

## TOOL 2.3

**Tabletop Exercises****FACILITATOR'S  
GUIDE**

How to use these Tabletop Exercises in your organization:

1. Select an emergency scenario you want to practice from the Sample Emergency Scenarios.<sup>1</sup>
2. Write or print the scenario on an index card; make changes to the scenario so it reflects your museum as closely as possible.
3. Use the Tabletop Exercises Facilitator's Guide to plan your exercise and create new cards.
4. Conduct the Tabletop Exercise.
5. Review what you learned.
6. Make changes to your procedures and Plan if required.

<sup>1</sup> Several of the emergency scenarios presented here are adapted from material originally published in the first edition of *Help! A Survivor's Guide to Emergency Preparedness* and revised by Sarah Spafford-Ricci. Sarah Spafford-Ricci and Tara Fraser, "1.2 Planning for Emergency Response," in *HELP! A Survivor's Guide to Emergency Preparedness*, eds. Cynthia Ball and Audrey Yardley-Jones (Edmonton: Alberta Museums Association, 2001), 25 - 32.

## Tabletop Emergency Scenario Cards

There has been a tornado in the area overnight that has not resulted in any personal injuries but did cause damage to the museum's building, furnishings, and some of the collection. The museum has suffered broken windows and lights, cracks in the building structure, and toppled shelving in the collections storage room. There has been some damage to artifacts within the storage room due to the collapsed shelving and some water damage from a burst sprinkler head. The staff and volunteers have been told not to enter the building until it is deemed safe.

During closed hours, your museum has a fire that burns a portion of the museum building and leaves the remainder of the building unusable due to soot accumulation throughout the space. The fire department orders the museum closed for four days to conduct an investigation.

There has been a large flood from a burst pipe in the offices located above an exhibits area containing some of the museum's permanent collection and a number of objects on loan. This has resulted in building damage, and much of the collection and borrowed material is wet. Computers and other equipment in this area are not working.

There has been a wildfire in the area, and the museum has suffered smoke damage. You require immediate funds to undertake building repairs, to purchase supplies, and to contract external services.

The banks of a river beside your institution overflow, and you need immediate assistance to salvage wet materials, and then up to eight months of assistance to organize, record, and recover your sopping-wet collection. You would also like the assistance of your normal core of volunteers, as well as any new volunteers.

The frontline Visitor Services staff have identified an Active Threat within the museum. It is believed to be an individual with a gun who is heading toward the exhibit gallery.

You have a fire on a Friday night that has spread soot throughout the building (your regular open hours are daily Monday to Friday). The magnetic locks on the doors are not working, and the fire department smashes the front glass doors in the entry. In the first few days, staff and outside persons (including the media and curious persons) come to your door to view the damage. After about a week, large numbers of subcontractors arrive to do building cleanup and refurbishment, working 24 hours a day for 2 months, and then daily for another 3 months.

Describe emergency scenario:

## SAMPLE EMERGENCY SCENARIOS

### SCENARIO 1

There has been a tornado in the area overnight that has not resulted in any personal injuries but did cause damage to the museum's building, furnishings, and some of the collection. The museum has suffered broken windows and lights, cracks in the building structure, and toppled shelving in the collections storage room. There has been some damage to artifacts within the storage room due to the collapsed shelving and some water damage from a burst sprinkler head. The staff

and volunteers have been told not to enter the building until it is deemed safe.

### TOPIC FOCUS

- > Decision Making
- > Building Safety
- > Communication
- > Business Continuity

### ACTIVITY

Hand out the following Emergency Objective Cards<sup>2</sup> and ask the group to put the cards in order of what needs to be completed and who will be responsible for the related tasks. Talk about why.

**COORDINATE THE RESPONDERS**

**PROTECT PEOPLE**

**SECURE THE SITE AND STABILIZE ENVIRONMENT**

**LIMIT DAMAGE**

**SAVE COLLECTIONS**

**RESTORE THE BUILDING**

**OBTAIN EQUIPMENT AND SUPPLIES**

**INFORM COMMUNITY AND STAKEHOLDERS**

**DOCUMENT THE DAMAGE AND INCIDENT**

**MANAGE RESOURCES FOR THE RESPONSE**

<sup>2</sup> See 1.4 Emergency Response Team for details on creating a team and assigning emergency objective responsibilities. Government of Canada, Department of Canadian Heritage, Canadian Conservation Institute, *Emergency Response Planning Workbook* (Ottawa: Canadian Conservation Institute, September 2016, version 4), slide 8.

