

# Disaster Response & Continuous Operations Planning: Designing plans that are pro-active

Every library, archive, museum and historical society suffers disasters from water leaks and mold to power and phone outages. Today, our cultural institutions have to consider electronic resources, computers, digital data and office records in print and digital formats. Some are easy to recover after a disaster; some will not exist if you do not plan ahead. It's what you do to prevent it, the ways you plan for it and the speed with which you respond that determines the cost of a disaster to your institution and to the community it serves. Learn about the importance of planning for these disasters and how to design a recovery plan so that the disaster becomes a change in routine.

Planning will focus on:

- Recovery of water damaged collections.
- Dealing with Mold and Indoor Air Quality issues
- Basics of insurance for collections and buildings.
- Recovery from physical damage to computers during a disaster.
- Proactive planning to recover automated systems, information services and administrative records.
- Staffing issues before, during and after a disaster.

Written materials will be provided to assist with starting your disaster response plan today.

*Audience: Library & Archives Administrators, Facilities & Maintenance Managers, Librarians and Archivists responsible for Preservation and any other interested staff.*

Presented by Miriam Kahn, MLS - MBK CONSULTING Ltd., Columbus, Ohio.

MBK CONSULTING was founded in 1991 to provide preservation and disaster response services for cultural institutions including libraries, archives and museums. Ms Kahn has assisted libraries throughout North America deal with the aftermath of disasters and has helped write a number of disaster response plans. Ms Kahn regularly offers workshops and seminars on preservation and disaster response through Kent State University Graduate School for Library and Information Science, through OHIONET and other consortia, and has written several books and numerous articles on the topic.

## **PLANNING**

- Decision to develop a plan, written, oral or otherwise is essential. Administration has to buy in, whether administration is the head of the library/information center, division or corporation.
- Pick a team and a leader. Pre-assign authority.
- Decide what can be replaced or upgraded if wet.
- Decide what to rescue, because it is essential, too expensive or irreplaceable.
- Determine scope of insurance coverage, contingency/petty cash fund; update any out-of date values, collections, scope of services and users' needs.
- Determine who has the authority to write checks and issue purchase orders.
- Building survey for potential hazards and future problem areas.
- Have chronic problem areas repaired.
- Fire detection/suppression;
- Floor plans
- Training in equipment, routines, restoring computer services from an alternate location.

## **ROLES AND RESPONSIBILITIES**

(assign b/u person for each job)

**Director:** deal with administration. make major decisions, allocate funds and extra staff. Work with consultants and drying companies. Boost morale, provide food, drink and comfort/rests. Designate insurance liaison, work with insurance adjuster. Update staff in overall recovery of company. Daily meeting. declare a disaster

**Team Leader:** Coordinate response and recovery operations, work with team members, communicate with director and team members and PIO, co-ordinate volunteer efforts, & co-ordinate multiple shifts. Rest breaks, frequent updates in overall situation, identify temporary location, set up, and assign team members to jobs.

**Team Members:** lead efforts in assigned tasks and wherever needed; train staff and volunteers, locate additional supplies, communicate with team leader

**PIO/communications:** communicate with media, press releases, information to administration, director and team leader. provide information for vendors and customers, information for staff of where to report and on which shift.

**Administration:** allocate emergency/contingency funds, approve hiring of disaster recovery firms, work with insurance adjuster, etc. work with overall plan; have daily/2x daily meetings with department heads.

**Security:** notify disaster response team in event of a disaster, triggered alarm, water or broken pipes, prevent theft, board up broken windows and doors, inventory if possible. Basic procedures; Hire temporary security staff as needed. Keys.

**Facilities/Maintenance:** clean up water, fire, debris, board up broken windows and doors, help with misc. clean up efforts. hire drying company based upon library/information center's recommendation. Know location of all utility shut off valves; know how to shut them off.

**Information Technology:** work with computer services disaster response team to get basic on-line services restored at backup location. After that, IT restores the rest of the computer services to the library from backups. When building is reopened to 'normal' operations, computer services are returned to in-house servers and computers.

**Outside assistance:**

**Consultants-** recommend treatment options, write specifications as needed. help coordinate efforts, locate necessary. resources, supplies and services, train staff and volunteers, explain options for recovery. liaison with director, administration, team leader and insurance if necessary; direction for facilities/maintenance efforts if no drying company contracted with. Identify and locate additional contractors in "hazardous" situations, conservators and specialists as needed. May be asked to direct/ lead response and recovery effort.

**Drying Companies:** dry and 'recover' all wet materials, furnishings, building structure. Provide best possible treatment based on specifications for "recovery". Inventory and return all treated items in best possible condition. Remove all mold, dirt, mud, etc. Work through insurance agency or institution. Usually paid by insurance company. May be called in by consultant, insurance adjuster or institution. May call in the consultant.

