

Continuity of Operations 2 (COOP)

James LaRue, LaRue & Associates
jlalrue@jlalrue.com

Don't waste a crisis

- Granby CO (domestic terrorism, 2004)
- Estes Park CO (flood, 2013)
- Ferguson MO and Scott Bonner (Michael Brown shooting, 2014)

Last week

- Introduction to COOP core concepts
- The one page plan
- 3 key and free resources

Today

- Assessing risk
- The Emergency Management Cycle
- The Response - and public health tips
- Tabletop exercise
- After Action Review

Source

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

Risk Assessment

- Create a planning team (discussed last week)
- Identify possible hazards
- Conduct a vulnerability analysis
- Analyze current strengths and weaknesses
- Inventorying assets and estimating potential losses
- Conduct an insurance assessment
- Consider mitigation options
- Review and update the assessment

Identify possible hazards

TABLE 1.1 Possible Events Causing Service Interruption

Environmental	Human	Loss of Utilities or Services	Equipment Failure	Other
Blizzard	Active shooter	Electricity	Cybercrime	Health epidemic
Earthquake	Arson	Fuel	HVAC system	Public transportation disruption
Flood	Labor dispute	Internet service	Internal electrical infrastructure	Toxic releases
Hurricane	Terrorism	Natural gas	IT network	
Landslide	Theft	Telephone service	Loss of records or data	
Mold	War	Water		
Pest infestation	Workplace violence			
Tornado				
Tsunami				
Wildfire				

TABLE 1.3 Vulnerability Table for Houston, Texas

Type of Emergency	Probability	Human Impact	Property Impact	Service Impact	Internal Resources	External Resources	Total
	High = 5 Low = 1	High = 5 Low = 1	High = 5 Low = 1	High = 5 Low = 1	Weak = 5 Strong = 1	Weak = 5 Strong = 1	
Hurricane	5	5	5	5	2	2	24
Blizzard	1	3	2	2	2	3	13
Terrorism	4	5	5	5	2	1	22
Mold	3	3	3	2	2	2	15
Earthquake	1	1	1	1	1	1	6
Power outage	3	5	3	5	3	3	19

Another way to look at potential threats - how much warning?

Advance warning:

- Severe weather
- Flood
- Riots and mobs
- Hurricane
- Wildfire
- Furlough days
- System upgrades
- Labor dispute
- Epidemic/pandemic

Little advance warning:

- Tsunami
- Active shooter
- Tornado
- Riots and mobs
- Bomb threat

No warning:

- Earthquake
- Landslide
- Arson
- Active shooter
- Bioterrorism
- Cyberterrorism
- Bombing
- Riots and mobs
- Workplace violence
- Hostage situation
- HVAC failure
- Loss of power
- IT network outage
- HAZMAT incident
- Water main break
- Sewer backup
- Public transportation incident/disruption

Analyze Current Strengths and Weaknesses

- Review internal plans and policies, such as the evacuation plan, sprinkler system layout and operation, security procedures, video surveillance system, insurance policies, finance and purchasing procedures, and current emergency contact lists for staff and vendors.
- The Pocket Response Plan (PReP)
(<http://www.statearchivists.org/prepare/framework/prep.htm>), created by the Council of State Archivists (CoSA) - last week
- Disaster recovery firms
- Identify vital services (last week) and identify internal and external resources to maintain or redeploy at alternative locations

Essential resources

- **Personnel:** IT staff to maintain critical systems and infrastructure, reference staff to provide instruction or mediated searches, security staff to maintain a safe facility, an evacuation team, public information officer, and so forth
- **Equipment and supplies:** fire detection and sprinkler system, communications equipment such as a public address system and text-enabled cell phones, proxy server, and first aid kit
- **Facilities:** emergency operations center (see discussion of NIMS ICS in chapter 7), media briefing area (if appropriate), shelter areas, first aid stations, and sanitary facilities
- **Organizational capabilities:** training, drills, evacuation plan, Employee Assistance Program
- **Backup systems:** payroll, communications, customer service, shipping and receiving, IT support, emergency power, and recovery services
- **Local agencies** such as emergency management, fire, police, community service organizations, contractors, and disaster response companies
- **National organizations** such as the American Red Cross and FEMA

Inventory Assets and Estimate Possible Losses

- What have you got? (critical possessions)
- How could you salvage priority items?
 - Proxy server
 - Irreplaceable rare collections
 - Payroll and tax records
 - Contracts with essential vendors along with contact information for key agents

Conduct an Insurance Assessment

- Real property, owned or leased
- Personal property includes anything that is portable or not permanently affixed,

Consider Mitigation Options | Review and update

Sometimes easy and relatively cheap:

- Secure any outside furniture in patios or courtyards so they do not move or become airborne in high winds.

More extensive, and expensive:

- Install flood walls and gates in an area prone to flooding
- Install a dry-pipe fire suppression system.

- Inventory before budget
- Depreciation calculations



The Importance of Immediate Responses

- Having the right People in Charge
- Training
- Temperament

Public Health Events (ALA, 2011)

Criteria for closing the library

Employee policies for sick leave, payroll and banking/financial issues, and working from home

Mandated documentation of procedures or cross-training so others can take over for sick employees

Policies for “social distancing” to keep people and their belongings separate from one another, such as removing a number of chairs so people are not sitting close to each other, limiting the number of people who can come in at any one time, or taking out coat racks

Criteria for suspending storytimes and other library programs

Providing masks and gloves and training staff in the removal and disposal of these items

Standards for cleaning bathrooms, railings and door knobs, telephones, keyboards, counters, and the work areas of employees who go home sick, including emptying wastebaskets •

Setting a schedule for addressing critical facility and administrative needs if the library is closed for an extended period (boiler and building checks by custodians, book drop, payroll and banking considerations)

Communications plan for reaching staff and informing the public

Means for continuing to provide information services for the public, such as online ordering of materials and alternate pickup/drop-off locations for materials or expansion of online services

Accommodation of the needs of disadvantaged people in the community who may not have personal access to materials such as the local newspaper or resources like a home computer

Education of the public in advance of a widespread public health event

Talk to the police

Active shooter

Protests

Flash mobs

Tabletop Exercise (page 40)

- Prepare
 - Maps of area
 - Slips of paper - Power/No Power
- Scenario
 - 2 day warning
 - Weather event
- Conduct exercise
 - Locate home on map, power, no power?
 - Essential services?
- Questions/debrief

After Action Review (AAR)

We shoulda.....

Elements

- Date and time of incident
- Staff responding to the incident
- Outside agencies involved (police, fire, facilities, etc.)
- Actions taken.

Keep the AAR informal. Clearly specify that the purpose of the review is to improve the response system and not to place blame. Staff should expect an AAR within 48 hours after an incident. Take careful notes! Implement all procedural changes resulting from the review within seven days.

Takeaways

Many good plan samples out there now. See <https://libguides.ala.org/disaster>

The 1 page PReP plan may work for most rural and small libraries.

But the larger process is best practice and provides a more comprehensive approach, as your staff capacity permits. And remember: if you think preparation is a pain, try dealing with a disaster without it.

Questions

ilarue@ilarue.com

Note these additional links for templates:

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

<https://health.mo.gov/emergencies/pdf/coop.pdf> (this latter is quite comprehensive, with not just templates, but detailed worksheets)