The Librarian's Disaster Planning and Community Resiliency Guidebook

Librarians Fulfilling Their Role as Information First Responders

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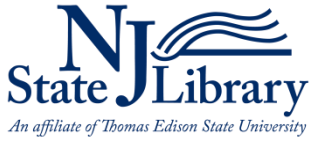

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Message from the State Librarian

Dear Colleagues:

It is my great honor as New Jersey State Librarian to invite you to utilize the Librarian's Disaster Planning and Community Resiliency Guidebook and Workbook toolkit. The New Jersey State Library commissioned this toolkit to help libraries in New Jersey and across the country to be better prepared to accept the new mantle of responsibility being thrust on them.

Libraries have always filled the role of a trusted information source. Now changes in our society, brought about in part by new technologies, are once again modifying the library's mission. The number and type of hazards facing communities across the country is increasing. In addition to traditional concerns over severe weather, families, businesses, non-profits, and government agencies must now cope with the threat of civil unrest and protests, an aging infrastructure, wide-scale power outages, and dangerous cyber-attacks.

Library facilities are no longer viewed as passive repositories of information, but are social and activity centers where different facets of the community come together to express themselves and gain experience with new technologies. It has become a nexus where businesses, non-profits, and social groups now gather to take advantage of education and training resources.

Recent events, from Hurricanes Irene and Sandy to the civil protests in Ferguson have pointed out another role for libraries – that of a safe haven where librarians, skilled in customer service and effective communications, can help those struggling to cope with unusual and stressful situations.

Libraries enjoy two critical advantages in their communities. They are geographically well known by everyone in the community, and the staff is trusted to provide accurate and customer-service friendly information. I urge you to build on this trust, and make an effort to reach out to your community to inform them of what they can expect from the library in times of crises.

In emergency situations libraries have acted as warming and cooling stations, recharging sites offering access to electrical power, and most importantly, a friendly face prepared to lend a hand and help solve what can seem like insurmountable problems. Central to mounting an effective response before, during, and after a major disruption is timely and accurate information. FEMA has given even more visibility to this enhanced role of the library by revising the Stafford Act, designating them as essential services eligible for relocation funding after a disaster.

Current outreach and community programs have been successful in connecting with and supporting non-traditional users. Building on these connections is critical in times of stress. Libraries are uniquely positioned to assist and advocate for these groups and have an obligation to do so. The word is out. Cities and towns have taken note of the critical and helpful role that libraries played in recent crisis situations and now municipal government officials ***expect*** libraries and librarians to step up and fill these roles. It is our sincere wish that these tools will help you to be prepared to meet these responsibilities.

We have adopted a 2-Part strategy to help with this process. First, the Guide and Workbook will help you make your library more resilient so that you can return to operations quickly. Second, we have provided guidance on how libraries can help speed the recovery of their community.

We are planning to follow up these publications with training programs and invite librarians and other interested stakeholders to contact us and share their thoughts and ideas. Together we can make a difference in the speed with which our communities respond to a crisis and get back on their feet.

Finally, I want to take time to thank the many librarians in New Jersey who everyday make a difference in their community. Libraries are a dependable source of valuable services offering a respite from the crises surrounding them. They are a place of hope where people can still come together as a community even when surrounded by disruption.

All best wishes,

Mary Chute

State Librarian

Forward

Ports in a Storm: With the right plan in place, the library can be a lifesaver in times of need

When disaster strikes, where do you go? After Hurricane Sandy wreaked havoc throughout New Jersey in late October 2012, people went to their local libraries. The day after the storm passed New Jersey libraries rallied, and were the places residents flocked to as they began to put their lives back together. Libraries, even those without power, were pressed into service as ad hoc community recovery centers, providing a respite from the storm for shattered communities.

An Untapped Community Resource

Wide scale emergencies like Hurricane Sandy demonstrated to emergency management and elected officials the versatile role libraries play in disaster response as a welcoming refuge for the community. Located in every city and town, libraries are a natural gathering place for people because of the many services they offer. They are a safe haven, an information checkpoint, and technology hub. They can serve as headquarters for local emergency volunteer organizations to distribute food, clothing, and supplies. Their facilities are child and family friendly, with comfortable seating, flexible floor plans and spaces, heat and air conditioning, and rest room facilities. Their technology labs are well-equipped with Internet access, free Wi-Fi, email, fax, photocopies, and land lines. After many emergencies, libraries have served as temporary headquarters for FEMA, government agencies, relief workers, and even the military. No wonder people flock to libraries after a disaster! Their resources and services are trusted by all in the community, even non-library users.

Furthermore, libraries are key contributors to community resiliency and continue to play a long-term and enduring role in local disaster recovery. Emergency teams withdraw once the disaster is "over." Government agencies pack up and leave once aid is distributed. But libraries are still assisting people affected by Sandy today, three years later.

Librarians are Information 1st Responders

Libraries have served as community recovery centers after many a storm and other emergencies, natural or manmade, but the most valuable assets they have to offer are their staff. Librarians offer critical services to help support police, firefighters, and medical personnel. Librarians have worked right alongside of FEMA personnel, local officials, and emergency responders, supporting their services and providing assistance throughout a disaster. It is a natural role they assume in the community without any official mandate. There is a vital need for people to get accurate information in the aftermath of disaster—exactly what librarians are trained to deliver. They are experienced with the information needs of all populations, including those with special needs and the elderly. They know how to deliver authoritative information, both in-house and off site in the field. Furthermore, the general public views library staff as trustworthy, knowledgeable and customer-service oriented. Many live in the neighborhood and know their patrons personally.

What Libraries can do

Many local officials and emergency management took note of the contributions libraries have made to community recovery after a storm, and they are ready to work with librarians to prepare for future emergencies. Approach them and ask for a seat at the table. They can incorporate the library into state and local preparedness scenarios and action plans, and include library management in briefings and updates. Realize that this is an ongoing process, and that sustaining this partnership takes training, outreach, and communication. Help local emergency responders recognize the importance of getting the library open quickly after a disaster by restoring power, clearing debris, and doing minor repairs so that essential services may be resumed as quickly as possible. It is vital for people to have a way to reconnect after a disaster. The library has always been there for the community, but it can truly be a port in the storm to a community in need.

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Making the Most of This Toolkit

This toolkit follows a simple two-step strategy. First develop a resiliency plan for your library and personal readiness plans for your staff. Being prepared for a wide-scale disaster will allow you to deliver essential services with minimal interruption.

Once your library is ready to resume operations, modify your service offerings to meet the needs of your distressed community. This might mean changing your hours of operation, reconfiguring workspace, offering more frequent children's story-time, as well as offering new services such as access to electrical charging stations so phone and computers can be re-energized.

Begin by reviewing this Guide which provides background information and an explanation of how to create an overall plan for your library. Then turn to the Workbook where you will find forms and templates that you can use to create an actual preparedness plan.

Augment this material by taking advantage of the various education and training resources that are mentioned throughout the texts. *Section 10: Closing Comments* of this Guide includes a list of getting started actions and associated resources.

Following the outlines and suggestions in this toolkit will prepare your library and staff to fulfill their role as information first responders and contributors to the resiliency of your community.

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Section 1: The Resilient Library

Staffing issues, facility problems, budget cuts, and contractor disputes can interrupt library operations and impact our ability to serve the community.

In all but the most severe situations, we find ways to cope with these minor crises and keep our libraries open. However, occasionally we are confronted by a situation that exceeds our ability to manage the challenge. Services the public has come to expect must be halted while money and staff resources are re-directed to dealing with the emergency.

The list of possible disruptions seems to grow longer each year. Where once our concerns were limited to severe weather and the danger of accidental fires, today's librarian also needs to be prepared to deal with threats such as workplace violence, cyber-attacks, pandemics, and the loss of key services from vendors.

This toolkit is designed to help you increase your crisis coping capacity through easy-to-use planning and training aids that will reduce your library's vulnerability to many types of disruption. This increase in coping capacity is how you develop a *resilient library*. One that is able to successfully manage through difficult situations and continue to operate with little or no interruption.

As we shall see, having a resilient library provides your community with key resource that increases its ability to cope with emergencies. Having a library that can quickly recover from an emergency helps ensure the rapid and successful return to normalcy for all aspects of the community, including businesses, households, schools, non-profits, municipal agencies and others.

Key Terminology

American English (AE) is the world's largest language sporting a vocabulary about 20 percent larger than the second-largest language – German. Scientific terms as well as slang expression and colloquialisms account for much of this difference in word count, but, ultimately, AE offers a wider set of synonyms than other contemporary tongues.

While this large inventory of words provides writers and poets a rich pallet with which to express their thoughts, in business, where preciseness, not subtlety, is valued, it can lead to confusion. Take the words *hazard*, *threat* and *risk*.

A search through an online thesaurus yields 62 synonyms for the word *hazard*¸ including the words *threat* and *risk*. This blending of terms is unfortunate because, as we will see, these three words mean very different things.

Hazards are situations or events which have the potential to cause harm or disruption. In this sense, they pose a danger to people or property. A blizzard qualifies as a hazard since it might force a library to temporarily close or, in an extreme case, close for a longer period for repairs due to damage to the roof and structure of the building. Threats are slightly different. Threats are hazards that pose an actual danger to you or your library. Hence, a blizzard is always a hazard but it is not a threat to libraries in Miami Beach. The term *risk* is different yet again from either of these two terms. A discussion of risk introduces two additional considerations: the likelihood (a.k.a. probability) of the threat occurring; and the amount of damage caused which is usually expressed in financial terms.

To further illustrate the confusion associated with these terms take the concept of a 100 year flood.

This is a label that is sometimes used by various media outlets to describe the amount of water overflowing the surrounding land. However, the classification of water levels as a 100-year flood doesn't mean that an event of this magnitude will only occur once every 100 years. Rather, this rating means that based on the history of that area, there is a one percent chance (1 in 100) of a flood of that size occurring. Given this explanation, you can more easily understand how some part of the country might experience two or three 100-year floods in a twenty year period, especially if construction projects change the area's normal water flow patterns.

Understanding Risk

The publication by Dr. Frank Knight of *Risk, Uncertainty and Profit* (Chicago, University of Chicago, 1921) significantly advanced our understanding of risk. Prior to his work, it was common for people to confuse the idea of risk with uncertainty. Dr. Knight showed that risks were threats in which the likelihood of their occurrence (i.e., their uncertainty) could be quantified *and* that there would be a consequence.

Take, for example, a game of dice. While one cannot predict the exact outcome of a specific throw, you do know that the result will be between two and twelve, and that the most likely number will be seven (since there are more combinations that add to seven than any other number). Hence, the act of throwing dice illustrated the idea of uncertainty but not that of risk. Now, wager 20 dollars on the outcome of the roll of the dice and you have a risk since both uncertainty and a consequence are present. Said another way, threats which have been measured in terms of their likelihood of occurring and carry a consequence are called risks.

Accurate Communications – The First Victim

In a crisis, separating facts from speculation and rumors is a major challenge. This is why some first responders and emergency managers call accurate communications the first victim in any crisis.

Librarians, as trusted information experts, are in a unique position to help the public stay current as events unfold and provide a key service that needs to be delivered during a crisis. During Hurricane Sandy, some libraries set up projectors and kept a newsfeed going during operating hours so that anyone wanting to get an update on the situation had simply to sit down and watch the programming flash by on the wall in front of them.

Libraries are also ideal settings for the distribution of information by government organizations such as the Federal Emergency Management Agency (FEMA) or the Small Business Administration (SBA), as well as known non-profit organizations such as the Red Cross. Providing space for these organizations to hold meetings and distribute loan applications and related material adds significant value to the community.

Librarians as Information First Responders

Recognition of the role of librarians as stewards of accurate information has earned them the title of *Information First Responders* among many in the emergency response community. However, this moniker assumes that core library services are up and running even in the aftermath of a major disaster.

Section 2:
The Library's Role in the Community

Libraries are not only a source of trusted information during a crisis but a service hub that can provide individuals, non-profits and small businesses with a number of valuable services.