**Risk Manager - Insurance:** evaluate level of insurance needed. Identify potential risks and hazards.

## PRIORITIZATION

### 1st priority:

valuable/permanent papers  
irreplaceable items - rare books etc.  
art work  
cannot get wet. - photographs, clay or coated paper, pre-1930 photographs  
three-dimensional objects, etc.  
Computer data / hardware and software not stored off-site

### 2nd priority:

expensive to replace/repair - rare books/mss., especially those on insurance schedule  
essential to workings/ function of institution, library or information center  
core collection  
Masters of microfilm. (should be stored off-site)  
Payroll and accounting records. (duplicates should be stored on removable storage medium that is stored off-site.) If payroll is contracted out, then the supporting documents should be removed to a safe location and institution should confirm that contractor has a disaster response plan.

### 3rd priority:

supplements core collection  
heavily requested items  
government documents?  
indices, major reference tools, CD-ROM indices.

### 4th priority:

standing orders/ annual replacement and update.  
nice to have but not essential to mission of institution  
duplicate microfilm/fiche - otherwise replace  
items duplicated by microfilm/fiche: periodicals, government documents.

Computer files, s/b backed up daily if not more often.

Archives

Rolodex/contacts, forms for initiating Purchase Orders

Vendors, clients, financial information

Inventory should be stored off-site, copies on removal storage medium.

Artwork inventory off-site, plus pictures if possible to prove provenance.

## **ACTIVATING THE PLAN**

1. Call Disaster Response Team to "Command Center".
2. Determine scope of disaster. How much area covered? Effect on services and ability to operate/provide services. How much staff is affected?
3. Determine if the disaster localized to floor, area or building? Is the disaster larger?

### Decisions about scope of problem:

1. Do you shut library/ information center until immediate disaster under control or keep open.
2. Initiate decisions about what to do, how to activate plan, start to get the pieces and players in place.
3. Call in staff to assist Disaster Response Team
4. Call in outside assistance
5. Contact Insurance Company to tell them about scope of disaster and initiate the claim process

### Beginning the Recovery Process

1. Send staff not need for disaster response to alternative locations to provide reference and referral services to primary clients and users.
2. Ask Facilities/Building Maintenance and Security for assistance in clean up of building.
3. Get additional supplies for clean up and shipping to drying company.

# INSURANCE

## KEY ELEMENTS

- Buildings or Offices: rental or owner's insurance  
for building or structure
- Contents  
furnishing  
equipment  
records and files
- Valuable Papers:  
all the items that make up a cultural institution's collection, such as books,  
documents, manuscripts, photographs.
- Business Interruption Insurance (time limitation)  
relocation  
loss of business  
temporary location, staff, rental etc.  
salaries
- Computer and data coverage (time limitation)  
hardware  
software

1. Determine deductible, limits and adequacy of coverage
2. Contingency funds

## APPENDIX D

### Fire and Insurance Protection of Library Resources—Questionnaire

The objective of this questionnaire is to produce a reasonably accurate picture of the factors affecting fire and insurance coverage in libraries and of loss experience in those libraries where fire and other losses have occurred.

It is divided into six categories:

- A. The Library Building
- B. Internal Features
- C. Library Operations
- D. Physical Protective Measures
- E. Financial Protective Measures
- F. Loss Experience

Statistical and engineering analysis of the data submitted by many librarians, supplemented by further study of specific problem areas, will lead to the development of appropriate corrective measures in a realistic manner. The results of this project should benefit all librarians.

Answers in Categories A, B, C, and D should be given only for your principal library building. Similar information on other buildings or system branches may be appended. Answers given in Categories E and F should apply to all of your resources. Additional copies of the questionnaire are available on request.

Two copies are enclosed so that one may be used as a work sheet and retained for your file, if desired. A stamped return envelope is also enclosed. It is requested that the form be completed by writing in or checking as appropriate, and that it be returned promptly to:

GAGE-BABCOCK & ASSOCIATES, INC.

#### A. THE LIBRARY BUILDING

1. Year constructed \_\_\_\_\_
2. Ground floor area \_\_\_\_\_
3. Total floor area \_\_\_\_\_

4. Stories above grade \_\_\_\_\_
5. Stories below grade \_\_\_\_\_
6. Total cubical content of building \_\_\_\_\_
7. Is building owned by the Library operating organization?  
Yes  No
8. Is the Library the sole occupant of the building? Yes  No
9. If not, what is the nature of the other occupancy? \_\_\_\_\_
10. The Library occupies \_\_\_\_\_% of the area, and \_\_\_\_\_% of the volume of the building.
11. How do the local building officials class the construction?  
(a) Fire resistive, noncombustible , (b) ordinary combustible (masonry outer walls, wood interiors) , (c) wood frame combustible .
12. Floor finish is (a) Cement , (b) Stone , (c) Terrazzo , (d) Wood , (e) Tile , (f) Carpeting .
13. Major wall finishes are (a) Glass , (b) Plaster , (c) Wood Paneling , (d) Fiberboard , (e) Plastic , (f) with Combustible Drapes , (g) Noncombustible Drapes , (h) Flame-proofed Drapes .
14. Ceiling finishes are (a) Plaster (stone or concrete) , (b) Metal , (c) Wood , (d) Combustible Acoustical Tile , (e) Noncombustible Tile .
15. Does the building have an attic space? Yes  No
16. If Yes, is it used for storage purposes? Yes  No
17. Are at least two exits provided from each major occupied area?  
Yes  No
18. Are the exits marked or lighted? Yes  No
19. Does the building contain a central heating system?  
Yes  No
20. Is the building heated by (a) Space Heaters , (b) Hot Air , (c) Steam Radiation , (d) Electric Heaters .
21. Heating system fuel is (a) Coal , (b) Wood , (c) Fuel Oil , (d) Gas , (e) Electricity .
22. Is the Library air conditioned? Yes  No
23. Can the system be readily shut down to prevent recirculation and spread of smoke in an emergency? Yes  No

