3. **Time**

Thanksgiving Dinner

2. **Objectives for the Incident (include alternatives)**

1. Utilize ICS to plan and host Thanksgiving dinner
2. Prepare your 201 (Incident Brief) and complete your 202 (Incident Objectives) Within 30 Minutes
3. Present your incident brief

6. **Weather Forecast for Period**

7. **General Safety Message**

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<table>
<thead>
<tr>
<th>INCIDENT OBJECTIVES</th>
<th>1. Incident Name</th>
<th>2. Date</th>
<th>3. Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Thanksgiving Dinner</td>
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<tr>
<th>4. Operational Period</th>
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<tr>
<th>5. General Control Objectives for the Incident (include alternatives)</th>
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<tbody>
<tr>
<td>1. Utilize ICS to plan and host Thanksgiving dinner</td>
</tr>
<tr>
<td>2. Prepare your 201 (Incident Brief) and complete your 202 (Incident Objectives) Within 30 Minutes</td>
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<td>3. Present your incident brief</td>
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<tr>
<th>6. Weather Forecast for Period</th>
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<tr>
<th>7. General Safety Message</th>
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<table>
<thead>
<tr>
<th>Preparation of Attached Planners</th>
<th>1. Incident Name</th>
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<tbody>
<tr>
<td>---------------------------------</td>
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</tr>
<tr>
<td>Organization List - ICS 203</td>
<td>ICS 202</td>
</tr>
<tr>
<td>Medical Plan - ICS 206</td>
<td>(Other)</td>
</tr>
<tr>
<td>Div. Assignment Lists - ICS 204</td>
<td>Incident Map</td>
</tr>
<tr>
<td>Communications Plan - ICS 205</td>
<td>Traffic Plan</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Prepared by (Planning Section Chief)</th>
<th>Approved by (Incident Commander)</th>
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</thead>
<tbody>
<tr>
<td>ICS 202</td>
<td></td>
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<tr>
<td>Resources Ordered</td>
<td>Resource Identification</td>
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Page 2 of
SUGGESTIONS FOR THE RESPONSE PACK

Backpack: leaves hands free
Bandana
Batteries
Blanket (emergency)
Boots (steel toes and insoles)
Camera (disposable)
Cloths – (small)
  Wrap object; wound; wipe
Coins
  For public telephones
Communications Tools: cell phone; walkie-talkie;
First Aid Kit
Flashlight (2)
Food
Gloves: Chemical resistant; handle hot items (Fireman's)
Headlamp and spare bulb
Instructions for salvaging various categories of materials
Information on allergies, immunizations
Knife
Labels
Matches and match case (waterproof)
Notebook (bird-watching)
Overalls (fire-retardant and lightweight)
Personal needs: medications; 2nd pair of eyeglasses; other relevant emergency needs
Respirator (fit tested)
  Pre-filters inside cartridge for particulates
Rope (nylon) - consider load bearing capacity
Shampoo that will remove mold
Sleep mask
Sleeping Bag
String – find you way back
Tape
  Caution
  Electrical
Walking Stick
   Stabilize yourself; rest feel your way; move snakes; tripod; rescue tool; put flag on
Water bottle
Wet Ones
Whistle
Writing Utensils: Pens; Pencils; Markers
## DISASTER PREPAREDNESS FUNCTIONS

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>RESPONSIBILITIES/TASKS</th>
<th>PERSON RESPONSIBLE</th>
<th>WORK PHONE</th>
<th>HOME PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities Management</td>
<td>Maintains physical plant systems. Reduces or eliminates risks to people, buildings, and objects through repair work and anticipation of structural, electrical, mechanical, and other problems. Uses checklist to evaluate potential risks on a regular basis.</td>
<td></td>
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</tr>
<tr>
<td>Coordination</td>
<td>Ensures that preparedness plan is kept up to date and that all staff members receive copies of plan and on-going training in implementation of the plan and emergency procedures including first aid, fire extinguisher use, etc.</td>
<td></td>
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<tr>
<td>Communication</td>
<td>Ensures emergency telephone list is maintained and distributed.</td>
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<tr>
<td>Procurement</td>
<td>Stockpiles and labels emergency supplies. Ensures availability through frequent inventory.</td>
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<tr>
<td>Security</td>
<td>Ensures that staff have identification cards for site entry during an emergency ensures keys are available for appropriate personnel, helps establish evacuation procedures and determine safety of emergency shelters.</td>
<td></td>
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</tr>
<tr>
<td>Data Systems Management</td>
<td>Ensures computers are backed-up on a schedule (and as needed) and copies of data stored off-site.</td>
<td></td>
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</tr>
</tbody>
</table>
## DISASTER RESPONSE FUNCTIONS

