

# Continuity of Operations 1 (COOP) For PLAN

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“When it don’t rain, the roof don’t leak;  
when it rains, I can’t fix it nohow.”

— Robert A. Heinlein, *Methuselah's Children*

When in danger or  
in doubt  
Run in circles,  
scream and shout.

- Various

# Today

- A few questions for you
- Introduction to COOP core concepts
- The one page plan
- 3 key and free resources
- Next session: assessing risk, likely responses, tips, going big

# Questions

1. Before COVID-19, had you ever been forced to close the library? In the chat, give a one or two word reason (e.g. hurricane, power loss, water loss, bomb threat, etc.)

## Question 2

Your library's handling of the pandemic was

- a. Well-researched, executed without major issues
- b. Got better (more detailed, more comprehensive) over time
- c. Stayed pretty much "seat of the pants"
- d. Our pants were on fire

## Question 3

Your city or county  
recognizes the library as  
an “essential service.”

Yes or no?

# What is COOP?

Continuity of Operations (COOP), as defined in the 2007 National Continuity Policy Implementation Plan (NCP/IP) and the National Security Presidential Directive 51/Homeland Security Presidential Directive 20 (NSPD-51/HSPD-20), is an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies.

<https://emergency.princeton.edu/how-to-prepare/continuity-of-operations-plans>



# When do you need one

COOP plans should be activated when:

1. An incident occurs requiring relocation of any essential functions (building compromised)
2. Essential functions are significantly compromised (catastrophic compromise of computer systems)
3. Staffing levels are significantly compromised (i.e. influenza pandemic, labor or transportation strike)
4. Key partners are not available for normal operations (Hulu, Overdrive)
5. Essential systems are unavailable (power, water, information technology).

The COOP plan does not apply to temporary disruptions of service during which services are anticipated to be restored within a short period of time.

# Four Phases of Continuity of Operations Activation

Phase I - Readiness and Preparedness (key focus of these webinars)

Phase II - Activation and Relocation: plans, procedures, and schedules to transfer activities, personnel, records, and equipment to alternate facilities are activated

Phase III - Continuity Operations: full execution of essential operations at alternate operating facilities is commenced

Phase IV – Reconstitution: operations at alternate facility are terminated and normal operations resume

# Elements of a Viable Continuity Capability (1 of 3)

**Essential Functions** – The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: NEFs (National Essential Functions), PMEFs (Primary Mission Essential Functions), and MEFs (Mission Essential Functions). **For libraries, what's essential? (Chat)**

**Orders of Succession** – Provisions for the assumption of senior agency offices during an emergency in the event that any of those officials are unavailable to execute their legal duties.

**Delegations of Authority** – Identification, by position, of the authorities for making policy determinations and decisions at HQ, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished

## Elements of a Viable Continuity Capability (2 of 3)

**Continuity Facilities** – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. Continuity Facilities, or “Alternate facilities”, refers to not only other locations, but also nontraditional options such as working at home (“teleworking”), telecommuting, and mobile-office concepts.

**Continuity Communications** – Communications that provide the capability to perform essential functions, in conjunction with other agencies, under all conditions.

# Elements of a Viable Continuity Capability (3 of 3)

**Tests, Training, and Exercises (TT&E)** – Measures to ensure that an agency's continuity plan is capable of supporting the continued execution of the agency's essential functions throughout the duration of a continuity event.

**Devolution of Control and Direction** – capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities.

**Reconstitution** – The process by which surviving and/or replacement agency personnel resume normal agency operations from the original or replacement primary operating facility.

# What's right for your library?

- The one page COOP plan (today, see next slide)
- The 32-page COOP template (<https://health.mo.gov/emergencies/pdf/coop.pdf>)
- The full emergency plan and manual (same source as one page)

# One page continuity plan

*Disaster Planning, Response, and Recovery A How-To-Do-It Manual for Librarians*® Deborah D. Halsted Shari Clifton Daniel T. Wilson, 2014

<https://www.alastore.ala.org/sites/default/files/LibraryAsSafeHavenPDF.pdf>

Made available for free from Neal-Schuman

See chapter 4 for a double-sided page that you can fold up and put in a purse or suit pocket.

