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Emergency and Disaster Preparedness and Response

“*Not if, but when ...*” is an oft repeated phrase heard in many emergency and disaster response workshops and represents a simple acknowledgement that an emergency or disaster can occur in any institution at any time. In this issue of the *Quarterly*, we seek to remind ourselves and our colleagues of this and what can be done to mitigate the effects of such an occurrence.

Thinking about the unpleasant possibilities associated with a library emergency or disaster is never easy and often avoided until avoidance is no longer an option. How we plan to respond in the event of an emergency or disaster determines the success or failure of our efforts to preserve materials, provide continuity of services and recover.

This issue’s focus is a result of our activities and work in the Portland Area Library System (PORTALS) Disaster Response Group and the Oregon Library Association’s Library Preservation Roundtable. It is also a reflection of our mutual interest in and concern about emergency and disaster response preparedness in Oregon libraries. In this issue you will find:

- An article that explains and encourages the development and use of collaborative networks to leverage emergency or disaster resources that are often beyond the means of a single institution.

- The essential elements of a written institutional disaster response plan.
- Descriptions of emergencies and disasters that have occurred in several Oregon libraries written by the individuals who dealt with them.
- An article that presents the digitization of resources as both a preservation strategy for resources potentially affected by an emergency or disaster and a factor that must be accounted for in any emergency or disaster response plan.
- A description of the development and work of The Western States and Territories Preservation Assistance Service (WESTPAS) that serves as a further reminder that the process of emergency and disaster response planning is continuous.
- A “Further Reading” section that brings together additional sources of current information on emergency and disaster response planning that merit your attention.

We hope this issue will both inspire those who currently have no emergency or disaster response plan to begin the process of developing one, and motivate those that do have a plan to review and update it. Without such planning, it is

possible for small emergencies to easily become large ones, and for large ones to become catastrophes. Sensible asset management practices, preservation of collections, and good stewardship are all excellent reasons to engage in emergency and disaster response planning.

Guest editors

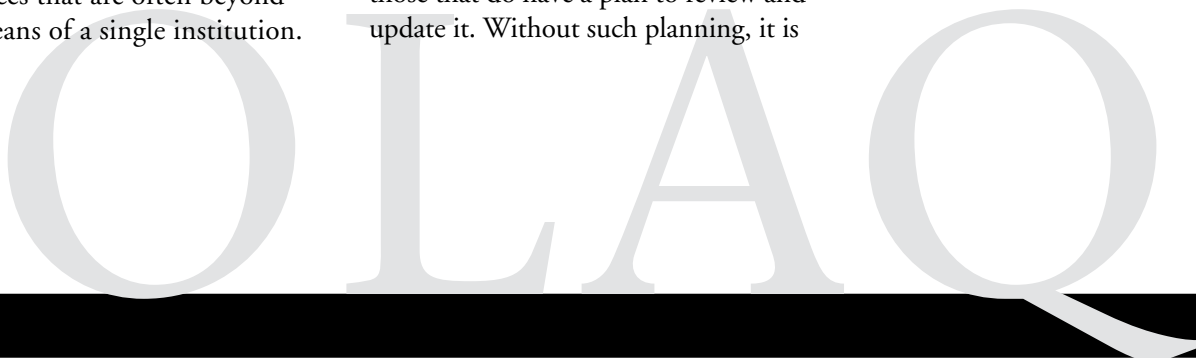
Shawna Gandy
Oregon Historical Society
Research Library

Kris Kern
Portland State University

Judith Norton
Oregon Health and Sciences University

Alex Toth
Pacific University Library

The Oregon Library Association Preservation Roundtable (LPRT) was established in 2007 to provide a framework for the sharing of information among librarians, library workers, and library supporters interested in preservation and emergency and disaster response preparedness activities in all types of libraries. The LPRT welcomes new members. For additional information, please go to the LPRT Web page at the OLA Web site: <http://www.olaweb.org>



Don't Go It Alone—

Building Networks for Collaborative Emergency Preparedness

by **Shawna Gandy**
*Reference Archivist,
Oregon Historical Society
Research Library*

Are you too short on time and low on resources for emergency preparedness? Overwhelmed by all you think you need to know and do? Don't go it alone—collaborate!

When it comes to emergency preparedness and response, collaboration is not only helpful, it's necessary. When the real test comes, the networks you have developed with your colleagues at work and with other professionals, as well as with emergency responders, will make a critical difference.

In large-scale disasters, libraries and other cultural organizations can be forgotten amidst pressing human needs. But as most emergencies involve water, and moisture rapidly triggers mold growth, time is of the essence! By working in advance with emergency responders, you can literally get your institution on the map so that when help is available, responders will know what to do to safeguard precious materials and reduce interruptions in service.

Working together with kindred institutions has a number of advantages. First, you can each benefit from the collective knowledge and resourcefulness of the group. Second, if you are organized and sufficient in number, you are more likely to attract the attention of trainers and other support services. Third, you can share the expense of collectively stockpiling supplies and when the time comes, share the physically demanding work of disaster recovery. Last, and perhaps most importantly in the long term, you can work together to increase public awareness of and appreciation for your organizations, their special needs, and their value to the community.

Don't think you have to be an expert to be a collaborator. If you have not yet formulated a disaster plan, you're not alone. A recent comprehensive nationwide survey, the Heritage Health Index, found that 80

percent of U.S. collecting institutions such as libraries and archives, museums, and historical societies, have neither a disaster plan in place nor staff trained in disaster response. In the Western states, the numbers are even higher. Your first step could be to reach out to someone else who is equally unprepared and seek help together.

Examples of collaboration abound in the library world. I'll tell you about the one that got me started with disaster planning, and plant some ideas for how you could form your own coalition.

The Portland Area Library System (PORTALS) was created fifteen years ago to collectively increase services in the face of dwindling resources and sweeping yet expensive technological changes. After a marriage of seven years, the consortium partners realized the need to collectively plan for and respond to emergencies, and the Disaster Response Group (affectionately known as DIRG) was born. In 2001, the PORTALS Council passed a mutual aid agreement stating that participating institutions "maintain a current disaster preparedness plan and participate in mutual recovery aid when needed." This simple promise of mutual support, along with the dedication of a core of interested library staff, has sustained the continuing efforts of the DIRG.

Support and encouragement takes many forms. The PORTALS-DIRG has sponsored numerous workshops and tabletop exercises, developed a Web site with information links and a disaster plan template, and negotiated a cold storage agreement. In its eight years of existence, DIRG has helped its members to be better prepared to respond to disasters, and has heightened awareness of many preservation issues.

You can create alliances in your own area of the state by tapping into existing networks or by creating new connections



with neighboring libraries and cultural organizations. For example, if you belong to a group of local librarians, you could start by inviting a speaker from the fire department or by sponsoring a May Day event to encourage members to take one step toward disaster preparedness. (See the bottom of page 10 for a link to more information about May Day events.) Follow up with participants to recruit partners for mutual support.

Collaboration, however, does not need to be limited to libraries alone. Other cultural organizations and collecting institutions, such as museums, historical societies, and municipal archives, have similar needs and concerns. Consider inviting them to your library or paying them a visit to see what you can do together. If you are in a sparsely populated area with limited access to resources, you may need to make an extra effort to find partners in your county or region to reach a critical mass of participants. Look in your local phone book or contact a statewide professional organization or agency such as the Oregon Museums Association or the Oregon Heritage Commission for suggestions.

Oregon is a large state with varied geography that creates different challenges and risks for different regions. Coastal communities face the threat of tsunamis, while inland areas may worry about the danger of wildfires. Wherever you are, you should identify the risks and get to know those locally responsible for emergency preparedness and response. Here's where those of you who are in smaller communities may have an advantage over urbanites – you are more likely to know your first responders and even be on a first name basis with them. Take advantage of your close community connections.