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>RESPONSIBILITIES/TASKS</th>
<th>PERSON RESPONSIBLE</th>
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<th>HOME PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination of response</td>
<td>Assesses incident/threat and declares emergency plan in effect. Takes immediate steps to assign appropriate staff to reduce or eliminate risk (for example, stop the flow of water, unclog the drain, cover the materials, etc.) In cooperation with appropriate personnel (facilities manager, emergency agencies, architects/engineers, collection managers) assesses damage to facility and records, determines salvage techniques to be used and personnel and/or vendors to be called.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Facilities management</td>
<td>Assembles and directs a team to conduct an initial structural, systems, and utility damage assessment. Reports location(s) and severity of problems. Directs or performs necessary emergency shutdown procedures for heating, ventilation, air conditioning, water, and electrical systems. Shuts off utilities as necessary.</td>
<td></td>
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</tr>
<tr>
<td>Communication – External</td>
<td>Communicates with administration, media, insurance firms, etc.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Communication – Internal</td>
<td>Maintains communication with other individuals and organizations responding to the emergency. Initiates emergency contact procedures when emergency is declared.</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
## DISASTER RESPONSE FUNCTIONS
(continued)

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>RESPONSIBILITIES/TASKS</th>
<th>PERSON RESPONSIBLE</th>
<th>WORK PHONE</th>
<th>HOME PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation of fiscal</td>
<td>Secures and/authorizes funds for recovery. This may include funding for additional staff time, recovery services, security services, supplies, food for recovery personnel, etc.</td>
<td></td>
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<tr>
<td>resources</td>
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</tr>
<tr>
<td>Safety/Welfare</td>
<td>Ensures safety and welfare of employees and visitors during emergency operations. Establishes first aid stations, ensures food, water and bathroom facilities available, ensures regular breaks</td>
<td></td>
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</tr>
<tr>
<td>Collection Information</td>
<td>Provides information about the collection, priorities, special salvage needs, etc.</td>
<td></td>
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<tr>
<td>Recording Information</td>
<td>Documents events – what happened, when, what steps were taken, etc. (written and visual documentation)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Data Systems Information</td>
<td>Provides information about the data systems, priorities, and special salvage needs, etc. Helps establish data recovery center and command headquarters.</td>
<td></td>
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</tr>
</tbody>
</table>
# SALVAGE FUNCTIONS

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>RESPONSIBILITIES/TASKS</th>
<th>PERSON RESPONSIBLE</th>
<th>WORK PHONE</th>
<th>HOME PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination</td>
<td>Determines appropriate salvage techniques to be used, establishes priorities, assigns teams and tasks</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Sorting</td>
<td>Sorts materials using knowledge of collection and their vulnerability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recording Information</td>
<td>Documents materials damaged, actions taken. (written and visual)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Packing</td>
<td>Packs materials for moving to salvage area, appropriate storage, or for transporting to outside recovery vendor.</td>
<td></td>
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</tr>
<tr>
<td>Procurement</td>
<td>Obtains needed supplies from in-house stockpile or external as directed.</td>
<td></td>
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</tr>
<tr>
<td>Data/telecommunications systems recovery</td>
<td>Provides access to computerized collection information, vital operating records, etc. Utilizes off-site data recovery services as necessary.</td>
<td></td>
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</tr>
</tbody>
</table>
DISASTER RE-ENTRY CHECKLIST

1) Has everyone known/believed to have been inside been accounted for? Have all injuries been/being attended to?

2) Has permission been given by civil authorities to re-enter?
   a. Police
   b. Fire Dept
   c. Government inspection services; building inspector for structural plumbing and electrical
d. Health Dept.
e. Other (e.g., Nat'l. Guard)
f. Is the building structurally sound?

3) If indicated, have utilities been turned-off?
   a. Electricity
      • Lighting available
      • Check for shorts and fires
   b. Gas
      • Potential for leaks and explosion
   c. Water
      • Fire suppression
      • Domestic supply
      • Storm sewer drains

4) Do you have a buddy to go with you? Never enter or work alone.

5) Are you equipped with appropriate protective equipment? (e.g., flashlight, boots, hardhat, gloves, respirator, goggles)

6) Do you have communications established?
   a. Command center informed about re-entry?
   b. Equipment? e.g., walkie-talkies, cell phone
      • Does the equipment work inside the building?
      • Is there back-up equipment or alternatives?