## QUESTIONS FOR DISCUSSION

- Who is responsible for managing this emergency situation?
- Whom do you call immediately regarding building safety?
- Who has the authority to close the museum to the public during this time?
- How will closure be communicated to the public?
- Is your funding maintained while you are closed?
- Do you have business interruption insurance?
- What do you do if you have no access to files, computers, and your normal workspaces for a period of time?
- Can you be relocated?
  - > What are the alternate locations for museum operations?
- Who would make the decision regarding re-entry to the museum?

## CONTINUATION OF SCENARIO

It has been determined that you can enter the building and begin salvage and recovery. Following the emergency, you will be communicating with individuals and companies with whom you do not normally interact.

## QUESTIONS FOR DISCUSSION

- Who is responsible for the arrangements for the recovery procedures?
- Who has the authority to direct building changes or refurbishment (i.e., who owns your building)?
- When do you call your insurance provider? Who is responsible for communicating with insurance adjusters?
- Who has the authority to direct the collection salvage and conservation decisions?
- Who has the authority over your operations?
- Who has authority to communicate with staff? The media? Others involved in the emergency recovery (for example, insurance adjuster, municipal authorities)?
  - > What would be the form of communication for each (for example, phone calls, texts, emails)?

## SCENARIO 2

During closed hours, your museum has a fire that burns a portion of the museum building and leaves the remainder of the building unusable due to soot accumulation throughout the space. The fire department orders the museum closed for four days to conduct an investigation.

## TOPIC FOCUS

- > Contact Procedures: Chain of Command
- > Contact Lists: Suppliers and Services
- > Business Continuity
- > Vital Records

## ACTIVITY

To start the conversation, provide a blank “Chain of Command” chart to the group. Ask them to fill in the names or positions within the chart.

## QUESTIONS FOR DISCUSSION

- Who will be contacted and in what order?
- Where will you meet to formulate your plans?
- Who will be involved in the initial post-disaster meetings?
- How will you access your Emergency and Disaster Plan and your museum’s essential files, knowing you cannot enter the building?
- How will you function as a museum without use of your museum building?
- How will staff carry out their duties without access to the building, collections, or their workspaces and their resources?
- Which museum functions must continue in some form during a recovery process?
- Which staff will continue to develop and deliver services, and which staff will divert their time partially or fully to disaster recovery work?
- Does the museum have contractors, associations, or vendors whose operations / duties will be affected by this disaster?
- Do external parties the museum is dependent on have continuity plans in case of disaster or business interruption?
- Would any part of their post-disaster activity affect the museum’s ability to reconvene service or salvage and recover the collection?

### SCENARIO 3

There has been a large flood from a burst pipe in the offices located above an exhibits area containing some of the museum's permanent collection and a number of objects on loan. This has resulted in building damage, and much of the collection and borrowed material is wet. Computers and other equipment in this area are not working.

#### TOPIC FOCUS

- > Insurance
- > Loans
- > Collections Response

#### QUESTIONS FOR DISCUSSION

- What do you do when you first enter the space?
- What is the type and extent of insurance coverage on the museum and archival collections? On the building? On the furnishings and equipment?
- What is the deductible for each (they may be separately insured or scheduled within the insurance document), and who is responsible for this deductible?
- What is the limit of coverage?
- Is a current appraisal required to take advantage of the full extent of coverage on the collection? Recognize that insurance coverage limits may only fund part of the repair, cleaning, and restoration of the objects following an emergency. Are other funds available to cover immediate and long-term expenses?
- Are your incoming loans contracts and accompanying lender contact information accessible during a disaster?
- How are borrowed objects covered under your insurance contract?
- How is responsibility for custody, care, and insurance of the borrowed objects defined in your contractual loan agreements?
- How would you assess the legal and financial risks involved in decisions you make around damaged or destroyed borrowed material?
- What do you do first with the collection objects?

### SCENARIO 4

There has been a wildfire in the area, and the museum has suffered smoke damage. You require immediate funds to undertake building repair, to purchase supplies, and to contract external services.

#### TOPIC FOCUS

- > Financial Management
- > Contact Procedures: Chain of Command
- > Mutual Aid Agreements
- > Prioritizing Collections

#### QUESTIONS FOR DISCUSSION

- Who has the authority to designate and release funds? For large amounts of money? For small amounts of money?
- How much funding is available, and for what type of areas: hiring, supplies, consultants, building refurbishment and capital improvement, conservation?
- Can the regular channels to gather funds be fast-tracked in case of emergency, particularly in the case of an insurance deductible?
- How much money would you require, and in what areas, to supplement your insurance coverage?

#### CONTINUATION OF SCENARIO

There has been some media attention on the wildfire and the damage to the museum. Members of the public phone in to offer monetary and supply donations. A nearby organization suggests that they hold a benefit (you can share the profits) to help fund recovery of the archival records.