Don't know who your first responders are? Try the blue pages in the phone book for

police, sheriff, fire, and emergency response departments. Not sure what to say? The Heritage Emergency National Task Force has great ideas on their "Working with Emergency Responders" poster, including talking points and suggested events. You may order a poster from Heritage Preservation or download a smaller PDF version from their Web site.

In time, you may find it advantageous to formalize your emergency preparedness alliance. This will help provide continuity in the face of changes in staffing and other commitments, and may also be a mechanism for gaining financial support. In the case of PORTALS, the mutual aid agreement provided the original impetus of the Disaster Response Group. The momentum gained in eight years of collaboration under the PORTALS umbrella fuels DIRG's continued work of mutual support and educational outreach. For more information about DIRG and helpful information on emergency preparedness, visit the OLA Library Preservation Roundtable Web page.

Finally, get in touch with other groups, such as the OLA Library Preservation Roundtable and the Oregon Heritage Commission, to make your presence known. They may know of additional


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resources to assist you with your efforts, and they are also interested in tracking the readiness of the state's cultural institutions. The federal government offers support to local and statewide planning and assessment programs through grants and initiatives such as Connecting to Collections, sponsored by the Institute of Museum and Library Services (IMLS).

Emergency preparedness and response is not rocket science, and as you'll learn in this issue, there are many places to turn to for information and assistance. In large part, it's an exercise in community building. You can't do it alone. And you don't have to! 

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Heritage Emergency National Task Force, "Working with Emergency Responders: Tips for Cultural Institutions," poster, 2007.

Putting Cultural Heritage on the Map: A Discussion about Disaster Management and Cultural Heritage. *Conservation. The Getty Conservation Institute Newsletter*, 23 (2008): 10–15.

Stevenson, C. G. Working Together: Case Studies in Cooperative Preservation. *Report for the Commission on Preservation and Access*, September 1991. <http://www.clir.org/pubs/reports/wktogthr/wktogthr.html>, accessed 8/13/2008.

DON'T GO IT ALONE

Resources

A Call to Action on May Day, Society of American Archivists
<http://www.archivists.org/mayday/index.asp>

Heritage Preservation
<http://www.heritagepreservation.org>

IMLS Connecting to Collections
<http://imls.gov/collections/index.htm>

OLA Library Preservation Roundtable
<http://www.olaweb.org/mc/page.do?sitePageId=63278>

Oregon Heritage Commission
<http://www.oregon.gov/OPRD/HCD/OHC/>

Oregon Museums Association
<http://www.oregonmuseums.org/>

Western States and Territories Preservation Assistance Service
<http://www.westpas.org/>

Examples of Collaborative Efforts

Boston Cultural Emergency Management Team
<http://www.nedcc.org/cemt/cemt.htm>

California Preservation and Disaster Networks
<http://calpreservation.org/about/networks.html>



OCLC Western Digital and Preservation Programs (DPP)

If your institution is ready to develop a digital collection or is engaged in preserving the integrity of your physical collection, OCLC Western is prepared to assist.

Our DPP team offers education and support at every point in the process. From grant development and consulting services to a comprehensive selection of education and training courses, our specialists provide expert professional guidance to ensure that all your planning, development and preservation objectives are successfully met.

For more information on OCLC Western Digital and Preservation Programs, please contact **Gayle Palmer** or **Linda Stewart** at **1-800-854-5753**, or visit our website at **www.oclc.org/western** for a complete list of our services, seminars and classes.

Haven't developed your institution's disaster plan yet? Consider our two-hour introductory webinar designed to help you take those first steps.

Risk Assessment and Disaster Planning
Tuesday, March 31, 2009
2:00 p.m. - 4:00 p.m. Pacific Time
WebEx Online

For more information about this valuable webinar and to register, please visit **www.oclc.org/western/training**



Nuts and Bolts of Writing a Disaster Plan

by **Judith Norton**
Interim Head, Access Services,
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Katrina 2005. Vernonia 2007. Ike 2008. These events have raised our awareness of how vulnerable our communities and institutions are. The magnitudes of these disasters are, fortunately, rare, but many of us have experienced smaller emergencies. No matter the scale or cause, a comprehensive disaster plan can help libraries avoid or mitigate the effects of a disaster. A good plan should address four areas: prevention, planning, response and recovery.

Writing a plan may seem daunting at first. But even the smallest library can put together a basic plan in a day or so. Indeed, small town or rural libraries often have an advantage over larger urban or academic libraries. Connections with local law enforcement personnel, fire marshals and other first responders are more personal, and library staff often wear (or have worn) many hats, giving them a leg up in knowing who to call and what to do. Regardless of your library's size or location, there are many resources available to support you in writing your plan. All you need to do is start!

Components of a Disaster Plan

Section	Content
Prevention	Risk Assessment—Location Risk Assessment—Facilities Institutional History
Planning	Disaster Team Communication Plan Salvage Priorities Insurance Training & Practice Supplies & Resources
Response	Initial Response Detailed Response
Recovery	Collections Services

Prevention: Your Library Environment

A disaster plan should address any type of emergency or disaster your library might face. Start with an environmental scan of your local area. Identify the likely events that could occur. For the Pacific Northwest, that would include earthquakes, tsunamis, flooding, volcanic eruptions and severe weather. Review your library's history. List any emergencies that have happened, no matter how small—this will help you identify chronic problems or particularly vulnerable areas. Perhaps your library has regular leaks during the winter season, or that cranky HVAC system often misbehaves. Knowing what your potential hazards are not only gives you the opportunity of proactively responding, but can save time in identifying causes or locations during an actual event.

Planning: Disaster Team

One of the first steps in developing a plan is to create a team. A team helps ensure a swift and organized response to a disaster. Each member should have specific responsibilities that relate to their position at the library. For example, collection or acquisitions staff are naturals for identifying salvage priorities, while your IT staff should be involved in planning to get your online services back up and running. In smaller libraries, some people may have to wear more than one hat. There are many approaches to defining roles. The accompanying table is just one example.



Disaster Team

Role	Responsibilities
Library Director/Deputy Director	Leads team; establishes operations; directs all external communications; approves financial outlays.
Communications Manager	Develops and maintains phone tree; works with Director in communicating with staff; triages and monitors calls; updates library phones, e-mail and Web sites.
Systems Manager	Restores online services; assesses damage to equipment; recovers damaged equipment and software; recovers data.
Salvage Manager	Assesses damage to collections and directs triage efforts; coordinates salvage and packing out activities; purchases and maintains salvage materials; works with Director to bring in outside recovery vendors.
Recorder	Keeps track of records generated by team, including major decisions and chronology; maintains inventory of damaged or discarded materials; coordinates photographic/video records of disaster (critical for insurance purposes).
Logistics Manager	Works closely with Salvage Manager and Recorder in arranging for transportation and storage of materials; monitors workflow and schedules of recovery staff; arranges for food, drink and personal hygiene.

Planning: Communication

If you do nothing else right, you must have near-perfect communication following a disaster. Otherwise you will be managing two disasters. (Alire 2000, 174).

It is imperative that your library has a phone tree that is regularly updated. People differ in their emotional reaction to critical news, so it is vital that communication is clear and straight-forward. All library staff and volunteers should be included in the tree. Libraries governed by a board should consider adding board members' contact information. At OHSU Library, our Disaster Team developed four information points to be relayed whenever the phone tree is activated: the nature of the incident; the status of the library; directions for reporting to work; and when to expect the next contact. Both the caller and the person being called take responsibility for making sure that each communication point is covered.