Bob Herskovitz
Minnesota Historical Society
September 2005
7) Do you have means for quick initial documentation?
   a. Paper & pencils
   b. Camera with film and extra batteries?
   c. Camcorder with extra tape and batteries?
   d. Tape recorder with extra batteries

8) Do you understand your objective?
   a. This is NOT a salvage or recovery mission.
   b. This IS an initial assessment only.
      • Identify specific locations, types, and extent of damage
      • Assessment in general terms only: “Broad strokes”
RECORD-KEEPING IN EMERGENCY RESPONSE

DOCUMENTING THE COLLECTIONS

**GOAL:** Keep *accurate* track of all collection materials. This may require *SLOWING DOWN* your “response pace.”

**SUPPLIES** (*most critical*)
- Inventory (keep hard copy off-site)
- Holdings priorities (hard copy)
- Blank Paper
- Pencils
- Camera (film, batteries)
- Clipboard
- Photographic Log
- Strong Adhesive Labels
- String Tags
- Blank Inventory Sheet
- Permanent Markers
- Video Camera
- Laptop and Battery Back-up
- Tape Recorder

**RECORDING STEPS: DOCUMENTING THE COLLECTIONS**

**VISUAL DOCUMENTATION**
*Visually record* damaged *area* (photographs/video camera/sketch if necessary).
- Capture *typical examples of damage*.
- Record *specific objects by themselves in situ* as needed.
- Capture response and recovery activities.

**WRITTEN DOCUMENTATION**
If possible, *begin* with the *highest priority*, determined by:
- **Immediate Danger**
- **Proximity** (that which may be closest or most accessible)
- **Most valued, appears as a “holdings priority”**
- **Most vulnerable** (organic e.g., paper and textiles before inorganic except for iron)
- **Least damaged** (remove objects in pristine condition from a dangerous or compromised setting)
- **Most damaged**
At the DISASTER SITE:

FIRST, Record LOCATION LOCATION LOCATION

1. Note:
   - location of the object in the space
   - Its accession/catalog/record group or series number
   - Placement in the room/location number
   - Type of object

If there are missing or unreadable data, note this on the inventory. If no information is available, indicate the location of the item when found and assign a supplemental number for tracking purposes.

*NO item may leave the space until checked against the inventory and recorded. If there is no inventory, a removal inventory must be created.

2. If the item is broken, note the number of pieces. Keep pieces together at all times. Tagging and numbering pieces may be helpful.

3. Note if there is major damage to an item; otherwise note general condition if time permits.

SECOND, Record MOVEMENT

Indicate (using a symbol) which items are being removed from the site for triage, and their destination.

(Be sure to provide a key as to symbol meaning, e.g., 4= Checked; Σ = Sent to Room X)

At the TRIAGE SITE:

THIRD, Record TRACKING AND PACKING

1. Once at the triage site, record the treatment priority symbol that the object has been assigned. The treatment priority symbol will determine what type of treatment the item will receive, and where the item will be taken.
For example, H = high priority for freezing, to be packed and sent to freezer; A1 = air dry in High Priority Room 1; A2 = air dry in Medium Priority Room 2.

2. Make note of relevant condition information that may not yet have been noted.

3. If the item is to be packed and transported, (e.g., H above) create a packing list, so that the item may be checked in when it arrives at its next site. Label packed boxes on 3 sides with treatment priority symbol and destination.

4. Compile paperwork after items have left the triage area. Make this data available to the emergency coordinator. Proceed to treatment areas to provide additional assistance, if needed.

RECORDING STEPS: DOCUMENTING THE INCIDENT

Following the incident, as the emergency has been brought under control, it is important for all the participants to meet:

1) Gather complete and accurate information about the incident.

2) Assess aspects of response that worked well and specific areas of response that could benefit from improvement.

3) Help address stress by allowing participants to “unburden” and share their personal reactions to the event.

1. ACTIVITY LOG is useful to outline the event’s CHRONOLOGY. Elements will include:
   Information provided:
   Time:
   Individual relating data:
   Communication mode:
   (PA System, Radio, Telephone, In-Person):

2. PERSONNEL RECORD
   Individuals involved: (including names, addresses and phone numbers of all staff, volunteers, and external assistance)
   Actions/activities:
   Time Spent:
   Injuries/illness related to the incident:
   Explore “human factor” (emotional response, adequate rest and sustenance, understanding of what transpired)
3. SUMMARY
   Type of incident
   Activity Log data
      Who witnessed or discovered problem
      Who was notified
      Actions taken to address event
         (in what order and by whom: internal/external personnel)
   Describe relevant conditions: (examples below)
      Weather
      Building conditions
      Equipment involved
      Human elements
      Warnings
   Actions required after incident
      Building stabilization
      Response and recovery efforts
   Outcome of the event

DOCUMENTATION

Documentation is a crucial step in response and recovery. It may be one of the most difficult tasks in an emergency.

Why We Document

Data will aid in insurance claims.

Data will enable complete record-keeping for items impacted by a disaster.

Data will assist in inventory control.