Some of these are:

Pre-Crisis Planning

- After finishing your four key plans (emergency action, disaster recovery, continuity of operation, and community resiliency plans), set up a meeting with your local Office of Emergency Management (OEM) and share your ideas with them. Rather than asking for additional resources, begin by explain how the library can augment their capabilities.
- Ask to participate in any upcoming exercises and drills. If none are planned, perhaps the library can be a catalyst in promoting the idea of regular training and exercise program in your area. FEMA and other groups run events such as National Preparedness Month which might provide a venue for these events.
- After connecting with your local OEM team, ask to brief your municipal leaders on your plan, especially if it is endorsed and integrated into the larger OEM response plan.
- Consider connecting with the local chapters of the National Voluntary Organizations Active in Disasters (VOAD: http://www.nvoad.org) and the Virtual Operations Support Group (VOST: http://vosg.us). A simple Internet search will lead you to these groups.
- Run a Preparedness Fair where various non-profit and government organization come to the library and present information on their capabilities and services to the community.
- Have the library attend local events (example: Old Town Day or local Block Parties) to increase community awareness of the library's role in supporting community recovery.
- Set training goals for your staff including learning how to help people salvage family memorabilia and general preservation techniques. Consider periodically running workshops on these topics.
- The Red Cross, American Heart Association, and other non-profits offer valuable training on medical first aid and other areas of emergency response. Encourage your staff to attend these programs and get certified.
- As part of your Disaster Recovery Plan, set up an online location (could be as simple as a Facebook Page or free email account) where you can store copies of all vital records. Archiving this information 'in the cloud' helps ensure that the information will survive a disruption.
- Remember that you are not alone. Open a dialog with other branches and the libraries in other towns. Explore ways to support each other during a crisis. This approach may allow everyone to efficiently share certain resources and supplies.
- Prepare media and citizen briefing kits that can be quickly dispensed during a crisis. Include in these lists local resources such as emergency shelters, pet-friendly shelters, and traditional food distribution sites.
- Immediately following a disaster, donations pour in. Unfortunately, up to 60% of donated items are inappropriate or not a priority. Some libraries set up donation registries, similar to wedding registries, to help direct the gathering of appropriate items. Investing time to setup the necessary infrastructure before a crisis occurs will make the deployment of this capability during a crisis much easier.
- Similar to the above idea, consider establishing an information repository where, during a crisis local businesses can notify the library about where to find pharmaceuticals, debris removal equipment, food, gasoline, and other essential items. The library can then share this information with citizens and businesses.
- Encourage staff members to prepare emergency Go-Bags so that they are ready to handle an extended period away from home or during which normal services are suspended.

Onsite Services

The following list is a composite of the services that various libraries in the greater New Jersey area offered during and after Hurricane Sandy. Please modify the items below to fit your climate, constituency, and capabilities.

- Once power is restored through the use of a standby generator or other means, libraries can act a charging center for phones, tablets, and laptops. Having a standby generator can allow libraries to provide these services to large groups of people.
- Once power is restored, the library can also act as a warming or cooling station for the public.
- Rest rooms and baby changing stations will be in high demand during a crisis. Develop maintenance and cleaning plans which prepare for high utilization of these facilities during a crisis.
- Libraries can offer businesses, non-profits, and even social groups meeting space. Set guidelines on how to allocate this space during a crisis and look into ways to make even more meeting areas available.
- Helping to restore a sense of security and normalcy is a critical during a community-wide or regional disaster. Story times for children as well as restarting a book lending program conveys a sense that the community is recovering and things are on the mend. Consider suspending fines and encourage people to begin using lending services again.
- By acting as a central clearing house for information libraries can help distribute various insurance forms and requests for aid. Librarians can even be trained to help people complete these documents and submit them in a timely fashion.
- As an information hub, it is very appropriate for libraries to collect and disseminate news. Some libraries do this in a very public way by projecting the latest information onto large walls inside the facility.

Outreach Services

- Through the use of mobile library trucks community libraries can lend a helping hand to heavily disrupted neighborhoods. Bringing outreach and on-the-go reference services to a population that can't easily travel to the library is a critical outreach service.
- With some pre-planning, libraries can accommodate volunteer groups seeking to run food and clothing drives.
- Social media plays a key role in emergency response. Libraries can help connect local emergency staff and municipal officials with the public by promoting pre-designated hashtags and other social media links that the community can look to for news when a disaster happens.
- Medical alerts or requests for specific donations can, in part, be managed by staff members who can help organize pick-up and drop off points.

Of course, resources are needed to deliver these services. For this reason libraries are urged to stock up on various supplies such as power strips so that they can respond to the demand.

The keys to the success of these programs are preparation and training. No one should expect librarians to deliver on these programs without resources (e.g., an emergency fund for replacing damaged laptops), some instruction on how to administer the programs, and opportunities to practice the underlying skills in periodic exercises.

The Stafford Act

Officially known as The Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121-5207), this provision allows for the federal government to provide assistance to public agencies in the event of a major disaster. The program is administered and funded through the Department of Homeland Security, specifically the Federal Emergency Management Agency's Disaster Relief Fund.

The law recognizes five categories of disaster declarations that qualify for varying levels of relief funding:

1. *Major Disasters.* Governors of impacted states can request support after a major event including, but not limited to, natural disasters. This allows federal agencies to provide assistance to states overwhelmed by adverse events. The form and amount of support varies declaration to declaration, but is intended to provide support to large populations impacted by a wide-scale event.
2. *An Emergency.* Similar to a Major Disaster, this type of declaration need not be preceded by a governor's official request. This is helpful when the disruptive event covers more than one jurisdiction. Expenditures are limited to $5 million which can be used for debris removal, individual assistance and housing assistance programs. The $5 million cap can be exceeded if the president decides that more assistance is needed, however, Congress must be notified that the spending cap has been reached.
3. *Fire Suppression Relief.* If fires (e.g., wildfires) threaten to cause a major disaster, the president can authorize the Department of Defense to provide assistance to local organizations coping with the conflagration.
4. *Defense Emergency*. If a governor requests assistance under this category, the president can authorize the Department of Defense to carry out emergency work for a maximum of ten days.
5. *Pre-declaration Activities*. If a pending disaster is undeclared but imminent, and in federal officials' opinions the situation threatens human health and safety, the secretary of the Department of Homeland Security may place agency employees on alert.

The type of assistance available under the Stafford Act is varied and falls into three areas:

- *Assistance to households and individuals*, generally limited to $25,000, can be used for temporary housing assistance; home repair; unemployment assistance if the job loss is due to the disaster; debris removal from private property when deemed in the public interest; emergency food supplies; legal aid for low income individuals; and crisis counseling.
- *Assistance to state, tribal, and local governments,* as well as some non-public organizations that provide various types of public assistance. The funds can be used for repair; reconstruction and replacement of infrastructure and recreational facilities; emergency protective measures; emergency communications; support for transportation; as well as loans to replace lost revenue or meet federal cost-sharing requirements. Libraries qualify under this section of the Act.
- *Assistance to state governments,* including hazard mitigation assistance to reduce future disaster-related losses. Libraries may also qualify under this section of the Act.

Libraries can now qualify for federal assistance under this program. Furthermore, Stafford Act designates libraries as essential service and vital community information hubs. As such, libraries are eligible for temporary relocation funding during major disasters and emergencies under the FEMA Public Assistance Program. While not every library has the resources to act as a disaster recovery center (DRCs) and very few have the infrastructure needed to act as a shelter (especially water and plumbing requirements), libraries have traditionally served as unofficial DRCs during many emergencies.

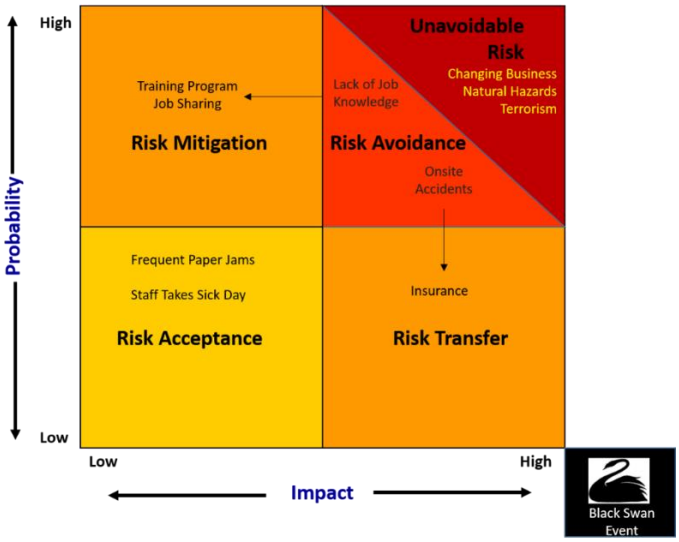
As trusted representatives of local government, librarians add significant value and credibility when invited to work alongside FEMA and local emergency responders. With staff that are trained in customer service and used to supporting the local population, librarians find this type of assignment very natural and comfortable.

The Hazard Mitigation Grant program (HMGP) is a component of the Stafford Act (Section 404) and authorizes the president to provide hazard mitigation funding for each state given a disaster declaration. These funds help communities conduct seismic retrofitting, purchase hurricane shutters, and relocate buildings from flood-prone areas. The federal portion of funding can provide up to 75 percent of eligible costs, while the states must bear the balance. Some of these building improvements might be of interest to libraries located in earthquake, hurricane or other zones.

For more information on libraries and the Stafford Act see:
http://www.njstatelib.org/news/stafford_act_authorizes_federal_assistance_for/

Section 3: Threat Management and Risk Control

Small-scale threats need not worry us since they don't carry a significant consequence. For example, the threat that next Monday a volunteer will call in sick and not be able to work their shift is easily overcome and therefore not a significant risk (i.e., of little consequence). The threat from a flu pandemic, however, is quite different and would merit attention. The four accepted strategies for dealing with significant risks are shown in the diagram below. While risk can never be completely eliminated, steps can be taken to reduce the likelihood of occurrence, minimize the impact of an event, or both.



The four primary risk control strategies are:

1. *Risk Avoidance.*
2. *Risk Transfer*
3. *Risk Reduction/Mitigation*
4. *Rick Acceptance*

In the first case the goal is to stay away from a situation that would expose your library to a particular risk. For example, if looking at a new building site, do not locate it in an area subject to frequent flooding.

There are some risks that have a relatively low probability of happening, but if they did materialize could have a significant impact on the library. For this category of risk find ways to transfer the impact, especially the financial impact, to others. Perhaps the most common way to do this is through the purchase of insurance. If you are concerned that some patrons may be injured while navigating the steps in front of the library, consider purchasing an insurance policy to protect the library and municipality against a lawsuit. As another example, if you are concerned that payroll error might occur if you keep the process in-house, consider outsourcing as another way of transferring the risk of mistakes.

If you identify a group of risks which have a good likelihood of happening but their impact can be offset by taking some preventive actions, then it makes sense to mitigate these risks. For example, if your area is subject to power losses during certain times of the year, it may make economic and business sense to purchase a standby generator to fill in for the power company when service is interrupted. Having a generator in place can reduce the negative impact of a blackout and significantly enhance the resiliency of the library. In another example, if there is a risk that only one person on staff has the skills to perform a critical function, consider a job sharing and cross-training model that will help you mitigate the potential for failure due to the absence of this individual.

There is a category of low impact events that might take place with moderate frequency but not often enough to be a major irritant. These are the types of risks that fall into the fourth category and you can feel comfortable accepting the level of danger they pose.

By using these techniques in combination, it is possible to reduce the threat level of most avoidable risks to the point where you can accept the chance that they will occur. It is true that some risks are unavoidable. For example, changes to the environment or local economy may expose your library to threats that did not previously exist. In these situations be creative in applying risk transfer and mitigation techniques to reduce the degree of danger to an acceptable level.

Black Swan Events: In recent years, risk managers have begun to pay attention to a fifth category of risk, colorfully titled *Black Swans*. The name comes from author and MIT professor Nassim Taleb who uses the term to identify unforeseen and extremely low likelihood events that can have devastating effects on communities when they occur. Although not anticipated, many Black Swan events, in hindsight, are recognized as foreseeable events that were overlooked. The attacks on New York City and Washington, D.C. on September 11 are seen as examples of this type of risk.

In the training course that accompanies this toolkit you will have the opportunity to practice putting these strategies to use.

Section 4: Pre-Crisis Planning

Four- Step Risk Assessment

Identifying which risks are likely to threaten your library is a simple process. Follow these steps to assemble a risk assessment for your area.

Step 1: List of State-level Risks. In order to qualify for federal matching grants after a disaster, each state must submit to FEMA a Hazard Mitigation Plan. While floods are mentioned by every state there is very little consistency in the description or classification of the various threats. For example, Illinois recognizes eight hazards, including three that are somewhat redundant: severe storms, severe winter storms, and tornadoes. Florida boasts the largest list of hazards with 38 identified threats.

Go to Appendix A at the back of this Guide and find the list of hazards identified by your state in their plan. (This same information appears as Appendix C in the Workbook.)

Step 2: Local Risks. Next go to the website of your municipality and look up the list of identified threats that appear in the local Hazard Mitigation Plan they filed with the state.

Step 3: List of Recent Threats. Consult with your team and make a list of any threats that have impacted the operation of your library over the past three years, as well as any other threats that are of concern, even if they have not occurred. This last group may reflect changing conditions in your area that are recognized as having the potential to cause harm to the library's operation.

Step 4: Fill in the Form. Enter this information into a *Risk Assessment Worksheet*. Then, on a scale from low (1) to high (5) estimate the likelihood of each risk occurring.
Complete the form by estimating, on the same scale (1 to 5), the damage the library would suffer from each threat. Finish by multiplying the two numbers and getting a total Risk Rating for each threat.

Then multiply the numbers as shown and come up with a Risk Score. For certain hazards the probability of striking your area can be found at government sites such as National Oceanic and Atmospheric Administration (NOAA).