If the library has to close or limit services, you will need to get the word out to your patrons. Identify all the communication channels you would use (phones, e-mails, Web site, blogs, etc.) and develop scripts that you can easily post or send out. Lastly, think about how you would contact the media. Here, care and thought is required. Some libraries are part of larger systems, so communications are handled by designated professionals. All inquiries should be referred to those staff. But if you work for a smaller library, it is important that one person is selected as the official spokesperson. This ensures that messages are clear and consistent, and helps quell rumors that could be disruptive to the recovery or reputation of your library.

Planning: Salvage Priorities

If you could only save a portion of your library's collection, what would it be?



Assessing your collection ahead of time will give you a clear idea of what sections to focus on when a disaster strikes. Some criteria to consider include: irreplaceable items, often of local and historical value; financial and human resource documentation critical to operations; items that would be expensive to replace, such as art books; your Reference collection, which often has encyclopedia sets, atlases, etc. Arrange a walkthrough with your first responders and point out the locations of your most valuable items. They will do their best to save those items first.

Planning: Insurance

Most libraries are part of larger institutional bodies that are either self-insured or purchase insurance for the entire organization. Your first step is to research which kind of policy you have, the dollar amount of your coverage, and what kind of incidents are covered. It is worth the time to find out what sort of documentation is needed to support any claims. Libraries with rare or special collections should consider arranging for a professional assessment to determine the value of those collections.

Planning: Supplies & Resources

Every plan should have a comprehensive list of local, regional and national sources of assistance. Start with your local first responders, such as Fire, Police or Sheriff, and Ambulance, as well as other local governmental agencies. List regional support groups like WESTPAS (<http://www.westpas.org>) and the OLA Preservation Roundtable (<http://www.olaweb.org/mc/page.do?sitePageId=63278>). Be sure to include state and federal agencies, such as Oregon Emergency Management and FEMA (Federal Emergency Management Agency). Don't overlook national disaster-response and recovery services companies.

A large-scale disaster requires large-scale response. Proactively setting up agreements with companies that specialize in helping libraries and other cultural institutions recover collections and facilities could save your library a lot of grief and time.

Even libraries with limited budgets should find the funds to assemble a basic disaster supply kit. Many libraries buy 65-gallon, wheeled garbage bins to store their supplies in. Not only does this provide a handy container, but you can easily transport it around as well! Your library probably already has some supplies on hand, such as first aid kits, mops and buckets, paper towels, plastic garbage bags and clipboards and pencils for recording. Other supplies to have on hand include:

- Flashlights (get the shakable ones that do not need batteries)
- Head lamps (like the kind miners attach to their hats)
- Hand-cranked radio (many models will also recharge cell phones)
- Hard hats, rubber boots and gloves
- Plastic sheeting and duct tape to protect collections and equipment
- Caution tape
- Digital camera for recording purposes
- Spil-Pillows (for absorbing water coming from leaks)
- Supply of heavy-duty boxes for packing out

This list is not comprehensive, and every site will have its own specific needs. Many of the resources cited in this issue include supply recommendations, so if your budget is flush, check them for more suggestions.

Planning: Training & Practice

Do not overlook this critical aspect of disaster planning. You never know how



you or others will respond when a disaster strikes. Training and practice build confidence in your abilities to react appropriately, as well as “embodying” your learning (just as our fingers can automatically dial friends’ phone numbers, but our minds can’t pull the numbers up!). Make a commitment to sign up for training opportunities when they arise, such as the free training offered by WESTPAS. Monitor NW Central for other workshops. You will find the time is worth it—not just to learn about disaster planning, but also for networking with other libraries. Take your knowledge back to your library and train staff who were not able to attend.

But even if your budget or staffing levels preclude much training, there are still low-cost, minimal-time approaches. At the very least, you should conduct an annual phone tree drill. Embed disaster planning into regular staff meetings by allotting 5-10 minutes for discussion on a particular aspect, such as evacuation, earthquake response, or a leaking ceiling pipe. Arrange a fire drill with your facilities manager or local fire station—and then see if they will provide training on using a fire extinguisher. Send out a quick e-mail to your co-workers, asking them if they know where the nearest exit is. Once you’ve donned your “disaster glasses,” you’ll discover all sorts of way to practice disaster response.

Response: Initial Response

In any disaster, human safety comes first. No collection or facility is so valuable that lives should be endangered to save them. The Initial Response section of a disaster plan should be brief and easy-to-read. It can include important contacts and phone numbers, as well as listing immediate steps to be taken in major scenarios. Many libraries create a one page document that can be folded and kept in each staff’s wallet or purse, and posted at your public service desks.

Response: Full Response

In this section of your disaster plan, you can write out detailed responses and procedures for specific events. For example, in an earthquake, the best practice is for each person to take cover under a desk or table until the initial quake is over. But once the rattling and rolling is over, then what do you do? Have you included a section on how to respond to a fire, including where the alarms are and how to use a fire extinguisher? How do you handle a violent person who is threatening staff and patrons? Your local first responders can be a great source of advice and training, so bring them in for a tour and solicit their input.

A disaster plan should also map out evacuation routes and pre-determined meeting spots for staff to gather and report in. The Disaster Team should discuss who is responsible for evacuating patrons. Pay particular attention to patrons with disabilities. Identify a safe location and have them stay put until emergency personnel arrive. A designated Disaster Team member should take responsibility for letting first responders know that a person needs help with evacuation.

The role of the Recorder becomes essential at this stage of the response. You will want full documentation of the disaster for many reasons: insurance claims; reports to governing bodies; historical record; and staff learning. The recorder should keep track of all records generated by the team, including major decisions and a chronology of the event.

Be sure to work with your systems and IT staff to identify what needs to be done in the case of power outages or hacker attacks. Our online collections have become as essential to our users as our print collections, so developing plans to get electronic collections back online is well advised. Do you run regular backups? Can you relocate



servers elsewhere? Talk to your vendors about setting up emergency access from other sites so that your users can still use library resources, even if the building remains closed.

The 48-Hour Rule


In a disaster that involves water, you have 48 hours to stabilize the environment and pack wet books out to a freezing facility before mold spores begin to bloom. You do not want this to happen! It could take months to eradicate and could permanently affect collections, facilities and living beings.

Recovery: Collections

A basic rule of thumb for disasters is that water damage is a given. Broken pipes during severe weather, sprinklers going off to douse a fire, or flooding all result in wet books, records and other materials. Invoke the 48 Hour Rule (learn it, live it, breathe it!). Do whatever you can to reduce humidity and avoid turning up the heat, as mold thrives in both. If the disaster is small and contained, you may be able to air dry materials, but be forewarned that you will need a lot of space for this. In a larger-scale disaster, it is advisable to contact a disaster recovery company. They will immediately send out skilled professionals who can guide you through every step. Be prepared to pack out collections for vacuum freeze drying. This section of your plan should have basic instructions for stabilizing the collection; air drying print, electronic, photographic and textile materials; and packing out materials.

Recovery: Services

Even if your building and material collections are damaged, as long as you have your OPAC and electronic collections available,

you can still provide basic access. Think about how other services could be brought back. Could reference still be provided off-site through e-mail, IM, phone? What about L-Net? Could you provide ILL services? Could limited story hours or book groups still be conducted in another location? One approach is to brainstorm the various services and functions your library provides. Then rank by priority: essential, high, medium, low. Identify needed equipment, software applications, staffing requirements and work site options for each service. In the event of an actual disaster, you can pull these documents out and quickly assess where you can start getting your library up and running again. 

Back to Normal—Whatever that is!

There! You've done it—you've survived this article! Pat yourself on the back. Take some deep breaths. Eat some chocolate. Think about how you will start writing or updating your plan. Decide to check out some of the resources discussed in this issue. Talk to other library staff and share your learning. Every sentence in this last paragraph also applies to what you might want to do once your library has recovered from a disaster. Good work!