<b>[Name of Library/ Institution]</b>	<b><u>LIBRARY DISASTER TEAM</u></b>	<b><u>COMMUNICATION PLAN</u></b>	<b><u>SERVICE CONTINUITY PLAN</u></b>	<b><u>SERVICE CONTINUITY TEAM</u></b>
<p><b>Pocket Response Plan (PReP)<sup>TM</sup></b></p> <p>Revised [Date]</p> <p><b><u>INSTITUTIONAL CONTACTS</u></b></p> <p>[Examples of contact information needed—office or personnel names, phone numbers, e-mail addresses, etc.]</p> <ul style="list-style-type: none"> <li>• Medical Center</li> <li>• Office of Risk Management</li> <li>• Emergency Command Center</li> <li>• Health System Media Office</li> <li>• Finance &amp; Administration</li> <li>• Dean of Medical School</li> <li>• Student Affairs (Medical)</li> <li>• Dean of the Nursing School</li> <li>• Student Affairs (Nursing/ Undergrad)</li> <li>• Student Affairs (Nursing/ Grad)</li> <li>• Hospital Security</li> <li>• Facilities Management</li> <li>• Environmental Health &amp; Safety</li> <li>• Housekeeping</li> <li>• Systems Control</li> </ul>	<p>[Examples of library disaster team and assignment of responsibilities]</p> <p><b>Library Director</b> <i>(coordinates decision making, liaison to outside sources)</i></p> <p><b>Associate Director, Collection Management/ Access Services</b> <i>(Emergency Response Coordinator, liaison to the Assistant Director of Historical Collections, NN/ LM, and backup libraries)</i></p> <p><b>Associate Director, Information Services</b> <i>(patron service recovery)</i></p> <p><b>Associate Director, Library Technology &amp; Development</b> <i>(network environment, computer equipment and data)</i></p> <p><b>Business Services Manager</b> <i>(telephone service, facility, equipment and supplies, insurance)</i></p> <p><b>Communications</b> <i>(information updates to blogs and social sites)</i></p> <p><b>Emergency Preparedness &amp; Response Liaison</b> <i>(EP&amp;RP, documentation)</i></p>	<p>[Sample]</p> <p><b>Notification to the public and to staff</b></p> <p>In an emergency that closes the library, the Library Disaster Team will contact service continuity personnel. Staff will be directed via e-mail or phone to call a designated library phone number for updated information.</p> <p><b>Library's voicemail update</b></p> <p>Patrons can call the Library Service Desk for information. To change the voicemail message, a designated person will call [phone number] and then enter the extension number for the Service Desk telephone. Use password [password]. The new message will give the current status and information about how to access the library's services and get help.</p> <p><b>Social networking sites</b></p> <p>A designated person will send alert information to the library's homepage, blog site, Facebook page, and Twitter account. To update these sites, [insert procedures].</p> <p><b>Communication with the media</b></p> <p>The Library Director (or designee) is the only person who is authorized to speak with the media. Before releasing any information to the media, the [Media Office] must be contacted at [phone number].</p>	<p>[Sample of explanation of services and how they will be maintained]</p> <p><b>Online resources</b></p> <p>Online resources are maintained at a vendor's remote location or on campus at [list server locations]. [Explain backup power situation]. After 3 to 5 days without power, core online resources such as UpToDate, MDConsult, R2, online journals, and Stat!Ref [or other resources deemed "core"] might not be available at some locations. [Names of library staff] can field questions from patrons about individual title access problems.</p> <p><b>Proxy</b></p> <p>[Name] is responsible for proxy issues. [Name] is [his/her] backup.</p> <p><b>Interlibrary loan</b></p> <p>[Name, Title] can perform ILL functions from [his/her] home. In the event that [he/she] is not available to perform these functions, [explain backup arrangements, either within your library or with a partner library].</p> <p><b>Library online chat and e-mail</b></p> <p>Library staff will regularly check the IM chat site and the e-mail service maintained by [department or staff person's name]. [Manager's name] is responsible for coordinating this activity.</p> <p><b>Library's webpage</b></p> <p>The library's website is hosted by [name, location of server]. Use the library's homepage to announce disaster-related information. Updating the library's homepage relies on off-site Internet access and should only be activated by designated staff.</p> <p><b>Access to library's print collection</b></p> <p>If online access is not available, patient care personnel can access the library's print collection by contacting Security at [phone number]. All core textbooks and reference materials are located [specify].</p>	<p>[List core services staff by name and title/ function; sample following]</p> <p>[Name], Library Director Home: Cell:</p> <p>[Name], Communications Home: Cell:</p> <p>[Name], Interlibrary Loan Operations Home: Cell:</p> <p>[Name], [Online Catalog] Operations Home: Cell:</p> <p>[Name], Service Desk Supervisor Home: Cell:</p> <p>[Name], Evening Supervisor Home: Cell:</p> <p>[Name], Information Services Home: Cell:</p> <p>[Name], Historical Collections Home: Cell:</p> <p>[Name], Collections Home: Cell:</p> <p>[Name], Administration Home: Cell:</p> <p>[Name], Webmaster Home: Cell:</p> <p>[Name], Head of Interlibrary Loan, [partner library] Office:</p> <p>[Name], IT Home: Cell:</p> <p>[Name], Databases Home: Cell:</p> <p>[Name], Collections, Emergency Response Coordinator Home: Cell:</p> <p>[Name], EP&amp;RP Liaison Home: Cell:</p>