Blank copies of this form can be found in the Workbook.

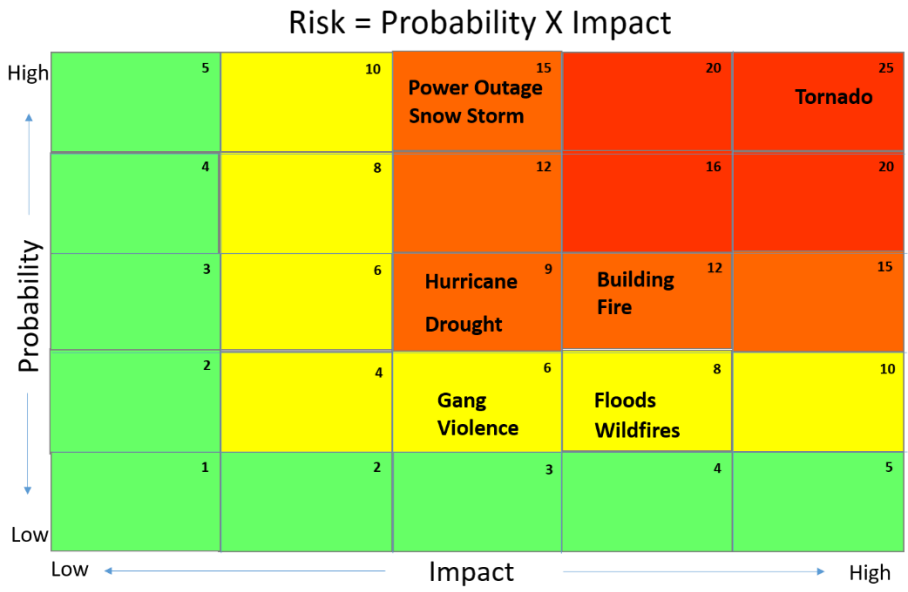
Risk Assessment Worksheet

Threat	Probability of Occurring in a Year (1 to 5)	X	Damage Impact ($)	=	Risk Score
State List					
1. Floods	2		4		8
2. Hurricanes	3		3		9
3. Wildfires	2		4		8
4. Drought	3		3		9
Municipal List					
5. Building Fires	3		4		12
6. Gang Violence	3		2		6
7. Snow Storm	5		3		15
Recent Threats					
8. Power Outages	5		3		15
9. Tornado	5		5		25

This done, map each of the high priority threats onto a Risk Matrix.

Risk Matrix

Mapping the identified risks onto the Risk Matrix highlights the areas that require attention and guidance on the correct Risk Control Strategy to apply.



Alerting and Notification

As part of the library's emergency action plan, a system of alerting and notification must be established. This process should ensure that any emergency notification can be detected at anyplace in the library and even by people with hearing or sight disabilities.

The identification signal for each emergency situation is as follows:

- Evacuation Signal:
  - Audio Signal: (Example: One Long Continuous Alarm)
  - Visual Signal: (Example: Flashing White Strobe Light in each corner)
  - Additional Notification: (Example: Safety Wardens take their stations and begin direction traffic flow to designated area)
- Sheltering–In-Place: Workplace Violence
  - Audio Signal: (Example: Short, Repetitive Alarm Signals)
  - Visual Signal: (Example: Slowly Blinking Lights)
  - Additional Notification: (Example: Safety Wardens take their stations and begin direction traffic flow to designated area)
- Sheltering–Move to a Central Location: Hazard Material Release or Severe Weather Warning
  - Audio Signal: (Example: Alternating Long and Short Blast, Repetitive Alarm Signals)
  - Visual Signal: (Example: Slowly Blinking Lights)
  - Additional Notification: (Example: Safety Wardens take their stations and begin direction traffic flow to designated area)

Once notified of an emergency, the person who assumes charge of the incident (also known as the incident commander) must decide what emergency response is appropriate. Special attention should be paid to needs of senior citizens, young children, and persons with disabilities who might require special assistance in responding to the emergency order. If children are not with their parents or guardians (e.g., attending story time), efforts should be made to reunite them quickly, but the first priority is to follow the order to either evacuate or take shelter.

(*If you prefer, insert alternative notification procedure such as:*)

- Library staff will be alerted by a text message and will immediately respond by advising patrons and staff to either evacuate or move to shelter.
- An alarm will sound and strobe lights will begin flashing throughout the organization.
- (Other notification procedures.)

In the event that outside assistance is required to respond to the emergency (e.g., plumber or electrician), the individual taking charge of the incident will initiate contact with these services. A list of emergency contact numbers can be found in the emergency action plan.

After the Incident
A debriefing meeting to discuss the events associated with the emergency notification will be scheduled within <seventy two hours> of the event. The person who led the incident will see that a report is filed and distributed to management which describes the event.

At the end of the emergency, an **All Clear** notice will be issued by <DESIGNATED PERSON(S)>. This signal will indicate that it is safe to return to the work area and resume operations.

Effective Use of Social Media

If the incident warrants the shutdown of library operations for a period of greater then <two hours>, various social media outlets will be used to inform the public of the change to the operating schedule.

Staff that might be affected (example: evening workers) should be directly contacted and given instructions on how to proceed for the balance of the day and where to go for updated information if the delay in operations is expected to extend beyond one day.

Managing Your Public Image

Being open and transparent with the public is the best way to maintain credibility. Consider pro-actively contacting local media outlets and giving them information on both the incident and how it might impact operations. Be sensitive to inquiries about potential job losses or loss of salary issues that may come from media representatives. Consider including a list of potential "talking points" in with your emergency response plan. Some items to include are:

- Some background on the library – how long it has been in service, how large it is, how many patrons a year it services.
- A quick reference list of current management with their job titles and work telephone numbers.
- How many people are employed at the library versus how many people volunteer their time.

Be careful about setting expectations of when the library will return to full operations if significant damage has occurred. Instead, set a timeframe to follow up and explain to the media representative who and how they should contact the library in the future if they have further questions.

Vendor and Partner Management

Every library is supported by a large and potentially complex set of vendors and business partners. If a problem occurs that impacts operations, be sure to contact these individuals and brief them on the situation. Confer with them and decide on the best course of action as it relates to existing contracts and commitments.

Similarly, when establishing a relationship with a vendor, ask them to be pro-active in letting the library know if their operations are adversely affected by a disruptive incident.

Maintaining open and collaborative communications is the best way to manage the uncertainty surrounding disruptive events.

Key Roles

Designating a team of people to oversee the development, testing, and ongoing maintenance of the various preparedness plans is the preferred way to manage. Consider setting up an Emergency Planning Committee with representatives from all key departments and areas of operation.

Also consider establishing a Safety Warden Program. These are volunteers who agree to help with directing people to safety in an emergency and ensuring that everyone has evacuated the work area they are assigned. If someone needs assistance in leaving, they will be trained on how to respond and instructed on the library's policy on how to act in such a situation.

The Incident Commander is the person who assumes responsibility for coordinating the response to an emergency. They are empowered by management to make certain types of decisions and may be given limited budget authority to spend money during an emergency.

The Damage Assessment Team is responsible for reentering the premises after the facility is released by the fire department or other first responders in charge of the area. They will assess any damage and begin working with management to address any safety or security issues. Generally, a member of management and someone from facilities is on the Damage Assessment Team. Others, with particular expertise in the areas of preservation, may also be part of this team.

Emergency Planning Committee

Section 6 of OSHA Standard 29 CFR 1910.38 (c) requires that a command and control structure be in place to coordinate the response to emergencies. Many organizations use a management structure known as the Incident Command System (ICS) to address this requirement, but the use of this specific system is not mandatory.

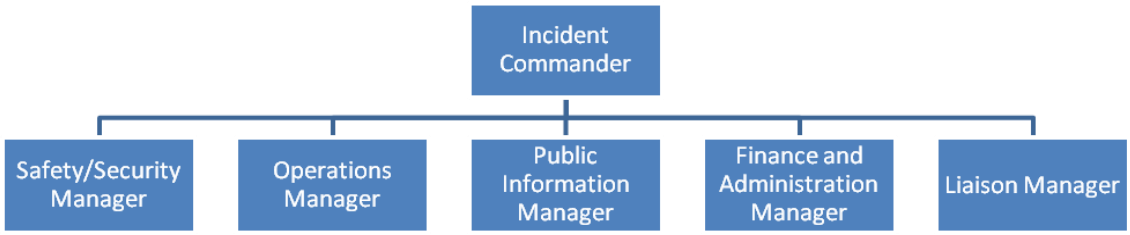
Used extensively throughout North America by police and fire departments, the Incident Command System is designed to handle any type of emergency. Following this type of management structure when setting up your Incident Response Team (IRT) will help streamline communications both internally and with public safety officials responding to the crisis.

Organized by roles, the top IRT decision maker is called the Incident Commander. This is the person who reports to management and directs the overall response. This person may be a member of management or someone selected because of some other skill or experience.

It is considered a best practice to have a second person designated to each of the key ICS roles should the primary assignee not be available.

The rest of the IRT is organized around five areas. In smaller organizations it is possible that the same person may perform more than one of these activities.

While Safety Wardens are key members of the IRT, their role is focused on response and not management of one of the key areas. For this reason they are not shown in the organization chart below. Safety Wardens report to the Safety and Security Manager.



A description of the responsibilities of members of the IRT follows. All team members should annually receive training on their role to maintain their efficiency.

During an emergency, pay special attention to any senior citizens, young children, persons with disabilities, non-English speakers or anyone else who might require special assistance in responding to the emergency order (for example, anyone recently injured or who becomes injured during the emergency).

The *Institute for Medicine* recommends all staff obtain training on how to respond to cardiac arrest. While everyone should be encouraged to take this training, it is especially relevant for Safety Wardens. Local training courses on dealing with cardiac arrest can be found at: http://www.redcross.org/take-a-class/cpr

Incident Commander Responsibilities:

This role is responsible for determining the severity of the emergency and the appropriate response. Other responsibilities include:

- Coordinates the organization's response to the crisis.
- Sizes up the situation and determines its' severity and extent.
- Records the details of the event and the associated response effort.

- Decides when to put the Emergency Action Plan into effect and how much resource to devote to the effort.
- Activates the members of the Incident Response Team who have the skilled needed to combat the crisis. In some cases this may be everyone or on a few team members.
- Coordinates in-house activities with emergency personnel.
- Establishes a communication and media briefing center.
- Oversees management of the IRT during the emergency.
- Coordinates recovery or damage assessment efforts with the OEM.
- Works to return to normal operations as soon as possible.
- Decides when to declare an end to the emergency.

Media Liaisons Responsibilities:

Given the important role of communications, this position is responsible for advising management on how to respond to media inquiries and putting together information for release to the public. This role reports to the Incident Commander and indirectly to management. Specific responsibilities include:

- Based on information provided by the IRT, devises a Communication and Media Plan as part of the Emergency Action Plan.
- Works closely with the Incident Commander to stay abreast of the developing situation.
- Acts as the primary point of contact for all inquiries including the Media.
- Periodically briefs management, staff members, and other stakeholders on the progress of the event.
- Provides stakeholders and the Media with accurate and appropriate information on a timely basis.
- Does all they can during the emergency to maintain an accurate and positive image of the facility.
- Coordinates all internal and external communications through standard and Social Media outlets.
- Follows up after the emergency to help manage perceptions of the organization and its operations.

Finance and Administration Control Officer Responsibilities:

An emergency may trigger an urgent need to purchase materials or spend money in other ways such as arranging for a temporary workspace or rental equipment. The Finance and Administration Control Officer is the person responsible of initiating and supervising these actions. This position reports to the Incident Commander. Other responsibilities include:

- Coordinates the budgeting and spending of any money in support of the emergency.
- Tracks expenses, and documents any damage incurred during the event.
- Oversees purchasing and ongoing cash flow operations during the emergency.
- Works with insurance companies, municipal finance, federal aid assistance, and other groups to ensure ongoing access to cash.
- Reviews and approves any extraordinary spending, up to pre-designated spending limits, during the crisis.
- Prepares a report detailing the financial impact of the event for management after the event ends.

Operations Officer Responsibilities:

The Operations Officer has responsibility for minimizing the impact of the emergency event on day-to-day business. This includes communicating information to business partners, clients, regulators, and other stakeholders. All communications should be coordinated with the Media Liaison. This position reports to the Incident Commander. Other responsibilities include:

- Oversees ongoing operations with the goal of meeting the mission of the organization throughout the event.
- Coordinates staffing for the duration of the event or until relieved.
- Works closely with facilities management and landlords (if appropriate) to ensure a safe and wholesome work environment.
- Manages the Damage Assessment Team.
- Oversees repair or other contractor work for the duration of the event or until relieved.

Safety/Security Officer Responsibilities:

Reporting to the Incident Commander, this role coordinates the work of the Safety Wardens (if in place) and helps to insure a safe and secure working environment at the original work site, as well as any alternative locations put into operation for the duration of the emergency. Specifically, this position:

- Ensures that all work is conducted in accordance with best practices in a safe and wholesome manner.
- Oversees adherence to safety regulations and standards.