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It's an Emergency:

The Portland State University Library Flood

by **Kristen Kern**
Preservation Librarian,
Portland State University

On the first of November, 2004, I arrived at work to find an alarming note on my desk. "Call Terry Rohe," then Acting Director of the Library, "immediately," it said, "it's an emergency." I called at once to learn that there was water pouring into the library's basement through the west wall. I walked quickly across the Park Blocks to the Branford P. Millar building—my office in Technical Services is located in another building—and once inside ran down the steps to see what had happened.

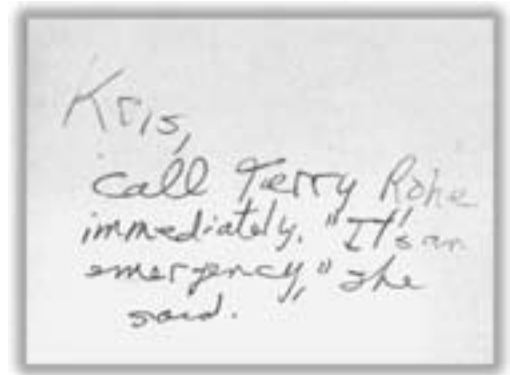
There was indeed water running down the wall, with an accumulation of one to two inches in the book stacks closest to the wall. The ceiling tiles appeared to be soaking up water as well.

What was most heartening, though, was the sight of a dozen or so library staff already busy rolling out plastic sheeting, cutting it to size for the shelf range and pulling it over the shelving. In no time, all potentially affected bookshelves were covered with sheeting!

It turned out that the combination of a long stretch of dry weather, a sudden downpour, aging drains and tree roots conspired to create the ideal conditions for this basement flooding to occur.

Lessons Learned


Preparedness matters. The library maintains emergency supplies in a garbage can on all six floors of the library, including a roll of plastic sheeting that is stored with the supplies. For this emergency, sheeting was brought from several floors in order to cover the number of shelves necessary to protect the books from potential water damage. Having adequate equipment read-



ily accessible to remove the standing water (commercial grade wet vacs), fans, floor dryers, and possibly a dehumidifier is also important.

Library shelving with the four inch gap between the floor and bottom shelf saved books from soaking up water from the floor. It's never a good idea to place library materials directly on the floor—emergencies do happen.

Teamwork is critical to an effective response. Having staff trained in emergency response and knowledgeable of the emergency supplies' locations means your response and recovery can be timely and appropriate.

Basements are inherently problematic locations for collections. There are numerous instances where collections stored in basements have suffered flood water damage—University of Hawai'i at Manoa and Colorado State University are examples of flash flooding that affected hundreds of thousands of volumes (CSU) and thousands of rare maps (UHM). Given time to respond, the University of Iowa was able to move its vulnerable collection from the basement to upper floors and protect it from rising flood waters from heavy rains. 



Water Emergency at Lane Community College Archives

by **Elizabeth Uhlig**
Archivist,
Lane Community College

On the morning of April 18, 2007, Lane Community College Archives, located in Eugene, experienced a water emergency. Nearly 300 boxes of records suffered varying degrees of water damage and it was nearly six months before recovery was finished and all boxes were back up on the shelves. In this article, I'll give a brief chronological account of the response and recovery activities, and a brief discussion of what I learned from this experience.

The LCC Archives contains about 4,000 cubic feet of institutional records and is located in the basement of the Center Building directly below the school cafeteria. The Archives was staffed at that time by one part-time archivist and a part-time grant-funded processing archivist.

Blocked drains in the cafeteria located on the floor above caused water to gush out of an overhead drain onto three tiers of shelved records. Water covered the floor of one of the storage rooms, running beneath adjacent rows of boxes and leaking under a wall into

the Archives work area and office. Approximately 280 boxes of college records were impacted to varying degrees—some boxes were just sprinkled on, other boxes were wet with damp records inside, others boxes and their records were completely soaked. All records were housed in records boxes and most of the records were paper documents—no photographs, audio recordings, or oversized materials were affected. The records were a combination of permanent archival collections and temporary accessions governed by records retention schedules.

LCC Facilities and Management staff were the first responders and worked to stop the leaking drain, vacuum up the water on the floor, and move the boxes from the shelves onto the floor in an adjacent storage room. Belfor, a flood and fire recovery service, was called in to assist with recovery efforts. A triage was set up to deal with the affected records. Fifty-one boxes of the wettest records were taken by Belfor to a commercial freezer storage facility. Fifty

Dehumidification chamber with boxes open for drying.



minimally wet boxes remained in the Archives and were dried out by the morning. 180 boxes of damp records, including approximately 75 wet boxes that had been immediately reboxed, were moved to another building on campus. Dehumidifiers and fans were set up in the Archives storage room.

The next day, April 19, a secure, fenced area was constructed in a large building on campus used to teach construction and carpentry, and staff from Belfor enclosed it with plastic sheeting to create a dehumidification chamber. Dehumidifiers and a large fan were placed inside to facilitate the drying out process.

We were uncertain about the source of the leaked water because water from three sources—a toilet, dishwasher, and ice machine—converged into one pipe which had somehow become blocked by a t-shirt. We were concerned that the wet boxes and records were contaminated with bacteria; and, in fact, testing showed that detectable levels of coliform and other bacteria were present. An industrial hygienist outlined a cleaning protocol. Because of the presence of bacteria, all clean-up work from that point forward was done by staff from Belfor who were specially trained and certified, wearing protective clothing and using respirators. Belfor staff removed wet carpet and drywall that had been contaminated by water seeping under the wall between the Archives work area and the storage room.

The first priority was to clean the Archives work area, office and storage room where the leak occurred. In order to properly clean the floor beneath adjacent rows of shelves, another 200–300 boxes of records had to be moved from their shelves. Records which had sustained water and mold damage were reboxed by staff from Belfor wearing protective clothing, and a total of 101 boxes were taken by Belfor to a treatment facility in Ft. Worth, Texas, for gamma radiation

treatment to destroy bacteria and mold. The remaining records were reboxed and returned to the Archives for reshelving. Ten boxes had met their retention requirements and were taken by Belfor for shredding.

On May 24–25 we reshelved all the boxes that had been displaced. Staff from LCC Facilities Management assisted in moving the boxes back to the shelves. Archival colleagues Tiah Edmunson-Morton and Larry Landis from the Oregon State University Archives and Terry Baxter from Multnomah County Archives volunteered to help with the reshelving effort. Boxes were sorted by accession number and eventually all accessions and collections were reunited and reshelved.

In August, the boxes sent by Belfor to Texas for gamma radiation treatment were returned to the Archives. No records were lost and all affected records were eventually returned to their shelves in September.

For photographs and a more detailed accounting of the recovery efforts, go to the LCC Archives Web page: <http://www.lanec.edu/archives/ARwater.htm>.

I learned a number of things from this experience.

- I had a **disaster response and recovery manual** and, although it was several years out-of-date, having gone through the process of writing it, as well as having attended various disaster workshops and seminars, gave me the basic tools needed for dealing with this crisis.
- The main problem, which I had not anticipated, had to do with the **contamination of the records with sewage water**. The presence of coliform and other bacteria made the recovery process much more costly and involved than if we were just dealing with wet records.



- The **type of shelving** used in storage areas proved to be very significant. About half our shelving units had particle board shelves that rested directly on the cement floor making recovery efforts much more time consuming and difficult. Other shelving units had relatively new metal shelves, with no boxes on the top shelf and with the bottom shelf three inches off the floor; this helped to protect the boxes and made cleanup easier.