#### QUESTIONS FOR DISCUSSION

- With whom at your institution should the organizations speak? How will they proceed?
- Do you have a mechanism for accepting and acknowledging donations that can be directed to emergency recovery? For money? For supplies and equipment?

### SCENARIO 5

The banks of a river beside your institution overflow, and you need immediate assistance to salvage wet materials, and then up to eight months of assistance to organize, record, and recover your sopping-wet collection. You would also like the assistance of your normal core of volunteers, as well as any new volunteers.

### TOPIC FOCUS

- > Training: Orientation
- > Human Resources Procedures and Volunteer Management
- > Contact Procedures: Chain of Command
- > Contact Lists: Staff and Volunteers

### ACTIVITY

Brainstorm the top ten items that a new staff person or volunteer needs to know about the museum's Emergency and Disaster Plan.

### QUESTIONS FOR DISCUSSION

- Where would you go to immediately access trained or trainable persons to assist in emergency recovery?
- Would the process be one of hiring temporary staff, of contracting the assistance of private companies or individuals, or a combination of both?
- How could you ensure that these persons would have the requisite training or experience? Who would insure these persons in case of accident or liability?
- Who in your operation has the authority to hire temporary staff?
- What is the exact process for hiring temporary staff or assistance, and are there any restrictions on this hiring (for example, it can only be done to hire summer students, or only unionized employees can work on certain tasks)?
- Normally the regular channels to hire temporary assistance can be fast-tracked in case of emergency, and this is almost essential to a good response and recovery. How would you do this? Would you require and have the ability to hire a conservator to train volunteers or temporary staff following an emergency?

- Could you train a core of volunteers and / or staff before your emergency instead?
- Do you have a phone list for your core volunteers; if so, where is it located? Are your core volunteers aware of your plan for emergency response and recovery?
- What process will you use to assess and place new volunteers?
- Who will gather new volunteers and authorize their service?
- When the staff, assistants, or volunteers arrive, will they require an orientation, training, or security session?
- Will it be different from the session already in place for orienting new staff at your institution?

### SCENARIO 6

The frontline Visitor Services staff have identified an Active Threat within the museum. It is believed to be an individual with a gun who is heading toward the exhibit gallery.

### TOPIC FOCUS

- > Active Shooter Procedures
- > Lockdown

### ACTIVITY

**Ensure “Emergency Response Training Exercise / Drill” is written clearly on the meeting room door and that security and other nearby staff know that an active shooter scenario is going to be discussed.**

All people involved in the exercise should be notified of the topic in advance and have an opportunity to discuss personal concerns with the ERT Response Lead. Invite police to your exercise, and talk to them about the exercise in advance. When everyone is in the room and settled, have the ERT Lead call out the lockdown announcement: “Activate lockdown. Activate lockdown. Activate lockdown—now!”

## QUESTIONS FOR DISCUSSION

- When should you call a lockdown?
- When do you GET OUT? HIDE? FIGHT?
- What are the steps to take to make a room appear uninhabited?
- How would you handle children visiting the museum on a field trip?
- Who is authorized to call emergency services in a lockdown situation?
- When should the museum be evacuated? (In the event that the fire alarm is sounded, smoke or fire is detected, or when the room is cleared by authorities, what are the unique considerations in this scenario?)

### SCENARIO 7

You have a fire on a Friday night that has spread soot throughout your building (your regular open hours are daily Monday to Friday). The magnetic locks on the doors are not working, and the fire personnel smash the front glass doors in the entry. In the first few days, staff and outside persons (including the media and curious persons) come to your door to view the damage. After about a week, a large number of subcontractors arrive to do building cleanup and refurbishment, working 24 hours a day for 2 months, and then daily for another 3 months.

## TOPIC FOCUS

- > Security Training
- > Contact Procedures: Chain of Command
- > Building Safety

## QUESTIONS FOR DISCUSSION

- Do you have an alarm system that is connected to a central agency?
- Who responds to an alarm for physical intrusion? For fire? For flood?
- Who has authority within your organization with regard to your security system (i.e., who will a security person call in case of an alarm)?
- Do you have authorization to direct this security firm?
- Who will immediately repair the broken entry?
- Who will provide security at your doors and screen those who wish to enter the building?
- Who is ultimately in charge of security at your facility?
- After the emergency, who will be authorized to enter the building, and how will this entry be secured (for example, will they be accompanied)?
- Who will make these decisions?
- How will you ensure that security is in place when subcontractors are required to work in all areas of your building and at odd times of the day?
- How will access to various spaces and rooms be controlled, and who will be in charge of this security?