There is no one correct design for a Readiness Plan, since you need to address the particular size, assets, activities and risks for your own organization in your own particular environment. However, there are basic components all Readiness Plans should include. Creating your Readiness Plan means making decisions before a crisis hits about how you will respond, and collecting before a crisis all of the information and documents that you will need to respond and get your business operations back up and running. A Readiness Plan can be any length – you need to decide, based on your own highest risks and scope of your organization, how complex or layered the Plan should be. The ArtsReady web-based application guides you through the development of a customized plan for your organization and offers examples of tools ranging from crisis communications policies to data backup advice to emergency succession plans. It prompts you to ensure your information is kept current, and connects you to assistance when a crisis hits. Whether you use this online tool or develop your plan on your own, here are basic readiness/business continuity planning principles to keep in mind.

Your Readiness Plan should be both a physical document, and stored on- and off-site electronically so that you can retrieve it remotely. All individuals and departments that are responsible for any aspect of the Plan should be trained in the Plan, and leadership should regularly review the Plan to update it as needed, and to train/retrain people in the Plan.

A Readiness Plan focuses on your critical business functions. You should also, of course, have emergency plans to ensure the safety of your people (staff, artists, audiences) such as first aid/CPR training, evacuation drills, etc. Your Plan should be “all-hazards” – because any crisis, interruption or emergency involves the loss or unavailability of resources. Whether you experience a theft, major illness, natural disaster or other unexpected event, the crisis is the loss of resources. The outline below allows you to think about planning in an “all-hazards” way. These steps can be helpful in creating your Readiness Plan:

1) Identify and describe your Critical Functions. These are the activities – internal and external – of your organization that must be functioning for you to carry out your business. For most arts organizations, Critical Functions can include these, but you may add critical functions specific to your organization: Productions (the performances/presentations/installations/screenings); Ticketing & Messaging (including communications with staff, volunteers, artists, patrons and stakeholders); People (roles of volunteers, staff, board and vendors); Facilities (event area); Finances and Insurance; Technology; Exhibits; Programs; Grantmaking

2) Determine a “Plan B” for each critical function. What method will you use to operate if your standard mode isn’t available (alternate communications methods, cross-training of staff/volunteers, remote banking, etc.)?

3) Collect the Information that will enable functioning during crisis. Everything from data backups in a remote site, to contact information/phone trees, to copies of insurance documents, to workplans/action calendars that alternate staff can access – collect key information for every Critical Function.

4) Develop and assign Action Items to increase your readiness. Go through each Critical Function and identify places you can be more prepared. Insurance, documentation of your facility and equipment/artwork, lists, calendars, crisis communications plans, backup systems, drills – find those areas where you have potential risk and can prepare now.

5) Share the Readiness Plan and train key individuals – staff, board, volunteers.

Premiering Fall 2011, ArtsReady is a web based emergency preparedness platform designed to provide arts organizations with customized business continuity plans for post crisis sustainability. A national initiative of South Arts, the ArtsReady readiness, response and recovery tool was developed in partnership with the University of California/Berkeley and Fractured Atlas with support from The Andrew W. Mellon Foundation, Henry Morrison Flagler Museum, Mississippi Arts Commission and National Endowment for the Arts.
12 Readiness Must Haves – For more help, become an ArtsReady member at www.ArtsReady.org

1. Your Phone Tree – Document a way to contact your immediate stakeholders (staff/board/artists/webmaster) post-crisis. Include their cell phones and personal email addresses as alternative ways to contact them; diagram the order of contact to minimize duplication of efforts.

2. Your In-Case-of-Emergency Contact List – Have your people tell you two emergency contacts, one who might be nearby to answer immediate questions (health, allergies, etc.) and one who lives further away and might serve as a safe harbor in the case of a community-wide evacuation.

3. Your Crisis Communications Plan – Identify who is authorized to speak to the media and the general public about your organization post-crisis, how they will communicate/message your situation, and also set a goal for the timeframe in which your organization would release a statement.

4. Your Important Account Numbers – Know contact information and account/policy numbers for your bank, insurance company, utilities/telecommunications providers, security/alarm companies and building maintenance.

5. Your Old-fashioned Credit Card Slide and Carbon Paper – Process payments even when the power goes out, the phone line gets disconnected, or the website goes down.

6. Your 360° view – Video/photograph the state of your facilities, equipment and collections before an emergency. Use this documentation to help support your post-crisis insurance claims and requests for donations/support.

7. Your On-site Camera - Select post-crisis images/footage before anyone else does. Not only good for a before and after contrast to provide your insurance company, but also good for including in future communications/appeals for donations with your constituents.

8. Your Documented Refund Policy - Train your people to manage cancellations and less-than-optimal event conditions. Make sure this policy is shared with your visitors in printed materials and electronic communications or on your website.

9. Your Standard Contingency Clause - Include this clause in all contracts or see how you can negotiate to make the language in an existing contract match your standard contingency clause more closely to prevent misunderstandings post-crisis.