There were several factors that made the response and recovery process successful. The quick, enthusiastic and thoughtful response and continuing assistance of many staff from the **LCC Facilities Management Department** (grounds keepers, painters, carpenters, plumbers, housekeepers, environmental officers, and especially the supervisors) was invaluable. They respected the need for security and proper handling of the records and, in fact, anticipated many of the needs of the Archives throughout the recovery period.

The **professional support and advice** of Normandy Helmer, Access and Preservation Officer for the University of Oregon Special Collections was very much appreciated. Connecting with colleagues in the archives and library professions concerning first response and recovery measures was important and invaluable. Randy Silverman, preservation librarian at the University of Utah, gave much needed advice concerning contaminated records.


We contracted with **Belfor Property Restoration**, a commercial flood and fire reconstruction and restoration company, and they performed many of the recovery tasks. They were an excellent resource for how to handle the wet and contaminated records. I was impressed with their professionalism in handling confidential, public records and in their prompt and efficient service.



Terry Baxter, archivist for Multnomah County, assists with reshelving.

The **support of my supervisor**, Nadine Williams, Director of the LCC Library, was critical. She provided important professional and personal support and was a vital link to institutional resources and to the college administration.

Colleagues and friends in the archival community were especially important. I am especially grateful to Tiah Edmunson-Morton and Larry Landis of the Oregon State University Archives and Terry Baxter from Multnomah County Records and Archives who were able to come and help with the recovery.

Having a network of professional, institutional, and commercial resources identified and ready to assist in response and recovery efforts along with personal support from friends and colleagues turned this disaster into a series of manageable tasks. 



So you think you are ready for a disaster? Don't be so sure...

Learning from the Seaside Public Library Experience

by **Reita Fackerell**
Library Director,
Seaside Public Library

At the Seaside Public Library we are aware of the potential for natural and man-made disasters in our community and have planned accordingly. We have planned for earthquakes. We have planned for tsunamis. We have planned for spring break “disturbances,” better known as riots (a term flatly discouraged by the city). We have mapped out evacuation routes to escape any ninety foot tsunami wave o’ horror approaching from the west. We have pinpointed sites for emergency community cache barrels full of bottled water, blankets and energy bars. And yes, we have actually taste tested the aforesaid energy bars to make sure they are palatable and nutritious.

The entire town has participated in annual evacuation drills, marching to get to high ground in the allotted twenty minutes assuming, of course, we are not swallowed up like houseflies in the liquefaction process. We have created emergency command centers and all of us have NOAA weather radios. Most of us carry emergency packs in our cars, and a few who are really smug, have life jackets in their trunks. You’d think we were ready for anything, but you’d be wrong. Why? Because over the last five years of all this planning for any eventuality, one thing remains true: the emergency that happens is not the emergency you expected.

Take, for instance, the big windstorm of December 2007. This storm was actually a series of three storms hitting Oregon and Washington, bringing winds, bigger winds, and finally hurricane force winds that seemed eternal. Huge swaths of forest blew down over most roads and cut Seaside off from the rest of the world. There were

so many trees down that the entire area resembled the Siberian Tunguska event. If that wasn’t enough, landslides and flooding turned local communities into mosh pits of mud and slime. We had no power; we had no communication. Phone and Internet service was down, cell towers were inoperable, satellite phones did not work. We were told it would be five days until power was restored. This was an emergency, to be sure, but not the earthquake or tsunami we expected. At least once a month I had mentally pictured myself springing into action at the first sound of the tsunami siren to disconnect the library server (Save the Server!) and running with it up to higher ground. Once there I planned to lounge around in the fancy neighborhoods on the hilltops, noshing on energy bars and lying in the sun on my emergency blanket, waiting for NBC, CBS, or CNN to come for an interview.

This was not the emergency I had planned for. No, this was December, and this was the coast. It was cold, and it was only light for about forty minutes a day. Those of us who were not needed to cut up fallen timber, put out chimney fires, or save the neighbor’s cat from a tree still wanted to do something. So we did what any one who wanted to help our ravaged community would do. We opened the library. The library was freezing cold. Any dress code (and I say that loosely, after all, this is Seaside), was thrown out the window. We came to work in boots, woolens hats, gloves, coats and scarves. We kept them on all day, but never did get warm. The library was dark and damp to the point that we half expected bats to fly out from the 599.4 section at any moment. We moved our




base of operations around to the only south facing window in the building, so that we could see what we were doing.

Because we were one more dark building in a county of dark buildings, we made an “Open” sign and put it out on the library lawn. We did not really expect any patrons. After all, who would leave the safety of home, drive around downed power lines, under trees leaning over the road and through knee deep water to come to a library?

Lots of people, it turned out. We had our regular readers, but then, we got a whole new set, because when you have no cable, no Internet, no video games, and no phone service, what do you want to do? Read!

We gave flashlights to patrons who wanted to browse the stacks. Sometimes, the staff held the flashlights for our patrons so they could browse easier. We wrote down barcodes and patron numbers and book requests, and for the first time in years, we had no disputes over the Internet. We did everything we normally do, except we were bundled up like polar nomads. Did I mention that five days without hot showers, hair dryers, and getting dressed in the dark gave the staff a certain ambiance, but our patrons did not seem to mind in the least. They looked the same. It was a bonding experience.

The entire community came together. The fire station, having an emergency diesel generator, provided hot coffee to all departments. Portable generators were donated to local organizations and local restaurants donated all the rapidly thawing food in their freezers to organizations who provided hot meals to everyone. Then people started bringing food to the library. It was like a party, albeit one in the eternal dusk of the Siberian tundra. Patrons started to hang out, whether to read, chat or listen to the emergency radio that we had (hooray for disaster planning!). Everyone crowded around the one south window, as that was the only one with enough light to read by, and some of us got very up close and personal. Who needs Match.com when you have a situation like this? It almost became fun, if you forgot that you were freezing, couldn't see much, looked like offal, and probably smelled worse.

We kept the library open for four days without power. To be sure, we weren't heroes. That status went to the fire, police, public works, power company personnel and ham radio operators. And although we were not totally prepared for the event, there was not much we would have done differently. We had our emergency radio, flashlights, and wool socks. We had books. We were open. 



Along the Oregon Trail:

Disaster Preparedness in Oregon Libraries and Archives

by **Kristen Kern**
*WESTPAS Trainer and
Preservation Librarian,
Portland State University*

Oregon is endowed with unique historic collections that are held in public and academic libraries and local archives across our state. These books, documents, and artifacts capture the history and collective memories of a place and its people, contributing a deep sense of community.

Protecting these collections is a critical responsibility for staff that already have too much to do, whether paid or volunteer. At the same time, our libraries and archives are challenged by large distances between population centers. When faced with volcanos, earthquakes, tsunamis, floods, fires, mold and pest infestations, help is too far away; institutions often must rely on their own resources to address them. Disaster preparedness is vital to ensure an effective response to the hazards that can befall us.

Surveys undertaken at the state and national levels have shown the need for disaster preparedness training. In 1995, an OLA survey conducted by the Special Committee on Preservation revealed that only 13 percent of the over 100 libraries responding possessed a disaster plan. The Committee determined then that disaster planning was an achievable goal that met the training need respondent libraries repeatedly requested. Since that survey was conducted, several workshops have been presented on disaster preparedness and other preservation topics, primarily in the Willamette Valley.

A significant national preservation survey, the Heritage Health Index (HHI), was carried out in 2005 by Heritage Preservation, a non-profit organization devoted to advocating for the preservation of the nation's cultural heritage. It was the first comprehensive survey to assess the condition and preservation needs of cultural collections in the United States. Four key recommendations resulted from the survey, including one stating that every collecting

institution must develop an emergency plan to protect its collections and train staff to carry it out. Among the findings, HHI discovered that in the Western and Pacific region, 90 percent of the institutions responding to the survey were of medium or small size and fewer than 20 percent included paid preservation staff. Staff education and training was listed as a primary need for 70 percent of the institutions. Directly related to disaster preparedness, it was found that fewer than 20 percent of smaller institutions have current disaster response and salvage plans with staff trained to carry them out. Both the 1995 survey of Oregon libraries and the HHI findings for the Western United States indicate that an overwhelming majority of library and archives, particularly modestly sized ones, lack this basic tool, a disaster plan, for protecting their collections and staff trained to implement it.