- Is responsible for developing, implementing, and managing a security plan.

Damage Assessment Team Members:

Once an All-Clear has been declared, the first people to reenter the area where the emergency took place should be the Damage Assessment Team (DAT). At least two people should be assigned to the DAT. If your property is leased, a representative from the owners should be present when undertaking the damage assessment. Reporting to the Safety and Security Officer, this group is charged with returning to the building once it is declared safe, and will note and document any damage that occurred during the incident. This work should be accomplished before allowing staff and others back into that area of the facility. Other responsibilities of the DAT include:

- Once the facility is declared safe to reenter, DAT members will document (including photographs, if possible) of any structural damage including broken windows, damaged ceilings, pipes, walls, etc.
- Ascertain the status of all telecommunications and Internet equipment.
- Determine if all utilities are working (water, electricity, gas, etc.).
- Document any damage to furniture, cabinets, bookshelves, parts of the building structure, etc.
- Inspect all work areas and determine if it is safe to allow staff and others to return to the work area.
- Make note of any areas requiring emergency repair (e.g., broken windows) or ones posing a security/safety threat.
- Report all findings to the Financial and Administrative Control Officer.

Safety Wardens (Optional):

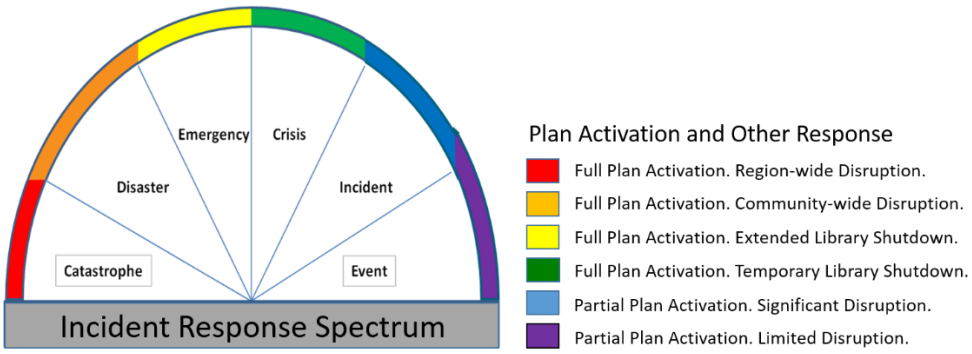
These volunteers report to the Safety and Security Manager and perform a number a non-managerial jobs including:

- Directing staff and any visitors to safety along the evacuation route and at either an external assembly site or internal shelter.
- After leading staff and visitors to safety, they should immediately follow them, checking to see that the immediate area has been completely evacuated. They will insure that doors and windows are closed but not locked.
- If someone is unable to leave an area, that Safety Warden should provide support and assistance. If additional assistance is needed, the situation should be reported to the IRT and any first responders in the area (example: fire department personnel).
- If a staff member needs assistance in moving or overcoming an obstacle, only someone with proper training should attempt to move this individual. If no one has this training, efforts should be made to quickly get help from first responders.
- After being trained and assigned this responsibility, Safety Wardens should shutdown critical services (e.g., gas) before evacuating the area.
- When reporting to their assigned station, designated Safety Wardens should retrieve and bring emergency first aid equipment with them to the assembly/shelter area.
- Before leaving their assigned area, they should check offices, restrooms, closets, and other areas to ensure that everyone has moved to safety.
- Having verified that everyone has evacuated the area, the Safety Warden should report the status of their area to the leader of the assembly area. This is one way to account for personnel at the assembly areas.
- In order to keep entrances to the area open and accessible to first responders and others, Safety Wardens may be called on to help direct traffic and clear lanes for vehicles.
- Make themselves available to help first responders with other tasks.

If a Safety Warden has any special language skills (e.g., sign language, speaking knowledge of another language, etc.) they should make this skill known to their immediate manager who will go through the chain of command to notify the Incident Commander.

Incident Spectrum Response

Not all incidents require a full mobilization of resources. Some are very local events of little long-term consequence and require less than full activation of your emergency action plan. This is the core concept behind the Incident Spectrum which seeks to match the response to the level of complexity and seriousness of the event.



Use the concept of the Incident Spectrum to determine if a full or partial building evacuation is needed in the event of a small fire or plumbing problem.

Categorizing the cause of the incident using this model can also be beneficial. Look for recurring incidents or other trends over time, such as a year or more. Analysis of disruptions experienced at the library may point to an unexpected root cause such as poor electrical work or a lack of training.

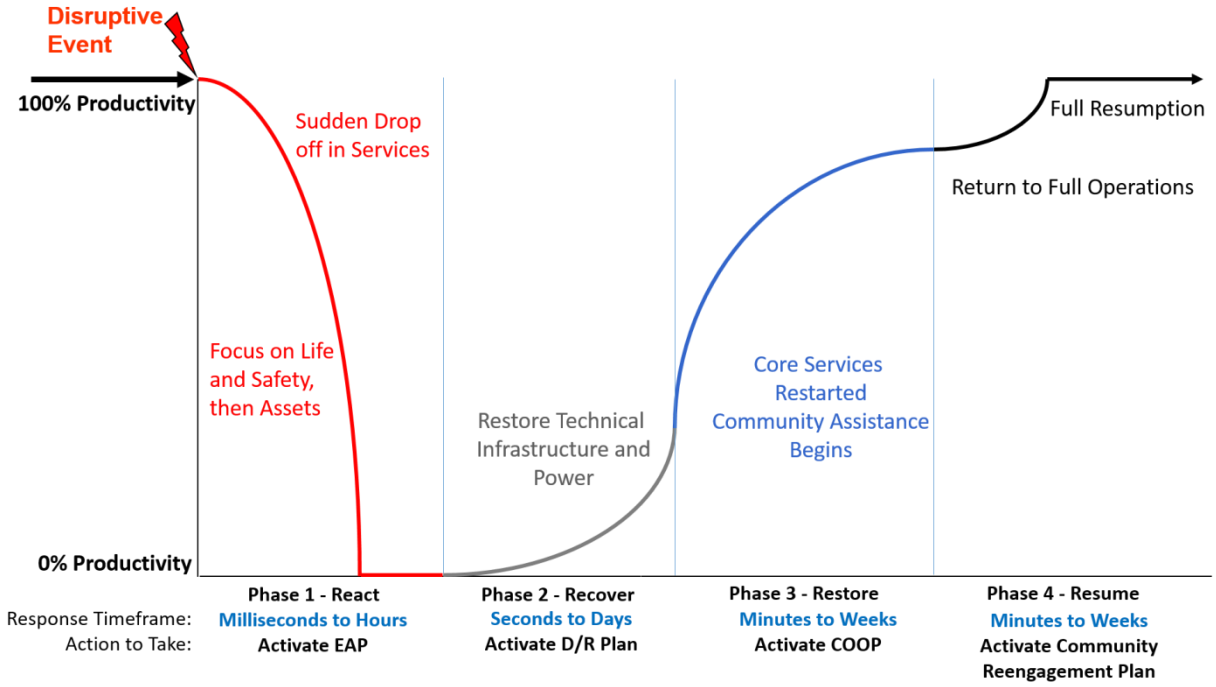
Follow these steps to determine your degree of reaction to a disruptive incident.

	YES	NO
• Is the incident confined to a locale or section of the facility (e.g. wastebasket fire)?	☐	☐
• Is the health or safety of anyone at risk?	☐	☐
• Are adequate resources present to deal with the situation safely?	☐	☐
• Are the individuals currently onsite trained to deal with this type of situation?	☐	☐
• Does the incident pose the risk of escalating?	☐	☐
• Are you seeing a cascading of other effects such as loss of power?	☐	☐
• Is there a danger that the incident could affect other tenants of the facility?	☐	☐

Based on your answers to these questions you can decide if a small, medium, or full-scale activation of your emergency action plan is required.

Section 5: Emergency, Disaster Recovery, Continuity Plans, and Community Resiliency

All crises are known to go through four phases as shown in the graphic below. Each requires a response in a given period of time to avoid a catastrophe. This response takes the form of a specific response plan.



Security Considerations

Each year libraries around the country suffer thousands of incidents of vandalism, burglaries and other incidents of larceny. Libraries are targets of vandals and thieves for many reasons, and there is no single solution to the destruction and violence that takes place in and around these facilities.

Interestingly, some of the increase in vandalism and thievery can be attributed to the rise in the price of certain commodity metals such as copper. Decorative exteriors, air conditioning units, and other copper fixtures are inviting targets in late evenings and over holidays when libraries are closed and unmonitored. Within five minutes, thieves can make off with 25 pounds of copper worth about $55. This observation is reinforced by a 2013 study from the *Progressive Economy Board* (http://progressive-economy.org) which finds that copper theft has tripled over the last five years. The following checklist may help you assess if there are things you should do to improve security at your facility.

	Yes	No
1. Does your staff wear ID badges?	☐	☐
2. Is a current photo part of the ID badge?	☐	☐

3.	Do you have a process for effectively cutting off access to facilities and information systems when an employee/contractor terminates employment?	☐	☐
4.	Are all parts of the building exteriors illuminated?	☐	☐
5.	Are the sides of the building easily visible from populated public areas?	☐	☐
6.	Are doorways well lit?	☐	☐
7.	Are all door and window locks well maintained and working?	☐	☐
8.	Is the landscaping around the building designed to eliminate blind spots?	☐	☐
9.	Are ladders and tools secured from unauthorized use?	☐	☐
10.	Is there a key management system in place?	☐	☐
11.	Are exterior doors fitted with tamper proof hinges?	☐	☐
12.	Where possible, are windows equipped with wire mesh guards?	☐	☐
13.	Is trash moved away so as not to be a fuel source for arsonists?	☐	☐
14.	Are security cameras visible and mounted high to prevent tampering?	☐	☐
15.	Have the local police been asked to drive by the facility regularly?	☐	☐
16.	Has outside equipment, such as A/C units, been secured?	☐	☐
17.	Are interior and exterior lights on a timer?	☐	☐
18.	Do all employees and volunteers receive safety and first aid training?	☐	☐
19.	Are background checks conducted on all employees?	☐	☐
20.	For children or youth programs is someone assigned to oversee safety?	☐	☐
21.	Is there a cyber-security protection plan in place?	☐	☐
22.	Are there policies that prevent unauthorized use of information systems?	☐	☐
23.	Are there policies that control physical access to secure areas, such as door locks, access control systems, security officers, or video monitoring?	☐	☐
24.	Are your facilities and IT systems maintained by qualified experts?	☐	☐

Managing Disruptive Individuals and Crowds

During emergencies or other times of stress it is natural for people to seek comfort in familiar and trusted surroundings. Places where they can find some basic services while not compromising their sense of independence or feeling as if they are under surveillance. Libraries provide an ideal setting where people can find a calm, supportive, and non-judgmental environment. Help is available, if they ask for it. But if they chose to remain anonymous, they can.

Sometimes these individuals sink into the background and spend their time reading, listening to music, or simply daydreaming. Occasionally, someone will arrive who is angry, confused, or in need of mental health assistance. With fewer places to go during the emergency they may take their frustrations out on the library and the people in it. In these instances, having a set of clear policies and some training on how to manage a disruptive person can save embarrassment, injury and even lives.

Use this checklist as a guideline. It can help you quickly assess if someone poses an actual danger or is just looking for some human contact. Of course every situation must be judged individually and while these guidelines can be helpful, ultimately you must make the final decision if the person poses a danger to themselves or others.

These questions can help you detect a warning signal that the situation has the potential to escalate into a confrontation. If so, err on the side of safety and formulate a plan of action to defuse or isolate the person from the general public and staff. Consult with your local law enforcement officials for more detailed information on how to handle these potentially dangerous situations.

Warning Signals: Trust Your Instincts

- ◻ Does the person enter the library in a loud disruptive manner?
- ◻ Is the individual trying to draw attention to their presence by speaking out in a loud voice, repeatedly asking questions, or finding other ways to engage staff members?
- ◻ Do you feel uncomfortable with the content of the discussion?
- ◻ Do you feel uncomfortable with the language of the discussion? For example, are profanities being used?
- ◻ Do they seem angry?
- ◻ If angry, are their comments directed at a specific person who is present or at others?
- ◻ Is their conversation coherent or more like a rambling soliloquy?
- ◻ Is the person standing or sitting?
- ◻ Are they pacing or stumbling around as if on drugs or inebriated?

Be Aware of Your Surroundings

- ◻ Are you alone with the person or are other adults present?
- ◻ If alone, can you easily move to a more crowded area?
- ◻ Are young children in the immediate area?
- ◻ If children are present, can someone discretely lead them to another area?
- ◻ Would you rather continue where you are or move the discussion to another area of the library?
- ◻ Can you motion to other staff members to join you in the immediate area?
- ◻ Can you discreetly signal for someone to call for assistance (e.g., security or 911).