Important aspect of documentation:
   Witness accounts of the disaster.
   Descriptions of the site.
   Visual depictions of the site (photographs/videotape).
   Visual depictions of objects.
   Notes on object condition.
SALVAGING TECHNIQUES

AIR DRYING
Advantages:
- objects do not leave the repository
- may be cost effective if personnel and space available
- may be most gentle technique, minimize distortion
  (especially relevant to photographs)
- useful for small numbers of damp materials
- generally option of choice --most readily accomplishable

Disadvantages:
- labor intensive
- need available open drying space
- possibility of mold growth
- need for constant moisture removal from the environment
  (de-humidifiers)
- need for constant air circulation (fans)
- handling wet materials may exacerbate damage
- some physical distortion or staining may be expected

FREEZING
Advantages:
- Useful when materials cannot be easily separated to be air
dried
- Prevents mold growth on wet materials
  (may or may not kill existing mold)
- Media will not run or feather
- "Buys time" to make contemplative decisions

Disadvantages:
- Not suitable for many objects and composite materials
- May change surface characteristics of some materials
- Special equipment required
- Materials will likely need to leave repository
- Can be costly $$$

Kaplan: revised 3/00
SALVAGING TECHNIQUES CONT'D

AIR DRYING is preferred for:

- Paintings
- Painted or beaded textiles
- Basketry
- Leather, vellum, skins
- Objects: bone, hair, horn, ivory, shell, metals, woods, upholstery, ceramics/porcelain
- Small numbers of damp paper-based materials (e.g., books)
- Machine Readable Media: sound, video, computer
- Photographic materials: (treat least stable first)
  - Immediately salvage:
    - Cased photos (daguerreotypes, ambrotypes, tintypes)
    - Glass based negatives and positives
      (wet collodion, gelatin dryplate, autochromes, lantern slides)
    - Deteriorated nitrate and acetate film bases
    - Dye transfer prints
  - Order of salvage for other images:
    1) prints (color before black and white)
    2) negatives and transparencies.

FREEZING* is preferred for:

- Papers based items with:
  - unstable media
  - coated papers
- Large numbers of wet cellulosic materials,
  e.g., Books (including leather/vellum)

NEVER FREEZE

- Wet collodion processes
- Glass based negatives and positives
- Cased photographs: daguerreotypes, ambrotypes, tintypes
- Vellum illuminated manuscripts.
- Beaded or painted fabrics
- Magnetic media
- Art with friable media (pastels, charcoal)
- Joined wooden artifacts

*Vacuum freeze drying is the preferred freeze drying method; water passes from ice to vapor (sublimation) resulting in minimal distortion. Never use vacuum thermal drying for any materials of artifactual value.

Georgia Department of Archives and History/HAK: revised 3/00
NEH Sponsored AIC Emergency Response Workshop

WHAT COULD BE DONE---MAJOR ISSUES

Paintings:
Don’t touch surfaces or let them touch one another
Don’t unframed or remove from stretcher
Let air dry; train to remove backing board.
Place paintings against the wall

Collections:
Safety issues:
   Environmental, structural, security
   Type of materials-quantity weight and care
Issues of scheduling, training, supervision

Paper:
Health, Safety and Security
Nature of Collection – books, paper, ms, photos, works of art on paper, electronic
Stability – dimensional change
Fragile media and support

Textiles:
Size and weight
Effect of moisture
Dye bleeding, weight, dimensional changes
Fully support during transport

Objects:
Mixed media:
Different packing and wrapping
Health and safety – inherent, pesticides, mold
Weight
Many pieces – need documentation
Each piece responds different
WHAT COULD BE DONE—HANDLEING TECHNIQUES

Paper:
- Enough people to handle
- Large boxes overhead
- Big boxes below
- Secondary support: use drawers as support for maps
- Don’t stack without interleaving without something absorbent
- Separate wet from dry

Collections:
- Protective Gear for workers as appropriate
- How to lift properly
- Take your time
- Use more than one person for more than 50 lbs.
- Dollies
- Window screening as stretchers
- Milk crates for books
- Clean newsprint for interleaving
- Tracking objects – recording documentation

Textiles:
- Always working with a buddy
- Use sling systems – muslin sheeting, screens
- Rigid supports such as doors – what is available
- Roll over onto themselves onto a sling system. (rugs, tapestry)
- Wear gloves and change often; don’t want to transfer dirt

Objects:
- Buddy
- 50 lb maximum
- Hand-trucks and dollies to slide stuff onto due to weight
- Concern with toppling
- Gloves and shoes
- Don’t eat or drink or smoke
Paintings:
Dress – clothes not falling off or dragging on the floor
Location ready for where items will be moved
Towels for absorption
Equipment and PPE
Clear rout – paintings cart
Step ladder for items higher up
One or two to move painting depending upon size
Give standard
Protect front, face in if one person.
Don’t put knuckles on the back
Instructions for drying – face up on tables; if not enough room, blocks on the floor standing paintings vertically.