Clearly it is important to ensure that a greater number of libraries and archives in our state and region are prepared to respond to a disaster involving their collections. While many other states are currently served by regional preservation field services that offer education, training, and disaster response assistance for libraries and archives, Oregon is not among them. To provide comparable services in the Western and Pacific region that are organized to overcome the challenges of great geographic distances between population centers, the Western States and Territories Preservation Assistance Service (WESTPAS) was created in 2007. The cost of the WESTPAS project's initial planning phase was underwritten by Preservation Technologies, LP. WESTPAS is funded primarily by a grant from the National Endowment for the Humanities (NEH). Additional funding has been provided by Belfor, an



The Heritage Health Index found that:

- 80 percent of collecting institutions do not have an emergency plan that includes collections, with staff trained to carry it out.
- 71 percent of institutions need additional training and expertise for staff caring for their collections.
- 12.6 million black and white photographic prints are in urgent need of treatment or attention by a skilled, professional conservator if they are to remain available for exhibition or research.
- 2.6 billion items of historical, cultural and scientific significance are not protected by an emergency plan and are at risk should a disaster strike their institutions.

For further information on the results of the Heritage Health Index, visit: <http://www.heritagepreservation.org/HHI/>

international disaster recovery service, and Archival Products, producer of preservation binders and enclosures. In the last two years, WESTPAS has become the major preservation information, education, and training service for libraries and archives in 11 states: Hawai'i, California, Washington, Alaska, Idaho, Nevada, Wyoming, Utah, Montana, Colorado, and Oregon, and three territories: Guam, Northern Marianas and American Samoa.

The foundation of WESTPAS has been influenced by several organizations and initiatives based in the region, including the Balboa Art Conservation Center (BACC) which has an NEH funded preservation field service program dedicated primarily to museums in Arizona, California, Oregon and Washington; the Washington Preservation Initiative which provided numerous preservation workshops in 2003-2006; the Seattle-based Pacific Northwest Preservation Management Institute in 2004-05; and the Portland Area Library System (PORTALS) Disaster Recovery Group offering disaster preparedness trainings and information since 2000. It is the California Preservation Program (CPP), though, that provided the chief factors contributing to the success of WESTPAS by utilizing its organizational model, training models, expertise and experience. WESTPAS Program Coordinator Barclay Ogden, Preservation Librarian at the University of California, Berkeley, and Julie Page, User Services Coordinator, national consultant and retired Preservation Librarian at University of California, San Diego, have served for a number of years as co-chairs of the CPP.

WESTPAS is organizationally a project of the Peninsula Library System (PLS), a consortium of public and community college libraries. PLS serves as WESTPAS's fiscal administrator, provides scheduling

and registration assistance and prepares workshop training materials.

The WESTPAS project has focused its efforts in 2007 and 2008 on disaster preparedness training and the creation of disaster response plans for 600 staff members representing 400 libraries and archives in the designated states and territories. Significantly, the NEH funding permits the content and supplies of disaster preparedness workshops to be offered at no cost to attendees as well as covering travel expenses for trainers. As of this writing, the results thus far have greatly exceeded expectations: the number of participants in workshops is double original projections and most participating institutions have completed disaster preparedness plans. In addition to training, WESTPAS established a Web site that provides information concerning workshops, maintained a 24/7 telephone answering service for collection emergencies, and developed an e-mail/phone consulting service.

Each disaster planning workshop is scheduled in coordination with the trainer, the state liaison and the local site, usually a library or archive. Val Vogt and, after Val's retirement, MaryKay Dahlgreen were very helpful in searching out and securing library meeting room space for the workshops. The workshops include two sessions normally scheduled four to eight weeks apart. After registering, confirmed participants are given "homework" assignments. First they are asked to acquire a letter from their administration supporting their attendance to bring to the first session. One of the chief predictors of successful planning is administrative support for a process that takes up staff time and financial resources. Registrants are also sent a disaster plan template customized for the state. This two sided plan is based on the popular Council of State Archivists PReP—Pocket Response Plan—and pro-




vides a starting point for gathering pertinent information required to complete the plan. Participants are asked to consider their collection priorities and bring the contact information for any local experts, supplies or services commercially available that they know of or would recommend.

The first workshop session emphasizes the importance of preparedness, communication, knowledge of institutional priorities, and insurance coverage. A list of carefully selected Web sites and print resources on disaster planning are available for workshop attendees.

During the intervening weeks between the first and second workshop sessions, participants are expected to complete as much as possible of the plan: contact information for all critical administrative personnel, facilities personnel, the disaster response team, first responders (fire, police) and salvage priorities. In addition, attendees are charged with the task of assigning responsibilities and roles to staff responding to an emergency, such as who will make sure that damage has been documented in photos or video? Additional “homework” assignments are to gather information about the building’s facilities: do you know where the main shut off valve for your water supply is? and to research the institution’s insurance policy, answering questions such as what kind of insurance do you have? Will you be able to replace damaged materials?

The second session covers issues related to recovery and training. Working with a disaster recovery service is discussed. Every emergency is unique and staff alone can resolve many of them successfully. When an event is beyond the capacity of the library or archive’s own personnel, a disaster recovery company’s services may be necessary to salvage collections. A critical component of recovery, the accurate inventorying and

tracking of affected collections, is addressed. Ways to involve and prepare staff to respond effectively to emergencies are presented. A hands-on exercise salvaging wet library and archive materials breaks up the afternoon presentation.

Three WESTPAS disaster planning workshops have been presented in Oregon. The La Grande Public Library hosted the state’s inaugural workshop in the fall of 2007. In the summer of 2008, the Eugene Public Library provided a home for the workshop and the final Oregon presentation took place at the Beaverton City Library. The willingness of these libraries to cheerfully share their community rooms, provide refreshments for participants, bravely offer up weeded books and media for water damage, and ensure technology functioned has been humbling and gratifying. To Jo Cowling, Connie Bennett and Maureen Cole and Ed House—it wouldn’t have been possible without you and your staff. Thank you! 

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Digitization, Can it Play a Role in Disaster Preparedness?:

Notes from the Field

by **Gayle Palmer**
*Digital and Preservation Program
Manager,
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Like most librarians and archivists I have listened to recent news stories about natural disasters and their impact on library and archival collections. Collection materials in all formats have been damaged by catastrophic hurricanes on the Gulf Coast and flooding in the Midwest. Recently I have spent a lot of my time developing training material to introduce librarians and archivists to preservation planning for digital collections. Among the topics addressed in the training are business resumption techniques and storage of digital files. Both topics are important to disaster preparedness. Disaster preparedness education is designed to help all of us plan for quick and efficient response to a “disaster event” whether it is caused by disruptive weather or by more mundane events like leaks from construction or remodeling damage.

So, what role can digitization play in disaster preparedness? When this topic was posed to me my first reaction was that digitization is not a preservation technique, rather it is a convenient delivery and access option. However, I came to realize that digital collection items, like all collection materials, must be protected from disaster caused by technical or organizational failure as well as from disruption events. The good news is that principles of disaster preparedness and preservation apply to all collection formats.

The role that digitization does play in disaster preparedness can be condensed into these few topics.