Have Well Thought Out Policies

In an ideal situation, how would you want to deal with this interruption? If confident that the person poses no threat, then you may choose to defuse the situation and deal with the individual as you would anyone in need of counseling or support. However, law enforcement professionals advise you to trust your instincts. If you feel that things may escalate take four steps:

1. Prepare yourself by putting aside any distractions such as text books, reports or other items.
2. Set up a screen between you and the individual. This might mean moving to a side location or offering to speak to them privately in another part of the room. Screening is especially important if you are with a vulnerable population such as the disabled, the elderly, or children.
3. Instruct your staff to be on the lookout for these situations and to contact the police at the first signs of a problem. Remember, during a wide-scale crisis, law enforcement will be overtaxed with other duties and response times may suffer.
4. When speaking to the individual, be sure to acknowledge that you are paying attention and listening to their comments, but avoid agreeing with any of their assertions or grievances. You want to be seen as someone who is part of the conversation but not a supporter of their position. Neutrality is the best policy.

Training Is Key

Law enforcement and mental health professionals agree that the initial contact is critical and sets the tone for the future. Consider training the staff in how to deal with someone who might be a threat. Some criminologists call this "verbal jujitsu" and classes on this subject can be found throughout the country. Here are a few key principles:

- ◻ Understand that what begins as a conversation can escalate into a physical conflict at any time. Be prepared to take action to defend yourself and others.
- ◻ Begin by setting a peaceful, non-aggressive tone. Greet the individual with a smile and calm voice, but if you are uncomfortable do not approach them close enough to come into physical contact.
- ◻ If possible, once they have stopped, move to the side and speak to them from an angle. Avoid being directly face-to-face. Positioning yourself at their two o'clock or ten o'clock position is ideal. Stay far enough away so that you could not shake hands even if you wanted to. This will keep you safely out of range of sudden physical outbursts.
- ◻ Identify yourself and ask the person to do the same. For example: "I'm John Q. Public, one of the librarians. I don't think I know your name. How can I help you?" If the person refuses to answer, continues to move forward or becomes verbally agitated, these are serious warning signs that a physical confrontation is imminent.
- ◻ If the person stops, give them a moment to respond and then continue to ask for an explanation of their actions. Example: "Can I help you find something, answer a question, or direct you to something?"

- Avoid touching the person, but indicate with hand motions that he or she should move to the side or sit down. Ask specifically, "Can I help you find someplace to sit and relax for a while?"
- If you get no reply, insist in a calm but firm voice that you would like to help them but need to know what they are looking to do. In doing so, offer them an option. Example: "We will be giving a news update in about 10 minutes. If you go over to the large meeting area, there are some of our staff members who can help you get updated on things." If the person acquiesces then you can decide if you want to accompany them or call ahead to put others on notice.

What to do if They Won't Leave?

Closing the library at the end of the day can trigger a violent response. With nowhere to go people can become belligerent and insist that they have the right to stay. If this happens try these steps:

- Begin by approaching and greeting the individual. For example. "Hello. I'm sorry but it's closing time and we all have to leave the building. Even the staff has to leave and we do it together for safety purposes."
- Mention that the library will be open tomorrow and that they can return then, but do not make any comments about looking forward to seeing them again. This might be misinterpreted as interest on your part in starting a relationship.
- If they continue to move forward, say in a clear and strong voice: "I'm sorry–you must leave now or I am required to call for assistance."
- If the person gives no indication of leaving, take a moment and repeat your instruction to leave again, but a bit more forcefully such as. "I'm sorry – its closing time and everyone must leave now. I have to join the rest of the staff for our nightly security walkthrough of the library."
- If they still do not move, step away and find help. Either have other staff members join you or call for assistance.
- Stay far enough away to avoid physical contact and do not approach them even if they ask for assistance. Instead indicate that you are calling for some others to join you so that you can help the person find their way to the exit.

Engage in conversation.

If you can get the person to speak to you, you have done a lot to defuse the situation. Anger generally lasts only a few moments unless the reason for irritation continues. Giving the person an opportunity to express frustration is helpful. Look for non-judgmental ways to acknowledge their concerns, but do not do anything to seem insincere. For example: "I hear what you are saying. I wonder if we sat down and talked about things, could we find a way to deal with the issue." Remember that taking time to slow down the pace of the confrontation will help de-escalate things. Most angry people eventually calm down, but those with mental issues do not follow this pattern.

What to Avoid

Do not get into a shouting match, and never let them touch you or approach close enough to touch you. Stand your ground, but be prepared to leave if that is an option. Stay only if you have no choice or if your leaving might put others in jeopardy.

It is inevitable that at some time in your career you will have to deal with a disgruntled person. When it happens, treat them with respect, listen to them and be sincere, but also put your safety first and do not hesitate to contact the police for help.

Be clear in your communication and you may find that what started as a problem will resolve into a solution.

If Dealing With a Crowd

On very rare occasions, a group of people may share a frustration and direct it at the library. Once again, this happens more often than not at closing time. The idea of leaving a place of light and safety for an uncomfortable evening in an area devoid of services can trigger a hostile response. In such situations, be careful of engaging in a conversation which can escalate into a senseless debate. This may encourage one individual to step forward and assume the role of spokesperson/rabble rouser which can cause things to quickly spiral out of control.

For advice on how to deal with disruptive individuals or groups seek the advice of local law enforcement.

Cyber Security

As in all areas of security, prevention and early detection should be the focus of your plan, followed by effective countermeasures.

Cyber-attacks take many forms including:

- **Social Engineering**. This term covers a wide range of actions all of which are directed at gaining trust. Hackers may pose as employees or contractors. Their goal is to obtain information, especially passwords, that will give them access to IT networks.

Sometimes they will ask for use of a manual or try to convince an actual employee that they are new or have forgotten some vital information and try to convince the person to share confidential information with them.

- **Network Penetration.** Often hackers will attempt to penetrate networks by trying the default passwords assigned by vendors to equipment. Be sure to change the default or administrative password on all new equipment. If a vendor needs access to this password in order to do some work, **immediately** change it once the job is complete. These same individuals may attempt to discover a password by use of a 'cracker' application. Be sure that your applications shut down access if too many attempts to log into an account area fail. This is one way to limit the effectiveness of cracker programs.
- **Viruses.** Hackers use many ploys to get some of their software code loaded onto systems. Be sure to instruct your staff to never click on any attachments or links in suspicious emails. Also be wary of USB memory sticks (a.k.a thumb drives) that may be left behind in the library. A survey conducted by *Credant Technologies*, a data security company, found that 100 dry cleaners in a major city reported finding more than 17,000 memory sticks in clothing pockets in 2014 up from 4,500 in 2010. NYC taxi cabs drivers reported another 12,500 devices including smartphones, tablet computers and memory sticks were left in the backseats of their vehicles. Be sure you have a policy on where and when USB devices can be connected to your library network.
- **Other Hacking Attacks.** Much is being written about cyber security these days. Consider making a review of your cyber protection policies part of your periodic Disaster Recovery Planning review.

Cyber Security Review Checklist

		Yes	No
1.	Do you have policies covering access to your information systems, applications and data?	☐	☐
2.	Do you require the periodic changing of passwords?	☐	☐
3.	Are your employees taught about keeping their passwords secure?	☐	☐
4.	Do you encrypt sensitive files?	☐	☐
5.	Do you have a policy for how long information is retained (hard and soft copies)?	☐	☐
6.	Do you have procedures in place to protect credit card information?	☐	☐
7.	Do you have procedures covering the management of personal information?	☐	☐
8.	Is there a process for creating retrievable back-up and archival copies of information?	☐	☐
9.	Do you have procedures for disposing of waste material?	☐	☐
10.	Are sensitive hard copy files shredded?	☐	☐
11.	Is your shred bin locked at all times?	☐	☐
12.	Do your policies for disposing of old computer equipment guard against data mining?	☐	☐
13.	Do you have disposal procedures that make electronic media unusable?	☐	☐
14.	Are you providing information about computer security to your staff?	☐	☐
15.	Do you provide training on a regular recurring basis?	☐	☐
16.	Are employees taught to be alert to possible security breaches?	☐	☐
17.	Are your employees taught how to protect classified data?	☐	☐
18.	Does this policy cover credit card data (meeting PCI standards)?	☐	☐
19.	Does this policy cover personal private information (e.g., social security numbers)?	☐	☐
20.	Do you review and revise your security policies on a regular basis?	☐	☐
21.	Do you audit your processes for compliance with established policies and standards?	☐	☐
22.	Does management regularly review the list of people with access to sensitive information?	☐	☐

Section 6: Emergency Action Plan Overview

When viewed at a strategic level, emergency action plans offer three courses of action:

1. Evacuate a facility, either with or without a lot of notice (tropical storm warnings versus a spontaneous fire).
2. Move to a central shelter. This reaction may be triggered by an oncoming tornado or the release of hazardous material in an area of the library.
3. Shelter-in-Place. In extreme situations you may not be able to move to a shelter or such a movement might not be advisable. Violence in the workplace is an example of when, if you are trapped in an area and violence is taking place around you, it might be best to seek shelter in your immediate area and hide out until help arrives. Moving to a central shelter or attempting to leave an area might bring unwanted attention. Earthquakes are another example of a situation where the suddenness of event might preclude your ability to evacuate or seek more secure shelter.

Regardless of the circumstance, having a well thought-out EAP can prevent injuries and save lives.

Emergency Action Plan Background

Since its founding in 1971, the Occupational Safety and Health Administration (OSHA) has focused on the health and safety of workers. This has given rise to a number of regulations that seek to enforce safe work habits and conditions.

One regulation, 29 CFD 1910.38 mandates that organizations with more than ten employees/staff have a **written** emergency action plan (EAP). This statute may not apply to your library. State and local government agencies are not subject to OSHA regulations but some public workers do have OSHA protections if they work in a state that has approved OSHA programs. As of the writing of this Guide, the states (and U.S. territories) that have approved these programs are Connecticut, Illinois, Maine, New Jersey, New York and the U.S. Virgin Islands.

Regardless of jurisdiction, the OSHA endorsed outline provides a solid foundation from which to build an emergency action plan.

This statute was last updated in November of 2002 and specifies six areas that must be addressed:

1. A mechanism for notifying those present of a fire or other emergency.
2. Procedures for evacuation of any facilities including the marking of escape routes.
3. Steps to be taken by those responsible for shutting down critical services (such as shutting down natural or propane gas, ovens, or other production equipment) before evacuating the facility.
4. Procedure for ensuring that everyone in the facility prior to the emergency have left the area or are otherwise accounted for including employees, volunteers, vendors/contractors, and any other visitors such as library patrons.
5. Procedures for addressing first aid and other medical emergencies. This section of the plan should include rescue protocols if someone is unable to evacuate due to injury or other reasons.
6. A command and control procedure that outlines who should be contacted in the event of an emergency and under what circumstances different individuals should be notified on the situation.

While compact yet comprehensive in addressing core emergency needs, OSHA 29 CFD 1920.38.c does not take into account a number of additional best practices that have subsequently come to the public's attention. For example, accounting for the needs of people with disabilities, procedures for sheltering in the facility if the area is threatened by a severe weather event, release of hazardous material, or becomes the site of workplace violence.

Getting Started

The template in the accompanying Workbook addresses these three options and other OSHA-specified emergency issues. Suggested wording is provided in the template to give libraries a starting point in developing their customized version of this sample plan.

Begin by downloading the template. The online Workbook that accompanies this Guide includes a Microsoft Word template of this plan (specifically in ***.docx*** format).

Review the exiting text and chose the areas of the plan you wish to retain. We suggest keeping the OSHA guidelines in mind and not dispensing with any of the six core areas, but that is an individual decision. Then delete or modify the suggested text as you customize

the plan to meet the unique needs of your library. Many libraries find that a simple two or three page plan is enough to meet their needs.

Evacuation and Shelter Locations

We suggest taking time to detail the location and pathway to your evacuation point. Be sure to consider how inclement weather might affect your evacuation. For example, if you choose a rally point in a parking area, what is the likelihood that people will actually come and stay there in the midst of a snow or rain storm? Designating a sheltered location such as the lobby of a nearby building may be a better year-round choice. This may require that you enter into a mutual aid agreement whereby you get permission from the tenant(s) of that facility to use it in an emergency. Of course, you can then offer a similar arrangement to them which might help them improve their level of emergency preparedness.

Similarly, selecting and storing adequate provisions in a well-marked, central shelter area should be considered when developing your EAP. Local fire department personnel or members of your local Office of Emergency Management (OEM) can advise you on how to prepare and equip such an area. A suggested list of supplies can be found at the Red Cross website (www.redcrossstore.org) or other places on the Internet.

Crisis Communications

In a crisis, clear lines of communication and control are essential. Today there are many ways to reach people including telephone calls, text messages, and announcements via social media. Have a contact list of critical personnel along with multiple ways of reaching them (cell and home phone numbers, email addresses, pre-designated twitter addresses, etc.) as part of your emergency communication plan. Since people move and points of contact can change, at least annually run an exercise that gives you a chance to update this list. Some organizations turn this exercise into a fun event by sending out a message to staff members indicating that the next day there will be free pizza for those who come to the library. Regardless of the technique used, test and update the effectiveness of your crisis communications system periodically.