10. Your Alternative Facilities/Equipment List - Pre-determine one or more locations that could serve as alternative facilities for your business and/or what alternative resources you could use. Could your people work remotely? Would your event work in a different space or given different equipment?

11. Your Alternative Staff Structure document – Delegate key responsibilities and train alternate people in the event that one of your key people become incapacitated (e.g. payroll processing, authorized signatories on official documents and checks etc.)


This document is available in alternate formats; contact South Arts at 404/874-7244.
MEMBER FACT SHEET


Be ArtsReady. It’s the posture that every arts organization should be in – ready to respond in a crisis with a plan to resume operations as quickly as possible. Ready to protect its assets, able to demonstrate to stakeholders its sustainability, and prepared to resume service to its community. This posture can be attained through a readiness plan.

ArtsReady, a web-based emergency preparedness planning tool, helps your organization begin – and complete – a readiness plan. You’ll assess your vulnerabilities; develop a customized, self-paced action plan; store critical data needed in a crisis, accessible anytime from anywhere; and be part of a network to gain or give assistance in an emergency.

Join ArtsReady at www.artsready.org

“Emergencies are not always what you would expect. That’s why they’re called emergencies. Whether it’s a hurricane, flood, pandemic or power outage, the message of ArtsReady is very clear: Be ready, responsive, and able to recover. The online service at ArtsReady.org will enable arts groups to design a readiness plan that is unique to their organization.”

Malcolm White, executive director, Mississippi Arts Commission

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ArtsReady is a unique preparedness tool that has been designed by and for the arts community. Individuals whose organizations have experienced crises, from fires to thefts to floods, advised on the content and format of ArtsReady. Technology partners include Fractured Atlas and the University of California/Berkeley.

ArtsReady V1.0, available fall 2011, is designed primarily for organizations that produce and/or present programming to the public (performances, readings, exhibits, screenings, education programs, etc.); a module for grantmaking is also included. If your organization has an annual budget of at least $100,000 and at least one full-time staff member, you should find ArtsReady particularly useful.

**ArtsReady provides value for your organization through:**
- Helping to make readiness part of your organization’s ongoing sustainability practice
- Being part of a national community of arts organizations working together to become healthier and more resilient
- Providing evidence that your organization works to protect the investment of your public and private donors
- Knowledge that, if a crisis strikes, you have smart planning and a network of resources on your side

**Questions?**
My organization isn’t in a location that’s vulnerable to hurricanes. How will ArtsReady be relevant?

Unfortunately, there are many types of unexpected events that can threaten your operations—fire, theft, sudden loss of a leader, IT failure, programmatic controversy, pandemic or other threats. ArtsReady is designed as “all-hazards planning,” preparing you to rebound quickly from any event that interrupts your business operations.

We already have an emergency plan—why do we need ArtsReady?

Congratulations! We applaud you for protecting your assets through readiness planning. And, through the ArtsReady online platform, you can share your best practices and examples with the ArtsReady community.

However, our research indicates that most organizations do not have plans that consider all of their critical business functions (People Resources, Facilities, Ticketing and Messaging, Finances and Insurance, IT, Productions/Performances, Exhibits, Programs, and Grantmaking). ArtsReady makes sure all of your areas are covered; reminds you to update information regularly so your plan stays current; and stores critical data you can access if your facility’s inaccessible.

**Our organization is cash-strapped—I’m not sure we can afford ArtsReady right now.**

Consider ArtsReady a type of insurance — a means to protect your valuable assets. And, Premium Members receive a free associate membership in Fractured Atlas, which specializes in arts-specific insurance offerings. Finally, your state arts agency, local arts council or arts service organization may be, or can become, an ArtsReady Partner, supporting reduced-cost memberships for a larger group of organizations. Ask us for more information. At least join as a Basic Member for free today!

**Where can I find out more info on ArtsReady?**
Visit [www.ArtsReady.org](http://www.ArtsReady.org) for more information including a short “tour” of the tool. Or, call us at 404/874-7244 or email info@artsready.org.

**Premium Member (annual subscription)**
All of the Basic Member benefits, plus access to the ArtsReady online tool to:

**Assess:** you’re guided through a one-hour risk assessment, reviewing up to nine critical organizational functions.

**Prioritize and Act:** your assessment feeds into a list of To-Do’s, which you can prioritize and assign to people at your own pace. These steps increase your readiness level in each critical function.

**Store:** secure, redundant cloud-based storage of documents, files and images that may be critical in an emergency—available anytime, anywhere.

**Connect:** access your Battle Buddy Network to offer or request help in the event of emergency.

Annual subscription:  
- $300/nonprofit  
- $500/for-profit
Annual nonprofit subscriptions may be as low as $50/year through Partner subsidies—ask us about your eligibility.

**Basic Member (free)**
Free access to the ArtsReady.org website for information and access to the user community.

This portal to a national community allows users to share experiences, information and resources.

Link to local, state, regional and national readiness, response and recovery resources for arts organizations and artists.

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