Replication, lots of copies keep stuff safe, is a common rubric of preservation. Replication of analog collection items through digitization can be an effective method to maintain and distribute copies of collection materials. Whether the materials are born digital, or reformatted from paper

or analog media collections, the digital versions are easily duplicated as exact copies with no loss of information or degradation of the file. Distribution of digital copies to other socially trusted repositories can help keep collections safe and accessible during disasters. The distributed LOCKSS system at Stanford University (http://www.lockss.org/lockss/How_It_Works) is based on this idea. The act of digitization assumes multiple versions of the digital object will be created to suit particular needs. Thus for every digitized version of a photograph there is at minimum an uncompressed “master” file, a compressed “access” derivative for Web display, and often there is an even more compressed “thumbnail” or reference version. Protection of the “master” archival version of the digital object becomes a primary preservation technique and usually occurs when the digital item is created. This technique is similar to the method used to create archival microfilm versions of collections. The idea among digital collection curators is that derivative versions of a “master” digital file would be used to create “on demand” delivery files formatted to suit the digital access needs of the user. The surrogate version of the digital image or audio file is delivered to a user’s e-mail account or sent to a cell phone. Leaving aside, for now, considerations of provenance, copyright, digital rights management and version control, the ease of digital replication is a great advantage for disaster recovery and ensuring continuous access.

Abundant storage and redundant backup routines are a staple of network digital environments. Automatic tape drive backups can help preserve access to digital collections, while master digital copies can be easily duplicated on tape, DVDs or other optical media and stored off-site with



a partner institution. Consider the practice of establishing a mirror database site for digital collections that is operated off-site, that remains up and running during “disruptive events” with users unaware there is a problem. Such sites duplicate information on several servers that are separated geographically. All of these servers are connected to the Internet and, if one goes down, the others remain up and running. Redundant storage and multiple access portals are recognized as sound business resumption strategy for institutions addressing disaster preparedness planning. Most organizations with digital collections of significance include replication of collections, and creation of backups, as important tasks to be included in planning from the first. Many organizations are beginning to explore off-site storage of duplicate master images in their sustainability planning.

Planning is key to providing organization and preparation for a smooth and thorough recovery from the disaster event. In the technology domain, change and unpredictability are facts of life, and frequently represent opportunities rather than disasters for a well-planned project. Quick business resumption is possible if redundant systems can maintain access to collections replicated through digitization. It may not happen today, but every organization will experience a disaster event sometime. Pipes can break, electrical shorts can become fires, backup routines can go awry and computers have been known to crash. Because of this, digitization projects and their products should be included in traditional disaster plans. Project managers need to take special precautions to protect not only original collection resources but their digital surrogate master copies located in primary and secondary archival storage repositories.


Inventories of all collection copies must be part of the disaster plan. Check out dPlan: The Online-disaster Planning Tool (<http://www.nedcc.org/service/disaster.dplan.php>).

Policies and procedures for digitization of collections will play a vital role in disaster preparedness by providing the road map for resumption of collection work. They also provide the foundation for consistency and quality assurance for digital collection work. A common misconception is that there’s going to be a technical solution to digital preservation methodology—that some software is going to provide the full solution. The most stable part of the digitization process will be the policies and procedures that assure consistent practice over time. For every organization, early action to establish processes and procedures ensures more flexibility in disaster response. Staff that have policies and procedures to refer to will resume a productive workflow more quickly.

Documentation of unique identifiers and file format naming protocols for digital files, network pathway URLs, and procedures for local and remote storage of digital files are essential. Replacement of the active use copies of digital objects located in a digital collection management system such as <http://www.oclc.org/contentdm/default.htm> or <http://www.dspace.org/DSpace.org/> DSpace is routine and common for digital collection managers. The documentation of all collection copies and identification of all versions is usually contained within the full metadata record for a digital object. It is important to managing digital collections and is a vital component of disaster response planning. This data is just as important as the “traditional” shelf lists and catalog data for analog collections. Fortunately, it is relatively easy to export metadata records and



replicate the data in many repositories such as WorldCat, where it can be recovered if the original digital collection database becomes inoperable due to a disaster.

Training and awareness are the most important actions for gaining the skills to address collection preservation and disaster preparations in the digital environment. This issue of the *Oregon Library Association Quarterly* is devoted to training and awareness about disaster and emergency preparedness. The encouraging news is that members of the library and archival communities already know much of what they need to be successful in planning for preservation of digital materials. We can use our knowledge of preserving analog collections to address disaster preparations for digital collections, and then we will need to learn some new techniques that apply to the digital environment. 

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CONTENTdm digital collection management software, <http://www.oclc.org/contentdm/default.htm>

dPlan™: The Online Disaster-Planning Tool produced by the Northeast Document Conservation Center, <http://www.nedcc.org/services/disaster.dplan.php>

DSpace an open source solution for accessing, managing and preserving scholarly works, <http://www.dspace.org/>

LOCKSS software is based on Association of Computing Machinery (ACM) award-winning technology. It provides an OAIS-compliant, open source, peer-to-peer, decentralized digital preservation infrastructure. http://www.lockss.org/lockss/How_It_Works



Disaster Planning Resources

by **Judith Norton**
Interim Head, Access Services,
Oregon Health & Science
University

The growing awareness in Library Land of the necessity for disaster planning is reflected in the many excellent books and other resources that have been published in the past decade or so. While hardly complete, the resources listed in the annotated bibliography below will give any library a good foundation with which to build or improve their disaster plan.

Selected Print Resources



Alire, C. (Ed.). (2000). *Library Disaster Planning and Recovery Handbook*. New York: Neal Schuman Publishers, Inc. (ISBN: 1-55570-373-9).

In 1997, a flash flood roared through Colorado State University in Fort Collins and swamped the entire lower floor of the Morgan Library. Over half a million books and the entire bound serials collection were affected. Alire and her fellow Morgan Library staffers have written a comprehensive book that illustrates the complexity of a major disaster based on their on-the-ground (in-the-water?) experiences. Sections include management, public services, technical services, gifts and donations, restoration, and resource sharing. The authors skillfully address the gap between theory and reality by reviewing the literature specific to each section, and comparing what the experts write with what really happened. While *Library Disaster Planning and Recovery Handbook* is not meant to be a “ready reference” during

an actual emergency, it is an invaluable book for helping you to think through, and prepare for, the myriad details a robust response needs.



Dorge, V. & Jones, S. L., comps. (1999). *Building an Emergency Plan: A Guide for Museums and Other Cultural Institutions*. Los Angeles: Getty Conservation Institute. (ISBN: 0-89236-529-3)

There are many excellent books available for libraries, but far fewer for cultural institutions whose collections focus less on text and more on physical objects. Dorge and Jones have filled in this important gap with *Building an Emergency Plan*, based on documents from many experts in the museum field, including the Getty Conservation Institute. The book is exceptionally well-organized, first identifying critical roles, such as the director, the emergency preparedness manager, and team leaders. The authors then break down tasks according to these roles. Exercises and “Questions to Consider” support writing a plan and developing effective responses. A very detailed, precise, and comprehensive resource.

Halsted, D. D., Jasper, R. P. & Little, F. M. (2004). *Disaster Planning: A How-To-Do-It Manual for Librarians with Planning Templates on CD-ROM*. New York: Neal Schuman Publishers, Inc. (ISBN: 1-55570-486-7)



The authors of *Disaster Planning: A How-To-Do-It Manual* have been there, done that, and know whereof they write, having survived one of Houston's more devastating storms in 2001. From their experience, they have written this comprehensive, step-by-step, planning guide. Sections cover creating a response team, writing a plan, identifying unique attributes of particular types of disasters (such as earthquakes, floods, terrorism, etc.), finances, drills, and much more. The accompanying CD-ROM includes everything you need to customize a plan for your library.