Continue to Improve Your Plan

The text below builds on the six core requirements listed in OSHA regulation 29CFD1910.38(c) as well as several other areas that a comprehensive EAP should include. Once you complete your plan and have tested its various components, take time to update, enhance and improve the plan. Each library is unique just as the neighborhood your library is located in will have characteristics that will influence the assessment of threats facing the library and the selection of evacuation sites. Learn from the testing experiences and update the plan as you complete each exercise, but not less than annually. Following this discipline will help ensure a safe and effective plan.

Share the Plan

The more knowledgeable your staff, the better able they will be to follow and benefit from the plan. Consider providing everyone with copies of the finished plan (less any sensitive information such as passwords or some personal information), however point out that any printed plan must be considered at least slightly out-of-date. Only the current, online copy of the plan should be viewed as accurate and even that can be suspect if not well maintained. Take time to review the plan either all together or in small teams, and consider including a short discussion of the plan in any new hire or volunteer orientation program.

Test and Exercise the Plan Frequently

Consider running quarterly evacuation or shelter-in-place exercises based on different scenarios. For example, in one quarter conduct an exercise as if a fire had broken out in the kitchen area; then in the next quarter ask your staff to react to a power outage. Contact your local Red Cross chapter or fire department to see if they can provide services to help you evaluate and improve your plan. Preparedness is an ongoing process and improvement is always possible.

Sample EAP Table of Contents

The following is a general outline of the topics covered in most emergency action plans.

- Library Location and Identification Information
- Reporting Emergencies
- Evacuation Notice
- Move to a Central Shelter Notice
- Shelter in Place Notice
- All-Clear Notice

- Damage Assessment Team
- Notification Signals for People with Disabilities
- Crisis Communication Plan
- Communicating with Management During a Crisis
- Essential Staff Contact Information
- Public Notice of Emergency Conditions
- Shutdown of Critical Systems
- Securing of Collections and Other Assets
- Accounting for Personnel
- Appendix A: Facility Floor Plan
- Appendix B: Extended Contact List

Section 7: Disaster Recovery Plan Overview

Disaster recovery plans (DRPs) are concerned with access to a working technical infrastructure. This includes all computer and information technology (IT) related systems as well as telecommunications equipment (telephones, faxes, conference call systems and voicemail services), photocopiers, scanners, microfiche/microfilm readers, electronic bar code readers, etc. The definition can also be expanded to include other technical items such as power generators (petroleum-based or alternative energy systems), lighting systems, cabling needs, and security devices such as closed circuit cameras and recorders.

Disaster Recovery Plans should not be confused with cyber-security plans which seek to guard against casual or criminal intrusion of the library's infrastructure. The topics of physical and cyber security are addressed elsewhere in this Guide.

When viewed at a strategic level, disaster recovery plans can be classified as fitting into one of five categories:

Category 1. Plans that do not address the recovery, repurposing, or replacement of the library's technical and support infrastructure in the event of a disruption in operations. This failure to plan can take many forms including:

- Few if any data files are backed up. When backups occur the information is not securely stored offsite in an easy to access location.
- Additional or substitute equipment (and duplicate software licenses) are not available to support the continuation of critical applications and services.
- Equipment (electronic and otherwise) is not regularly maintained.
- Staff are not formally or completely trained on the use of the equipment.

Category 2. Plans that do most of the essentials in a consistent and systematic manner. Critical data files are periodically backed up (at least weekly?) and the copies stored offsite in a secure location. Key equipment is regularly maintained and staff members responsible for operating such equipment are fully trained in the setup and use of the equipment.

Category 3. Building on the capabilities included in Category 2 plans, these DRPs include access to alternative sources of replacement equipment whether borrowed, rented or leased. This can often be accomplished via "Quick Ship" programs or agreements with local business equipment companies.

Category 4. In addition to the capabilities mentioned above, these DRPs include contingencies for relocation and operation at a suitable site or arrange for the delivery of pre-configured trailers and "work-pods" which can be driven to the library location and put into operation.

Category 5. Mostly seen in commercial settings these DRPs allow for the duplication of operations across a network. This "mirrored site" has access to all the information as the original library and can act as a virtual infrastructure. As cloud computing advances and drops in price, some libraries will eventually make use of these services.

Libraries that have Category 2 or above DRPs will find it much easier to return to operations quickly.

DRP Goals

Disaster Recovery Plans are a collection of procedures and policies that can be implemented before, during and after a disaster occurs. Key goals include minimized data loss, continued availability of services, and protection of the library's business infrastructure.

DRP Strategies

Successful disaster recovery plans have three strategic layers:

1. Preventive measures which are designed to mitigate or prevent an event from happening. These might include frequent backups of critical files to prevent the loss of information in the event of a disaster or the use of surge protectors to prevent damage to equipment. Scheduling regular maintenance of equipment is another example of a preventive measure.
2. Notification and alarming measures that detect problems before they develop into major disruptions. Smoke and fire detectors are common examples of this type of equipment. Many computer networks can be monitored and auto-detection alarms sounded if a problem develops.

3. Continuous Improvement measures which may take the form of changes to policies or additional training of staff so that they are better prepared to address problems as they occur.

In all cases, effective DR plans are ones that are tested and exercised regularly.

Components of a DR Plan

Complete DRPs should address all aspects of the technical and production infrastructure and include the following:

- Procedures for the emergency shutdown and restarting of any critical equipment.
- A list of all IT equipment in the library including laptops, desktop systems, tablets, printers, communication and network equipment, and connections to the Internet.
- A list of all office equipment including photocopiers, fax machines, and telephone systems.
- All equipment used to provide support to the public including microfiche and microfilm readers, bar code readers, and audio/visual equipment.
- Electrical and network diagrams that are clear and readily accessible.
- Manuals and documentation for all equipment should be stored onsite and made available during the emergency.
- Software licenses should be recorded and stored in a safe and easily accessible location.
- Cables should be labelled at both ends specifying where they come from and go to.
- Security equipment including security cameras and special sensors/detectors.
- Equipment used to support a safe and inviting environment including generators and useful power equipment such as extension cords.
- Procedures to expedite repair if equipment or components of the infrastructure suffers damage. For example, if funds are needed for roof repair or plumbing services how would such expenses be handled? Any repairs should be coordinated with the Damage Assessment Team (see EAP for more information).
- A list of local vendors who can provide repair services or replacement equipment should be kept on hand. If possible, contracts covering emergency services should be pre-negotiated with these firms. For example, access to generators that could be delivered on short notice.
- Staff should be given periodic training (at least annually) on the DRP and associated procedures.

Section 8: Continuity of Operations Plan Overview

Having restored the infrastructure, we are in a position to re-start operations and begin offering standard and enhanced services.

In many ways, the reopening of the library or at least the restoration of core services sends a powerful message to the community that the crisis has peaked and things are beginning to return to normal. This is an important step both symbolically and practically. As pointed out later in this Guide, local libraries can offer businesses, non-profits and citizens services that can help them speed their recovery.

Just like EAPs and DRPs, continuity of operations plans place an emphasis on preparedness and risk reduction at the business location. Often overlooked is the need for staff members to have a preparedness plan so that they perform their work assignments without undo concern about the impact that the crisis is having on their home, family and friends.

Today, many people share their household with others. Having a parent feel comfortable that a child at home is safe and cared for, that an older relative is being looked after, or that a pet is fed and sheltered can relieve stress and help a staff member be productive. This type of preparedness may also allow the employee to be more available to perform extra duties during the crisis than they otherwise would if concerns at home required their attention.

FEMA offers an easy to use family and household preparedness planning tool on their website (http://www.ready.gov/make-a-plan). Library staff should be encouraged to review this free tool and develop individual plans.

COOP Template

FEMA offers a detailed template (PDF format) of a Continuity of Operations Plan designed for non-federal agencies which can be downloaded and used in conjunction with the material provided in this Guide and the associated Workbook (http://www.fema.gov//media-library/assets/documents/90025). It provides a framework and meets the standards outline in the federal *Continuity Guidance Circulars 1 and 2* (July 2013).

Since following the FEMA guidelines is a pre-requisite for obtaining certain types of aid during a crisis, no modification or changes to this plan have been suggested.

Section 9: Training and Exercise

Plans and policies need to be tested and evaluated before one can have confidence in their effectiveness. This is one reason why each aspect of the library's overall preparedness should be reviewed on a regular basis, but not less frequently than annually.

These training events can take several forms including full evacuation/sheltering exercises where staff are asked to actually leave their work area and move to the designated assembly area in response to an alert or notification. Most of the time it is best to announce in advance that such an exercise will take place. Taking this precaution helps maintain a calm response to the training.

Medical emergencies can be announced or unannounced. The Red Cross and other organizations can help put together a realistic scenario that gives your first aid and CPR-trained staff members an opportunity to refresh their knowledge and use of these life-saving skills.

Many organizations run table-top exercises in which a detailed and guided discussion substitutes for a long and complex exercise. Ranging in time from one hour to a day, table-top exercises simulate one or more crisis and provide discussion forums for staff members to interact with each other as if the events depicted in the exercise actually took place.

Regardless of the type of exercise and the scenario depicted, conducting regular exercises is a key way of ensuring that when a crisis occurs, staff members know how to react and do so competently and with confidence.

Evacuation Plans

In the event of an emergency, everyone will leave the facility by means of the **nearest** available marked exit. If an exit is not visible, staff should follow the exit route maps that are posted in high visibility locations throughout the facility.
Maintain an up-to-date list of staff members who may need assistance in moving to a shelter.
Be sure to have a plan for dealing with any staff member who is disabled. This is a legal requirement.

Evacuation Process

When ordered to leave the building everyone will do so immediately.

- Do not stop to retrieve items such as laptops or pocketbooks.
- All employees will be given training on how to report an emergency such as a fire.
- A clear and distinctive signal will be used to notify everyone of the need to leave the facility. This signal will be in stark contrast to the one used to signal a shelter-in-place order.
- Evacuation routes (primary and secondary) will be clearly marked and floor plans showing the evacuation routes will be posted throughout the facility.
- Everyone will be notified of the location of the assembly area. If weather conditions dictate using an alternative assembly point, this will be made clear.
- Safety Wardens will be charged with directing people to exits and providing assistance if necessary.
  All exits will be clearly marked according to local safety codes.
- Exit routes will be checked monthly to insure that they are not blocked or inoperative.
- Safety Wardens and other designated individuals will be charged with the shutdown of critical operations.
  Once at the assembly point, the Incident Commander, or designee(s), will take attendance and report these finding to the first responders.
- The Incident Commander, or designee(s), will report to the first responders any hazardous or dangerous materials stored onsite.
  Safety Wardens will assist, or stay with, anyone needing help in evacuating.
  If anyone is in need of special assistance in your work area, make sure that someone is tending to their needs.
- If someone in a nonmotorized wheelchair needs assistance evacuating down the stairs, take these steps:
- First, find someone to assist you.
- Next, unlock the brake, then gently lean the chair backwards and move to the chair to the edge of the first step.
- Have the person in the front steady the chair by the footrest rods. Gently lower the chair down the stairs. Repeat as necessary.

- If the person is in a motorized chair, transfer them to a sturdy office chair (preferably with armrests) and follow the instruction above for nonmotorized wheelchairs, taking effort to stabilize the chair and the individual as it moves down the steps.

Consider inserting alternative evacuation policies such as:

- Leave the facility through the rear loading dock doors.

The last person to leave the facility should be the Safety Warden assigned to that area.
Insert alternative instructions such as:

- The department manager who checks all rooms to ensure that everyone has left.
  Or
- Security personnel on duty after checking all rooms and enclosed areas to ensure that everyone has left the area.

This individual should assist in directing everyone to the proper exit. If someone is unable to leave, that individual should report the situation to a First Responder and decide if it is safe to stay with that person until help arrives.
If it is not, they should move quickly and report the situation to a First Responder.

If a staff member needs assistance in moving or overcoming an obstacle, only someone with proper training should attempt to move this individual. If no one has this training, efforts should be made to quickly get a request for help to First Responders.
(*Insert alternative instructions*)

Assembly Areas

All staff members should be periodically briefed on the location of the evacuation assembly area. Route maps showing the location of various assembly areas should be prominently posted throughout the facility.
In calm weather, the assembly site is (insert detailed directions to the assembly area including any landmarks that might be helpful in low light or severe weather conditions).
In inclement weather, the assembly site is (insert alternative information.)
Once at the assembly site, the person in charge is (insert the appropriate description of who is to assume command of the assembly area.)
Once at the site, this individual should prepare to brief arriving first responders. (Insert additional instructions such as: "*will attempt to take attendance and report the status of the evacuation to arriving First Responders; including anyone still in the facility," etc*.).