[Name of Library/  
Institution]

Pocket Response  
Plan (PReP)<sup>TM</sup>

Revised [Date]

**PRIORITY LIST FOR  
COLLECTION RECOVERY**

(See floor plans at right.)

**High Priority**

[Name of collection; e.g.,  
Historical Collections]  
(See priority list in third  
column.)

**Medium Priority**

**Core Textbooks:** On  
shelves [location(s) of  
shelving]  
**Reference Collection:**  
On shelves [location(s) of  
shelving]  
**Journals, Core Titles:**  
[location(s)]

**Low Priority**

**Books:** On shelves  
[location(s) of shelving]

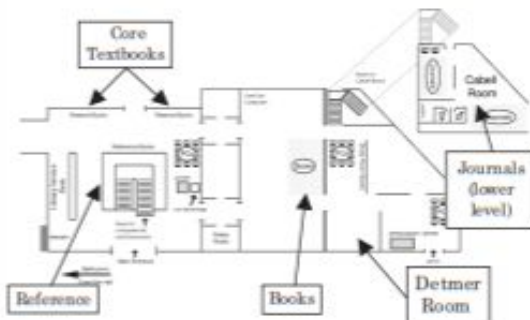
**VENDOR CONTACTS**

[Name] (interlibrary  
loan): [phone number]  
[Name] (journals): [phone  
number]  
[Name] (book orders):  
[phone number]

[Databases]: [phone  
numbers]  
[Others?]

**FLOOR PLANS/LOCATIONS OF COLLECTIONS**

[Insert labeled floor plan showing locations of  
high priority materials to be rescued.]



[Name of areas, floor shown, etc.]

**HIGH PRIORITY RESCUE  
ORDER LIST**

[Specify highly valued materials and  
give locations and how they are to be  
accessed and rescued in an emergency.  
Paste in a floor plan of the area where  
these materials are located in the space  
to the left, and label the floor plan to  
show where the materials are, using  
names that correspond to your written  
instructions, such as room names,  
specific areas, etc.]

When disaster  
strikes, think  
people,  
collections, and  
services, in  
that order.

Supplies for collection  
salvage are located in  
the [location]. Additional  
supplies are in the  
[location].

**GETTING HELP**

**NN/LM (National Network of Libraries  
of Medicine):** (800) DEV-ROKS or (800)  
338-7657 (business hours)

Contact [your NN/LM regional Network Co-  
ordinator] with regard to lending requests  
in DOCLINE, coordination of emergency  
response among members, resource shar-  
ing in emergency, and possible funding for  
replacement equipment.

NN/LM Emergency Preparedness &  
Response Toolkit:  
<http://nnlm.gov/ep/>

**Local Preservation Librarian  
or Partner Conservator**  
[Name]

Office:  
Cell:  
Contact [Name] whenever print materials  
have been damaged.

[OCLC regional organization or other  
regional library network]: advice about  
saving collections, health and safety  
measures in an emergency, referrals to  
commercial salvage companies, etc. [Note  
whether on-site assistance is available.]

**Northeast Document Conservation Cen-  
ter (NEDCC):** (978) 470-1010 (24/7): will  
provide telephone advice to anyone about  
response to and recovery from a disaster  
that impacts library collections.

**Salvage and Recovery Companies:**  
See the NN/LM Emergency Preparedness  
and Response Toolkit for links to commer-  
cial salvage companies

# Takeaways

- A federal program has immediate real-world advantages for libraries
- This is the right time to plan
- Yours? (after next slide)

# End workshop 1 of 2

Next week: risk assessment, essential services, likely responses, tips

- If you have a particular question, feel free to send it to my email, below.

Questions (or takeaways) about today's session?

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