Heritage Preservation (2006). *Field Guide to Emergency Response*. Washington, D.C.: Heritage Preservation. (ISBN: 0838984266)

This slim book is one of the best resources available for those libraries which do not have the staff or time to devote to in-depth disaster planning. The book is organized in four tabbed sections that cover what to do first, how to gather a team together, common disaster problems and how to deal with them, and a listing of online resources. The *Field Guide* includes blank worksheets, so you can customize the book and use it as your actual disaster plan. An added bonus is the accompanying DVD that provides step-by-step instructions on how to salvage materials affected by water, mud, mold, pests, and other hazards. If you only have one disaster resource in your collection, this should be it.



Heritage Preservation (2005). *Emergency Response and Salvage Wheel*. Washington, D.C.: Heritage Preservation.

This handy tool is not a book, but too useful not to include as a print resource. Heritage Preservation has developed a user-friendly slide wheel that provides clear, succinct instructions for responding to a disaster. Side One covers action steps, such as stabilizing the environment, assessing the disaster, and identifying salvage priorities. Side Two outlines salvage techniques for a wide variety of materials, from paper and textiles to photographs and electronic media. The wheel is an excellent supplement to the *Field Guide* (see below), also published by Heritage Preservation.





Kahn, M. B. (2003). *Disaster Response and Planning for Libraries* 2nd Ed. Chicago: American Library Association. (ISBN: 0-8389-0837-3)

Miriam Kahn has been involved in preservation and recovery of library materials for almost twenty years. Her expertise informs every aspect of this excellent guide to disaster planning. The book is well-organized and covers each step of the planning process, including assessment, prevention, emergency response, and recovery of materials and services. Case studies, multiple checklists and forms, and an extensive resource directory add to this publication's value. Highly recommended.

Kahn, M. B. (2004). *Protecting Your Library's Digital Sources: The Essential Guide to Planning and Preservation*. Chicago: American Library Association. (ISBN: 0-8389-0873-X)

Another Kahn book! With this book, the focus turns from the usual hazards of fire, floods, and earthquakes to the unique aspects of computers and digital collections, such as vulnerability to hackers and system crashes. The first section discusses preventing or recovering from short-term losses, while the second section examines long term preservation concerns, such as changes in format and access. *Protecting Your Library's Digital Sources* includes a large

number of forms, including a basic disaster response action plan checklist, inventories, business recovery steps, computer configuration worksheets, and decision-making criteria. An in-depth bibliography is also included.



Thenell, J. (2004). *The Library's Crisis Communication Planner: A PR guide for Handling Every Emergency*. Chicago: American Library Association. (ISBN: 0-8389-0870-5)

Jan Thenell (former Public Relations Manager for Multnomah County Library) has written a clear, practical, and comprehensive guide to managing communications during a disaster. She walks you through every step, from setting up your communications plan and developing relationships with the media, to immediate steps to take during a disaster and how to follow up once the disaster is over. *The Library's Crisis Communication Planner* includes many worksheets, tips, and sample news releases. This book is a valuable resource for all libraries, no matter the size.



Wellheiser, J. & Scott, J. (2002). *An Ounce of Prevention: Integrated Disaster Planning for Archives, Libraries and Record Centres* 2nd Ed. Lanham, MD: Scarecrow Press, Inc. (ISBN: 0-8108-4176-2)

Wellheiser and Scott have updated their 1985 classic to include electronic media, IT and advances in disaster planning based on hard-won experience. The authors cover every aspect of disaster planning in great detail: prevention; protection; preparedness; response; recovery; rehabilitation; and post-disaster planning. The book includes probably the best indexed resource directories on an international scale currently available (with particular emphasis on Canadian resources).

Selected Web Resources

Conservation Center for Art and Historical Artifacts at <http://www.ccaha.org>.

Disaster Recovery publications address salvaging books, art on paper, photograph collections and managing a mold invasion.

CoOL Conservation Online at <http://palimpsest.stanford.edu/>

A comprehensive site with a rich array of resources and links, including many institutional disaster plans.

dPlan at <http://www.dplan.org>.

A free online disaster plan template that provides step-by-step guidance to customizing your own plan. The data is securely stored in an “undisclosed location” somewhere in the Midwest, so no

matter where you are, if you have on-line access, you can pull up your plan.

Northeast Document and Conservation Center at <http://www.nedcc.org>.

Leaflets addressing disaster planning, preservation planning, environmental monitoring, emergency management, storage and handling, reformatting and conservation procedures.

NWCentral at <http://www.nwcentral.org/>.

A great site for continuing education and other resources geared toward Pacific Northwest libraries.

Oregon Library Association Preservation Roundtable at <http://www.olaweb.org/mc/page.do?sitePageId=63278>.

The site includes a disaster plan template, worksheets and disaster recovery information links.

Regional Alliance for Preservation at <http://www.rap-arcc.org/>.

Members include service networks such as Amigos, Solinet and conservation agencies that have emergency planning resources on their Web sites.

WESTPAS at <http://westpas.org/>.

A new service for the western regions of the United States and Territories offers free training on disaster preparedness and response as well as 24/7 professional disaster response support.





Portland flood, 1894, ba011739, Oregon Historical Society Research Library.

Do YOU know where your disaster response plan is?

dPlan™: The Online Disaster-Planning Tool

A Free Template for Writing Disaster Plans

The Northeast Document Conservation Center and the Massachusetts Board of Library Commissioners (MBLC) have created dPlan, a free online program to help institutions write comprehensive disaster plans. dPlan provides an easy-to-use template that allows museums, libraries, archives, and other cultural institutions of all sizes to develop a customized plan that includes:

- Disaster response procedures
- Salvage priorities
- Preventive maintenance schedules

- Current contact information for staff and emergency personnel
- Sources of emergency supplies and services
- Insurance checklists
- Electronic data backup and restoration procedure

dPlan can serve the needs of small institutions without in-house preservation staff, library and museum systems that need to develop separate but related plans for multiple locations, and state agencies that need to structure training programs on disaster planning.

Each institution's password-protected plan is stored on a secure server. An automatic e-mail is sent every six months with a reminder to update the plan.

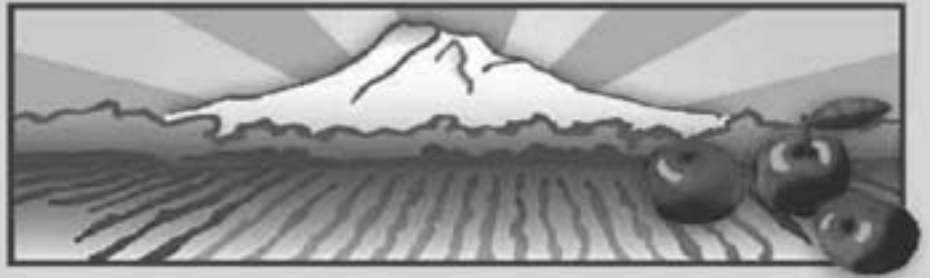
To use dPlan or to view the introductory demo, go to <http://www.dplan.org>.

Development of dPlan was funded by the Institute of Museum and Library Services and the National Center for Preservation Technology and Training.

For more information, contact Lori Foley of NEDCC at lfoley@nedcc.org or Gregor Trinkaus-Randall of MBLC, at gregor.trinkaus-randall@state.ma.us.



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Vol./No.	Theme	Deadline	Pub. Date	Guest Editor
Vol 15 • No 1 Spring 2009	<i>Library Catalogs and Other Discovery Tools</i>	January 15, 2009	March 15, 2009	<i>Laura Zeigen</i> OHSU
Vol 15 • No 2 Summer 2009	<i>President's Conference Issue</i>	May 15, 2009	July 15, 2009	<i>Mary Ginnane</i> Eugene Public Library



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