Sheltering

In certain emergency situations (e.g., workplace violence), staff members are instructed to leave the facility, if possible.

If this is not a safe course of action, then staff should make every effort to find a safe shelter and wait for an *All Clear Signal* to be issued by the appropriate authorities.

(Insert special instructions, for example - additional advice provided by local emergency services, or law enforcement).

In some emergency situations (e.g., release of hazardous material in the area, severe weather, etc.) it is best to move to a predesignated shelter location inside the facility. Steps similar to the ones described above should be taken to determine if everyone has moved safely to the shelter. Staff should stay in the shelter location until they receive an All Clear signal or are contacted by emergency response personal.

Selecting a Shelter

When choosing a shelter, consider the following:

- Choose a room with few, if any, glass windows. Interior rooms are often the best choice.
- If sheltering against severe weather, consider using a room below ground.
- If sheltering against criminal activity, choose a room that can be barricaded. Pre-stock the shelter with a supply of water, food, and basic medical supplies. These supplies should be checked monthly for replenishment and to check expiration dates.

- Consult with human resources to determine if there are any special requirements that should be factored into your planning.
- Local public healthcare organizations can provide advice on what first aid items should be stored.
- Decide how communications with public safety officials will be established in the event of a prolonged shelter-in-place.
- If forced to shelter for a prolonged period, plan ahead for sanitation issues.
- The primary shelter locations are prominently posted around the facility.

How to shelter-in-place:

- Provide for the safety of customers, clients, or visitors in the building by offering to let them stay, not leave.
- Gather essential disaster supplies, such as non-perishable food, bottled water, battery-powered radios, first aid supplies, flashlights, batteries, duct tape, plastic sheeting, and plastic garbage bags.
- Select interior room(s) above the ground floor with the fewest windows or vents that will still provide an adequate air supply for the maximum number of people that will occupy the room. The room(s) should have adequate space for everyone to sit. Avoid overcrowding by selecting several rooms if necessary. Large storage closets, utility rooms, pantries, copy and conference rooms without exterior windows work well. Avoid selecting a room with mechanical equipment like ventilation blowers or pipes that may not be able to be sealed from the outdoors. Consult with a safety professional for advice on the unique characteristics and needs pertaining to your building for disaster-related situations.
- Have a hard-wired telephone in the room(s) you select. Call emergency contacts and have the phone available if you need to report a life-threatening condition. Cellular telephone equipment may be overwhelmed or damaged during an emergency.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door(s) and any vents into the room in the event of a chemical or radiation emergency.
- Bring everyone into the room(s). Close the doors, windows, and other exterior openings securely.
- Write down the names of everyone in the room, and call your business's designated emergency contact to report who is in the room with you, and their affiliation with your business (employee, visitor, client, or customer).

Keep listening to the radio or television until you are told it is safe to evacuate. Local officials may call for evacuation in the specific areas at greatest risk in your community.

Shelter-in-Place

Urgent Shelter in Place Scenarios

Unfortunately, the potential for violence in the workplace is an issue that librarians must be aware of at all times. Often, the situation can be contained by speaking to the individual(s) in a calm and non-threatening way. Regardless, the library has a zero-tolerance policy towards any type of violence. At the first indication of a developing violent situation, staff should call 911 and request police support. Library management should also be notified and they will decide if the Emergency Response Team should be activated.

If the violent situation escalates, a member of staff or the Incident Response Team should issue a *Shelter-in-Place* (SIP) warning. This command calls for people to evacuate the immediate area if possible. If not possible, they should seek shelter in their immediate area. For example, moving to rooms with lockable doors. Staff should try to assist others in moving to a safe location. Everyone should stay sheltered until an All Clear Announcement is given.

Moving to a Sheltered Location

In the event that the library is threatened by severe weather such as a tornado warning, or a spill of hazardous contaminants in close proximity to the library, the decision may be made to shelter indoors rather than evacuate the building. In this situation, follow these procedures:

- Staff shall immediately close the library building. If there are contractors or library patrons**,** in the building, they shall be advised to stay in the building for their safety.
- Unless there is an imminent threat, staff members and visitors shall be advised to call their emergency contacts to let them know where they are and that they are safe. Staff will pay special attention to any unaccompanied minors who may be on the premises

and in need of assistance. A member of the Incident Response Team or a supervisor at the assembly point will remind those gathered to make this call and take attendance.

- *A staff member shall turn on call-forwarding or alternative telephone answering* systems or services. The recording for voice mail or automated attendant shall be changed to indicate that the library is temporarily closed, and that staff and visitors will be remaining in the building until authorities advise that it is safe to leave.
- *An* Incident Response Team *member and designated assistants shall:*
    - *quickly lock exterior doors and close windows, air vents, and fireplace dampers.*

  An ERT Member familiar with the building's mechanical systems shall:
    - *turn off, seal or disable all fans,*
    - *seal or disable heating and air conditioning systems, especially those systems that automatically provide for exchange of inside air with outside air.*
- The EMT member (s) shall gather essential disaster supplies (i.e., battery-powered radios, first-aid supplies, flashlights, batteries), which are stored (INSERT LOCATION) and move them to the designated shelter location in the building.
- All staff and visitors shall move immediately to the designated shelter locations within the building.

If the emergency involves the release of toxic material into the air, ERT members shall attempt to minimize air flow with the outside by:

- closing all windows, doors and vents.
- if available, the opening will be covered with plastic sheeting and duct tape.

Everyone will stay in the shelter until the All Clear Announcement is made.

Provisioning and Supplies

The following is a list of suggested supplies for the central shelter. Since you cannot predict how many adults, children, and infants will be present in the library when the SIP alert is given, the following is a very comprehensive list of supplies you might consider placing in your central shelter location.

Beginning with the fiscal year, pick a date when you will inspect all supplies looking for expired items.

- Install emergency lights that turn on when the power goes out. They are inexpensive and widely available at building supply retailers.
- Maintain an up-to-date list of staff members who may need assistance in moving to a shelter.
- Be sure to have a plan for dealing with any staff member who is disabled, this is a legal requirement.
- Purchase a NOAA Weather Radio with a tone-alert feature. Keep it on and when the signal sounds, listen for information about severe weather and protective actions to take.
- Stock a minimum supply of the goods, materials, and equipment you would need to keep the business operating during an emergency.
- Keep emergency supplies handy, including:
    - One gallon of water per person per day for drinking and sanitation, if feasible.
    - Non-perishable foods that do not require cooking or refrigeration.
    - Battery-powered commercial radios and extra batteries. If possible, include a NOAA Weather Radio with a tone-alert feature that automatically alerts you when a watch or warning is issued in the area.
    - Flashlights and extra batteries.
    - Whistles to signal for help.
    - Dust or filter masks, which are readily available in hardware stores. They are rated based on how small a particle they filter.
    - First aid kits for each member of the first aid team placed in common areas according to OSHA requirements.
    - Automatic External Defibrillators (AEDs).
    - Moist towelettes for sanitation.
    - Wrench or pliers to turn off utilities.
    - Can openers for food (if supplies include canned food).
    - Plastic sheeting and duct tape for "sealing the room" to shelter-in-place.
    - Garbage bags and plastic ties for personal sanitation.

Section 10: Closing Comments

Now that you have completed this guide, begin gathering the information you need to compete you preparedness plans. Consult the following resources for help in gathering the data you need. Then use this information with the forms and templates in the Workbook to complete your plan.

General Resources

- **Virtual Operations Support Teams**. This is a nationwide organization that focuses on the use of social media communications technology to help communities cope with disasters. For more information go to http://vosg.us/about.
- **National Virtual Organizations Active in Disasters**. Located throughout the United States, this is a diverse organization that brings together commercial, non-profit, faith-based, and community-based organizations who coordinate their response to wide-scale emergencies. Learn more about VOAD at http://www.nvoad.org.
- **Federal Emergency Management Institute**. This FEMA-run training organization offers a wide range of online, independent study classes which are free to citizens. Peruse the course catalog at https://training.fema.gov/is.
- **Red Cross Ready Rating Program**. This Red Cross program offers assessment tools and associate resources designed for organizations with staffs up to 150. Go to www.ReadyRating.org to join this free program.
- **The National Oceanic and Atmospheric Administration** provides historic data as well as future forecast on a variety of natural hazards. Use this information when evaluating risks that threaten your library. The NOAA website is located at http://www.noaa.gov.
- Learn about flood plains in your area at the **FEMA** site https://www.floodsmart.gov/floodsmart/pages/flooding_flood_risks/map_update_schedule.js.
- Help your staff prepare at home for an emergency. Have them go to http://www.ready.gov/sites/default/files/documents/files/Family_Emegency_Plan.pdf and download the planning template.

Library Specific Resources

- Learn the Incident Command System https://www.osha.gov/SLTC/etools/ics/what_is_ics.html
- Resources based on the New Jersey State Library and NN/LM Middle Atlantic Region's **Ports in a Storm** summit: http://www.njstatelib.org/services_for_libraries/resources/disaster_planning/ports_in_storm/
- Coping with Disaster, Violence, and Traumatic Events http://www.njstatelib.org/services_for_libraries/resources/disaster_planning/mental_health/
- **Disaster Information Management Research Center** http://disaster.nlm.nih.gov/dimrc/coping.html
- *Ready* is a national public service advertising (PSA) campaign designed to educate and empower Americans to prepare for and respond to emergencies including natural and man-made disasters. http://www.ready.gov/about-us
- Public Libraries and Community Partners: Working together to Provide Health Information http://nnlm.gov/outreach/community/
- National Network Libraries of Medicine Disaster Ready Initiative http://nnlm.gov/ep/

Guidebook & Toolkit created for the New Jersey State Library by Donald Byrne

An entrepreneur and former venture capitalist, Don Byrne brings an executive perspective to the fields of strategic management, continuity planning, and business operations. An adjunct professor at Boston University, Don teaches graduate courses in risk management and regulatory compliance. In 2011 Don became a Senior Fellow at the Stephenson Disaster Management Institute at Louisiana State University where he conducts research on resiliency and business agility. In 2013, Don joined the teaching staff at EPI Pte., Ltd. as a Senior Instructor specializing in information technology risk and data center operations.

Recognized as a national expert on enterprise risk management, community resiliency, and business agility, Don is active in a number of professional organizations including the World Future Society and the Association of Contingency Planners. He serves as a technical advisor to the American Red Cross, FEMA, several insurance companies, and the American National Standards Institute (ANSI). His international experience includes assignments in Brazil, Oman, Egypt, Mongolia, and most of Western Europe.

A frequent speaker at conferences, he regularly conducts workshops on risk management, business operations, and strategic planning. Don holds professional certifications in business continuity planning (CBCP), data center operations (CDCP and CDCS), and is an ISO Lead Auditor. He is an active member of several committees developing international standards in emergency management, security, and business continuity. His current areas of research include: community resiliency, public-private partnerships, and developing the underlying business case for preparedness.

A veteran, Don is a graduate of the U.S. Army Chemical and Biological Warfare School. He holds degrees in mathematics, philosophy, and international marketing; and is a contributing writer for a number of publications and news oriented websites.

