
6. Upon exiting, activate perimeter alarms.		
7. Identify persons found on the property.		
8. Check all out buildings, sheds, storage.		
9. Check parking lots, noting license plate #(s).		
10. Log all discrepancies and unusual incidents.		
11. Check building exteriors.		
12. Special Checks (note here).		
13. Re-check heaters and electrical appliances.		
14. Make additional walk-through inspection.		
15. Set night lighting as instructed.		
16. Observe exterior before exiting building.		
17. Exit designated door and secure.		
18. Check exterior doors and windows.		

NOTE: NO ONE is authorized in building during closing procedures.
 Check entire building before proceeding.
 If suspicious persons or vehicles are near exit, contact police and request escort.

BE ALERT / BE SAFE!



Have any positions in the museum world not been involved in theft or other crimes?

There are several opportunities to obtain security planning and management skills throughout the U.S. Training can include:

- Screening, hiring, firing, and/or selecting contract security
- Making patrols work for you
- First aid and CPR certification
- Guard force management
- Litigation avoidance—staying out of court
- Where you need to be with technology
- Preventing workplace violence
- Critical steps in fire protection
- Emergency management planning—incident command, response, and coordination

Attendance at a training workshop will provide the foundation for putting together a sound protection plan and addressing specific issues for your organization.

Selecting an Alarm System

As mentioned earlier, electronic systems are often critical to the protection of the facility. The vendor selected to install and service your system, the type of equipment selected, the training of your staff to manage the system, and the coordina-

tion with local response agencies are all important issues. Most alarm service companies do not know about special requirements for protecting valuable collections. *All alarms, cameras, or other devices are not the same.* The police department can tell you that alarms are needed but the police do not have the expertise to tell you which alarms to buy, or from whom. If you talk to anyone about system selection, it should not be someone trying to sell you a system. Consider talking to other institutions in your area about their experiences or an independent consultant who does not benefit from the type of system or vendor selected. The following is a general outline to assist in electronic system selection.

Selecting An Alarm System/Vendor

Administrators and managers often face the dilemma of choosing the type of protection that is right for their facility. Ask yourself:

- What do we really need?
- How much will it cost?
- What about false alarms?
- Who will install the system?
- Who will service the system?

No one expects history organization administrators, managers, or curators to have the technical knowledge or experience with sophisticated systems to make an intelligent choice. The buyer is often at the mercy of vendors whose primary objective is to sell bigger systems, and more alarm devices. Few alarm salespeople have the experience to determine your best protection.

In planning for an alarm system, you should:

1. **Survey The Facility:** Determine actual requirements for each building by performing a close physical inspection and listing needed devices.
2. **Produce Written Specifications:** A competent, non-system affiliated party can produce these. An alternative is the preparation of design-build documents by the vendor, based on client provided outlines.
3. **Pre-Qualify Contractors:** While required to be non-discriminating in bid requests, it is acceptable to list requirements that include specific licensing, experience, and references.
4. **Require Written Proposals:** Do not accept verbal proposals. The professionalism of the proposal preparation may be a determining factor.
5. **Conduct Reference Checks:** Do not take the vendor's word. Check out references, even to the point of visiting other installations to determine the professionalism of the installation and client satisfaction with service and installation.
6. **Supervise Installation:** It is advisable to check compliance with specification and installation requirements throughout the course of the project.

Emergency Procedures Guide

Emergency Number for this facility _____
 Security Control Center _____
 Local Police Non-Emergency _____
 Fire Department Non-Emergency _____
 Medical Response Non-Emergency _____

**Call 911 for
 Immediate
 Emergency
 Response Only**

Medical Emergency – Call 911.

State your name, location, nature of victim's illness/injury. Ask passersby to call security at _____. If you have training, administer first aid. Do not move injured party. Do not come into contact with blood or bodily fluids.

Fire – Call 911 and Facility Emergency Number. If fire is small and does not pose immediate threat, utilize available fire extinguisher to suppress. If extinguisher does not fully suppress, or if fire is beyond control of hand extinguisher, activate closest manual pull station. Notify security control center to initiate building evacuation. Remain in area at a safe distance to warn others away, until directed to evacuate.

Active Shooter – Take immediate steps to protect yourself. As soon as possible, call 911, then Facility Emergency Number. Warn others if possible. Depending on situation, either move quickly to secure room which may be locked from inside, or evacuate to safe area outside of building. Report to senior manager (incident command) to provide information about situation.