Appendix A – List of Identified Hazards by State

Alabama

Flooding	Drought	Lightning
Landslides	Winter Storms	Dam Failure
Windstorms	Tornadoes	Tsunamis
Wildfire	Sinkholes	Sea Level Rise
High Winds	Earthquakes	Land Subsidence
Hurricanes	Hail	Extreme Temperatures

Alaska

Floods	Earthquakes	Dams
Community Conflagration	Tsunamis	Hazardous Materials
Wildland Fires	Severe Weather	Terrorism
Community Fire Conflagration	Ground Failure	Volcanoes
Snow Avalanches	Erosion	Economic Turmoil
Seiches	Hail	

Arizona

Dam Failure	Hail	Terrorism
Disease	Hazardous Material Event	Thunderstorm
Drought	Landslide	Tornado
Earthquake	Lightning	Tropical Cyclone
Extreme Heat	Severe Winds	Wildfire
Flood	Subsidence	Winter Storm

Arkansas

Dam Break	Landslide	Snow and Ice
Drought	Hail	Wildfire
Earthquake	Tornado	Wind
Flooding		

California

Earthquake Hazards	Water Shortages	Marine Invasive Species
Flood Hazards	Extreme Heat	Radiological Accidents
Wildfire Hazards	Freeze	Terrorism
Levee Failure	Severe Weather	Volcanoes
Landslides	Severe Storms	Air Pollution

Other Earth Movements
Tsunami Hazards
Climate Related Hazards
Avalanches
Coastal Flooding
Erosion
Sea Level Rise
Droughts
Dam Failure
Energy Shortage
Epidemic/Pandemic
Hazardous Materials Release
Oil Spills
Gas Pipeline Hazards
Insect Pests
Airline Crashes
Civil Disturbances
Cyber Terrorism
Hurricanes
Train Accidents
Explosions
Chemical Releases

Colorado

Drought
Extreme Heat
Flood
Hail
Lightning
Severe Wind
Tornado
Winter Storm
Avalanche
Earthquake
Erosion and Deposition
Expansive Soil
Landslide
Mud/Debris Flow
Rockfall
Subsidence
Wildfire
Pest Infestation

Connecticut

Thunderstorm hazards
Tropical Cyclone
Tornado
Winter Hazards
Flood hazards
Sea Level Rise
Dam Failure
Wildland Fire
Drought hazards
Earthquake

Delaware

Flood
Hurricane Wind
Thunderstorm
Tornado
Hail
Winter Storm
Drought
Earthquake
Dam Failure
Levee Failure

Florida

Flood Profile
Tropical Cyclones Profile
Severe Storms
Tornadoes Profile
Wildfire Profile
Drought Profile
Extreme Heat Profile
Winter Storms
Freezes Profile
Erosion Profile
Sinkholes
Tsunami
Solar Storm
Technological Hazards
Human-Caused Hazards
Terrorism Profile
Severe Weather
Tornadoes
Flooding
Tropical Storm
Hurricane
Wildfire
Winter Storms
Freezes
Erosion
Sinkholes
Seismic Events
Tsunami
Solar Storm
Technological Hazards
Hazardous Materials
Nuclear Power Plant
Mass Migration

Earthquakes
Landslides
Drought
Extreme Heat
Terrorism

Georgia

Tropical Cyclonic Systems
Storm Surge
Wind
Severe Weather
Tornadoes
Inland Flooding
Severe Winter Weather
Drought
Wildfire
Seismic Hazards
Sinkholes
Dam Failure

Hawaii

Hurricanes and Winds
Flood Hazards
Drought
Wildfire
Climate Change
Earthquakes
Tsunami
Volcanoes
Airborne Hazards
Coastal Erosion
Landslides
Dam Failure
Hazardous Materials
Terrorism
Health Related Hazards

Idaho

Flood
Earthquake
Avalanche
Dam Failure
Levee Failure
Canal Failure
Drought
Hazardous Material
Landslides
Lightning
Severe Storms
Volcanic Eruptions
Wind Storms
Tornadoes

Illinois

Severe Storms
Tornadoes
Floods
Levee Failure
Severe Winter Storms
Drought
Extreme Heat
Earthquakes

Indiana

Tornado
Flood
Dam Failure
Levee Failure
Earthquake
Severe Thunderstorm
Hail
Lightning
High Wind
Winter Weather
Hazardous Materials Release
Structural Failure
Fires

Iowa

Flooding
Tornadoes
Winter Storms
Levee Failures
Thunderstorms
Lightning
Hailstorms
Animal Health
Contagious Diseases
Dam Failure
Radioactive Materials Release
Terrorist Attacks
Drought
Diseases and Epidemics
Transportation Incidents
Infrastructure Failure
Extreme Heat
Fire
Windstorms
Sinkholes
Landslides
Other Ground Failure Hazards
Earthquakes
Expansive Soils

Kansas

Extreme Temperatures
Flood
Fog
Hailstorm
Hazardous Materials
Land Subsidence
Landslide
Lightning
Major Disease Outbreak
Radiological
Soil Erosion and Dust
Terrorism
Agri-terrorism
Civil Disorder
Tornado
Utility Failure
Infrastructure Failure
Wildfire
Windstorm
Winter Storm

Kentucky

Drought
Dam Failure
Earthquake
Extreme Heat
Flooding
Hail
Landslide
Mine Subsidence
Severe Storm
Severe Winter
Storm
Tornado
Wildfire

Louisiana

Flood
High Wind
Hurricane
Tornado
Ice Storm
Storm Surge
Subsidence
Wildfire
Dam Failure
Levee Failure
Hazardous Materials Incident

Maine

Dam Failures
Earthquakes
Severe Winter Storms
Severe Summer Storms
Hurricanes
Wildfire Fire
Urban Fire
Tornadoes
Erosion
Coastal Erosion
Landslide

Maryland

Coastal Flooding
Coastal Storms
Extreme Heat
Flood
Conflagration
High Wind Thunderstorm

Storm Surge
Hurricane/Tropical Storm
Nor'easter
Sea Level Rise
Shoreline Erosion
Tsunami
Drought
Landslide
Thunderstorm
Lightning
Hail
Tornado
Wildfire
Brush Fire
Non thunderstorm Wind
Winter Storm
Extreme Cold
Snowfall
Karst
Sinkhole
Earthquake

Massachusetts

Inland Flooding
Riverine Flooding
Dam Failure
Ice Jams
Decreased Sediment
Coastal Erosion
Shoreline Change
Sea Level Rise
Hurricanes
Nor'easter
Tropical Storm
Thunderstorm
Drought
Extreme Temperatures
Tornadoes
High Winds
Snow and Blizzards
Ice Storm
Tsunami
Earthquake
Landslide
Urban Fires
Wildfire

Michigan

Thunderstorms
High Winds
Tornadoes
Flooding
Rainstorms
Snowstorm
Underground Freeze
Flash Flood
Ship Explosion
Wildfire
Airline Crash
Ice Storm
Blizzard
Sewer Main Break
Hail

Minnesota

Flooding
Wildfire
Tornado
Windstorms
Severe Winter Storms
Lightning
Coastal Erosion
Landslide
Sinkholes
Land Subsidence
Earthquake
Extreme Temperatures
Dam Failure
Terrorism
Disease Outbreak
Structures and Vehicles Fire
Nuclear Plant Incidents
Hazardous Material Incidents
Transportation Incidents
Ground Water Contamination
Surface Contamination

Mississippi

Hurricane
Tornado
Flood Risk
Extreme Winter Weather
Earthquake
Wildfire
Dam Failure
Levee Failure

Missouri

Tornado	Flooding	Fires
Severe Thunder	Earthquake	Dam Failure
Winter Weather	Extreme Heat	Hazardous Material Release

Montana

Wildland and Rangeland Fires	Severe Winter Weather	Dam Failure
Flooding	Communicable Disease	Landslides
Earthquakes	Hazardous Material Incidents	Terrorism and Violence
Severe Summer Weather	Drought	Volcanic Eruptions

Nebraska

Severe Thunderstorm	Chemical Transportation	Earthquake
Severe Winter Storm	Transportation	Radiological Transportation
Power Failure	Chemical Fixed Facility	Dam Failure
Tornado	Agri-plant Disease	Levee Failure
Drought	Urban Fire	Civil Disorder
Flood	Wildfire	Radiological Release
Flash Flood	Terrorism	Public Health Emergency
Agri-animal Disease		

Nevada

Drought	Landslide	Canal Failure
Greater than 6.0 Earthquake	Lighting	Avalanches
Floods	Wind Storms	Seiches (Standing Wave)
Wildfires	Severe Winter	Tornadoes
Land and Ground Subsidence	Dam Failure	Volcanic Ash

New Hampshire

Flooding	Earthquake	Tornado
Coastal Flooding	Wildfire	Downburst
Drought	Landslide	Hurricane
Dam Failure	Radon	Tropical Cyclones

New Jersey

Coastal Erosion
Dam Failure
Levee Failure
Drought
Earthquake
Flood
Hurricane
Tropical Storm
Nor'easter
Severe Weather
Wildfire
Animal Disease
Civil Unrest
Crop Failure
Cyber Attack
Economic Collapse
Fishing Failure
Hazardous Substances
Nuclear Hazards
Pandemic
Power Failure
Terrorism

New Mexico

Dam Failure
Drought
Earthquakes
Extreme Heat
Expansive Soils
Flood
Flash Floods
High Wind
Landslide
Land Subsidence
Severe Winter Storms
Thunderstorms
Lightning
Hail
Tornadoes
Volcanoes
Wildland Fire
Urban Fire

New York

Avalanche
Climate Change
Coastal Erosion
Drought
Earthquake
Extreme Temperatures
Flood
Hailstorm
High Winds
Hurricane
Land Subsidence
Landslide
Severe Winter Storm
Tsunami
Wildfire
Expansive Soils

North Carolina

Flood
Hurricanes
Tropical Storms
Nor'easters
Severe Thunderstorms
Tornadoes
Wildfire
Drought
Extreme Heat
Winter Storms
Freezes
Dam Failure
Levee Failure
Earthquakes
Sinkholes
Landslides

North Dakota

Dam Failure
Drought
Flood
Hazardous Material Release
Homeland Security Incident
Severe Summer Weather
Severe Winter Weather
Shortage Critical Materials
Infrastructure Loss
Transportation Accident
Urban Fire
Structure Collapse
Wildland Fire
Windstorm

Ohio

Flood	Levee Failure	Coastal Erosion
Tornado	Wildfire	Drought
Winter Storm	Seiche (Standing Wave)	Severe Summer Storms
Landslide	Coastal Flooding	Invasive Species
Dam Failure	Earthquake	Land Subsidence

Oklahoma

Tornado	Wildfire	Extreme Heat
Winter Storm	High Wind	Earthquake
Ice	Drought	Dam Failure
Flooding	Thunderstorm	Landslides
Sinkhole	Hail	Expansive Soils
Subsidence	Lightning	Special Events

Oregon

Coastal Erosion	Fire	Tsunamis
Droughts	Flood	Volcanic Hazards
Dust Storms	Landslides	Windstorms
Earthquakes	Debris Flows	Winter Storms

Pennsylvania

Coastal Erosion	Hurricane	Subsidence
Drought	Invasive Species	Sinkhole
Earthquake	Landslide	Tornado
Extreme Temperature	Lightning Strike	Windstorm
Floods	Pandemic	Wildfire
Ice Jam	Radon Exposure	Winter Storm
Hailstorm		

Rhode Island

Thunderstorms	Dam Failure	Conflagration
Winter Weather	Fire	Earthquake
Hurricanes Medium	Wildfires	Drought
Flood Medium	Forest Fire	Extreme Heat
Tornadoes	Structural Fire	Coastal Erosion

South Carolina

Hurricanes and Tropical Storms	Wildfire	Landslides
Coastal Erosion	Drought	Infectious Disease
Severe Thunderstorm	Hail	Nuclear Plant Mishap

Lightning
Tornadoes
Flooding
Winter Storms
Earthquake
Sinkholes
Sea level Rise
Tsunami
Terrorism

South Dakota

Floods
Winter Storms
Wildfire
Drought
Tornadoes
Windstorms
Hazardous Materials
Agricultural Pest
Agricultural Diseases

Tennessee

Flood
Earthquakes
Severe Weather
Drought
Extreme Temperatures
Thunderstorms
High Winds
Winter Storms
Sinkholes
Land Subsidence
Wildfires

Texas

Floods
Hurricanes and Tropical Storms
Tornadoes
Drought
Wildfires
Coastal Erosion
Dam Failure
Levee Failure
Earthquakes
Expansive Soils
Extreme Heat
Hailstorm
Land Subsidence
Severe Winter Storms
Windstorms

Utah

Flooding
Drought
Severe Weather
Wildfire
Dam Failure
Earthquake
Landslides

Vermont

Flooding and Fluvial Erosion
Severe Thunderstorms
Severe Winter Storms
Ice Jams
Tornadoes
Hurricanes and Tropical Storms
Hail
Drought
Wildfires
Landslides and Rockslides
Earthquakes
Infectious Disease
Technological Hazards
Dam Failure
Terrorism
Invasive Species
Rock Cuts
Nuclear Plant Failure

Virginia

Flooding
Winter Weather
Landslides
Floods
High Wind
Drought
Earthquake
Tornado
Wildfire
Karst Topography

Washington

Avalanche	Tsunami	Dam Safety
Drought	Volcano	Hazardous Materials
Earthquake	Wildfire Fire	Pipelines
Flood	Animal, Crop	Communicable Disease
Landslide	Plant Disease	Terrorism
Severe Storm	Infestation Outbreak	Urban Fire

West Virginia

Flood	Drought	Karst
Wind	Extreme Heat	Natural Resource Extraction
Thunderstorms	Wildfire	Dam Failure
Tornadoes	Landslides	Levee Failure
Hurricanes	Earthquake	Hazardous Material
Winter Weather	Land Subsidence	Nuclear Accidents

Wisconsin

Hail	Wildfires	Earthquakes
Lightning	Drought	Landslides
Tornadoes	Extreme Heat	Land Subsidence
High Winds	Winter Storms	Dam Failure
Flooding	Coastal Erosion	Climate Change

Wyoming

Dam Failure	Lightning	Space Weather
Drought	Liquefaction	Tornado
Earthquake	Technological Hazard	Wildfire – Urban Fire
Expansive Soil	Human Caused Hazard	Wind
Flood	Mine Subsidence	Windblown Deposits
Hail	Avalanche	Winter Storm and Blizzard
Landslide		

For More Information

To learn more about how each state is addressing identified hazards, use a search engine to find each state's Multi-Hazard Mitigation Plan.

Other online resources that can provide additional information on this subject can be found at:

Federal Emergency Management Agency: http://www.fema.gov

National Priorities List: http://www.epa.gov/superfund/sites/npl

National Oceanographic and Atmospheric Administration: http://www.noaa.gov