Workplace Violence – If threat is imminent, call 911. If information only, call security control center. Report details of situation to police and/or security. Assure that intended victim(s) are warned and moved to secure location. Advise whether weapon is involved. Threats may be verbal, written, transmitted electronically, or overheard.

Bomb Threat/Suspicious Packages – Treat every threat or suspicion as real. Do not remove suspicious objects. Contact security control center immediately. Do not use cell phone or portable radio in immediate vicinity of suspicious objects. If it's a telephone-transmitted threat, ask the caller, "Where is the bomb? What does it look like? When will it detonate? Why are you doing this? Who are you?" Use your Bomb Threat Form to record answers. Contact security immediately. If an object is involved, keep others away until relieved by supervisor or security.

Power Outage – Call the facility emergency number and report your location. Provide assistance to others as you are able. Unplug computers and other appliances to avoid damage when power returns. Do not use candles, flares, or open flames. Proceed to exits by use of flashlights, emergency lights, or other light sources.

Severe Weather – Advise others of warnings received. Move away from windows, glass, and unsecured objects. Go to secure area or shelter. Do not use elevators or electronic walkways. Assist disabled persons seeking shelter. Remain in safe area until "all clear" is given by a reliable source.

Explosion – Move immediately to protected area. Call Facility Emergency Number to report on your location and situation. Call 911 if unable to connect with Facility number. Stay away from windows, glass, and movable objects. Follow directions of dispatcher and emergency responders. Evacuate as directed. Do not use elevators or electronic walkways. Assist disabled persons during evacuation. Be alert for secondary explosions.

Evacuation – When notified an evacuation is in progress, go immediately to assigned area. If you have no assignment, begin moving towards exit as directed. Do not use elevators. Assist others who require help. Report to assigned floor marshal as required. Do not leave assembly area without being released by incident command.

Flooding/Water Damage – Notify security immediately. Unplug any electrical appliances near area of flooding. If you are aware of water source and can safely do so, turn off water. Be prepared to assist in the covering of objects, removal of objects, or moving objects from threatened area.

Chemical Spills – If in contact with any toxic chemical, flush immediately with water. Remove contaminated clothing. Call Facility Emergency Number. Move to safe area. Assist with evacuation of area as assigned.

Crime Prevention – Keep your personal and company valuables locked and secured at all times. Report suspicious persons, vehicles, activities to security management as soon as you are able. Don't leave keys, ID cards, access cards, or other issued equipment unsecured, at any time. Keep offices locked when not in use. Be aware of your surroundings at all times. When exiting the building in the hours of darkness, use caution. Contact security for escort if you are concerned for your personal safety. If approached in a threatening manner, make as much noise as possible and depart as quickly as you are able.

This Emergency Guideline is provided by Layne Consultants International as a general format for your use. You may utilize the above format to form your Emergency Procedures Guide. This form, with proper information and phone numbers included should be photocopied on one sheet of paper, laminated or placed in a clear plastic packet, then placed under every staff phone.

Training for Safety and Security

ONLINE RESOURCES

American Red Cross

www.redcross.org

Federal Emergency Management Agency (FEMA)

www.fema.gov/prepared/train/shtm

International Foundation for Cultural Property Protection (IFCPP)

www.ifcpp.org

National Fire Protection Association

www.nfpa.org

7. **Require As-Built Drawings:** The vendor must provide detailed system installation drawings for future reference and servicing.
8. **Complete Final Inspection:** Someone who understands system installations needs to conduct a thorough inspection and test of the finished product.

Threats From The Inside

Have any positions in the museum world not been involved in theft or other crimes? Unfortunately, the answer is no. Directors, business managers, finance directors, curators, registrars, security managers, facility managers, food service managers, even board members and founders have been involved in crimes against museums. There are no guarantees that anyone, given the right situation and the opportunity, would not steal. Your institution's protection plan must take into account the possibility that trusted staff may attempt to remove valuable assets.

Most museums take minimal precautions against internal theft, until after the embarrassment of a sig-

nificant loss. According to the FBI's Art Crime Team, and surveys conducted among leading institutions, thefts from museums are internally related over 90 percent of the time. We recognize the problem. What are the solutions?

Mitigation begins with sound pre-employment screening. Whether you utilize a service or conduct your own backgrounds, follow these procedures:

- Objective written application
- Personal interview
- Criminal history check
- Education verification
- Credit history
- Employment verification
- Reference checks

The courts consider all of the above steps as "reasonable" in the determination that "a reasonable inquiry should be conducted into every applicant's character and background." How backgrounds are conducted, documented, and utilized determine the quality of employees hired.

Conduct an employee awareness briefing for all staff and volunteers. Advise each attendee that it is considered part of their job to:

- Note unusual circumstances and suspicious persons
- Report to supervisors
- Contact police or other agencies as directed
- Direct movement to safe area or evacuation route
- Sweep their assigned area in an evacuation
- Secure each area as cleared
- Assist with disabled evacuation
- Assist emergency agencies as requested
- Remain in museum area until released
- Assist with recovery efforts.

You should also publish and distribute an Emergency Procedures Guide to all employees.

Conclusion

It is not difficult to address threats to security, nor to mitigate them. It takes common sense, an aware staff, and a plan. There is a tremendous amount of information available on the Internet. Take a look at the resources included for programs and publications directly related to the protection of cultural

Take a look at the resources included for programs and publications directly related to the protection of cultural properties. The American Red Cross, FEMA, the Department of Homeland Security, NFPA, and several other agencies publish, at no cost, guidelines and recommendations for protecting people (your greatest asset), as well as valuable collections and historic structures.

Fire Protection Checklist

A Guideline for Security Patrols for both Daytime and After Hours Patrol Rounds

Security Patrols are the best chance of finding conditions that enhance or cause fires in any public or private facility. Keen observation, detailed documentation, and when necessary, immediate notification, all contribute to a strong prevention program. Officers should not hesitate to take corrective actions where fire prevention is concerned. The following checklist includes typical items to be noted or checked. It is not all inclusive, but a guideline for completing patrol procedures.

Fire Extinguishers – Should be mounted on metal hangers or contained in properly marked case. Check to see that pressure gauge needle is in the green and there are no signs of leakage around upper seals. Inspection tag should show inspection within past twelve months.

Fire Exit Signs – There are a variety of signs to include reflective, lighted, or other technology that causes sign to be visible in low light conditions. Signs should designate fire exit route and be posted in conspicuous manner, either above door, or at side of door eight inches off the floor.

Fire Exit Routes – Route should be clear of any obstructions to include furniture, empty boxes, shipping crates or other material. Temporary storage along fire exit routes is not acceptable. Signs should be posted along exit routes clearly showing direction to nearest fire exit. Check to assure signage is readable, not faded or otherwise difficult to be of any use in an emergency.

Smoke Detectors – Not all detectors are visible. Some have blinking LCDs. Others do not. Patrols should observe detectors to determine if there is an accumulation of visible dirt, dust, sawdust, or other airborne elements. Pay special attention to detectors in workshop or construction areas. Detectors covered for nearby construction or painting should be uncovered after hours. Where most detectors display blinking red light, ALL detectors should display blinking red light. Locked on LCD usually indicates detector is in alarm.

Hose Cabinets – Where hose cabinets and standpipe connections are in use, check to see that hose is in cabinet, appears serviceable, and has been recently inspected. Standpipe connections should be free of any obstacles or obstruction.

Sprinkler System Main Valves – Control valves for water suppression systems should be identified and tagged with current inspection tag. A plastic or low tensile strength metal chain should act as a seal to show that main valve remains open. Sprinkler valves should not be obstructed in any way.

Small Appliances – Coffee Pots, floor heaters, crockpots, soup heaters, or any other small appliance should be unplugged after hours. Timers on coffee pots are not reliable. Electrical appliances are the cause for many commercial fires.

Overloaded Outlets – Use of extension cords and multi-plug sockets to connect tools, office equipment, or other electrical appliances should be discouraged. Note location and include in patrol report. If sockets are hot or smoldering, they should be unplugged immediately.

Flammables – Where do janitors and shop workers store flammable products? Gasoline, cleaning products, paint, or anything marked “flammable” should be stored in a properly ventilated and properly identified flammable storage container. Janitor’s closets are not proper storage areas for flammables. Lawn mowers, snow blowers, or other gasoline-operated equipment should not be stored indoors unless in remote area away from other storage and with proper ventilation.

Flickering Fluorescent Lights – Indicative of possible shorts or other electrical problems. Note any indication of power fluctuation, flickering lights, or irregular power to any electrical appliance. Where appropriate, disconnect the appliance.

Just because an area was checked once doesn’t guarantee a condition hasn’t developed since that time. These items warrant consistent and repetitive checking, even though nothing has changed in the time between patrol rounds.

Exceptions to any of the above conditions should be noted on the patrol report, and where appropriate, as a special incident report.

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www.aaslh.org

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