## B. INTERNAL FEATURES

24. What is a rough percentage of your book storage capacity in  
 (a) Open Shelf Areas \_\_\_\_\_ (b) Free Standing Stacks \_\_\_\_\_  
 (c) Conventional Self-Supporting Multi-Tier Stacks \_\_\_\_\_  
 Number of levels \_\_\_\_\_ (d) Single-Tier Stacks attached to  
 floor and ceilings \_\_\_\_\_
25. Are you equipped with book elevators? Yes  No
26. Are they enclosed to impede propagation of smoke, heat and  
 fire? Yes  No
27. Are you equipped with passenger/freight elevators?  
 Yes  No
28. Are they enclosed to impede propagation of smoke, heat, and  
 fire? Yes  No
29. If there are a number of stack levels are they provided with  
 fire or smoke barriers so that fire and smoke would be confined  
 to the area of origin? Yes  No
30. Are there meeting or assembly rooms associated with the  
 Library? Yes  No   
 If so, what is the approximate capacity of the largest room?  
 \_\_\_\_\_ persons.
31. Are these rooms located or segregated so as not to expose the  
 collection in case of fire emergency? Yes  No
32. Does the Library design include rooms with ceilings well over  
 10 ft.? Yes  No
33. Are mezzanine stack floors used in connection with such rooms?  
 Yes  No

## C. LIBRARY OPERATIONS

34. How many hours/week is the Library open? \_\_\_\_\_
35. How many hours/week is the Library closed and completely  
 unattended? \_\_\_\_\_
36. Is any routine watchman service used? Yes  No
37. Is any building security check made at closing time?  
 Yes  No
38. Where is smoking permitted? (a) Not permitted , (b) Read-  
 ing Rooms , (c) Public Areas , (d) Stack Areas , (e)  
 Staff Offices, Rooms and Lounges , (f) Carrels , (g) Vaults

- , (h) Work Areas , (i) Building Utility Areas , (j) Designated Smoking Areas .
39. Do you have a vault? Yes  No  39a Is the vault air conditioned? Yes  No  39b If so, what temperature \_\_\_\_\_ and humidity \_\_\_\_\_ are maintained? 39c What materials are kept in the vault? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
40. Are any stairway enclosures between floors kept closed at all times, or are the doors apt to be blocked open at times? (a) No Enclosures , (b) Always Closed , (c) Occasionally Open , (d) Always Open .
41. What is the approximate number of volumes in your collection?  
 Fiction \_\_\_\_\_  
 Archives \_\_\_\_\_  
 Phonograph Records \_\_\_\_\_  
 Special groups including rare books and art objects \_\_\_\_\_  
 Bound and Unbound Serials \_\_\_\_\_  
 Reference and Technical Books \_\_\_\_\_  
 Magnetic Tapes \_\_\_\_\_  
 Motion Picture Films \_\_\_\_\_  
 Microfilm Material \_\_\_\_\_  
 Bound and Unbound Reports \_\_\_\_\_
42. Are the patrons allowed access to stack areas? (a) Full Access , (b) Limited Access , (c) No Access .
43. Are bookmobiles used in the Library operation? Yes  No
44. Does the Library participate in an area or centralized catalog system? Yes  No
- 44a. If your card catalog were to be lost in a fire could you reconstitute it from one of the above? (a) Yes  (b) No   
 (c) Partially  (d) Any other method?

#### D. PHYSICAL PROTECTIVE MEASURES

45. What is the status of the local fire department? (a) None , (b) Volunteer , (c) Paid .
46. Is there a Library building fire alarm system? Yes  No

QUESTIONNAIRE

47. What means are used to alert the fire department? (a) City Box , (b) Street Fire Phone , (c) Private Phone Call .
48. Is a fire alarm box located at, in, or close to the Library?  
Yes  No
49. Does the fire department regularly inspect the Library?  
Yes  No
50. Does your insurance company or other agency inspect the Library? Yes  No
51. Have you acquainted the fire department with the potential water damage which could result from the ill-considered use of hose lines in a fire emergency? Yes  No
52. Do the fire and/or police departments have emergency access to the Library? Yes  No
53. Are any fire detection systems installed in the Library building? Yes  No
- 53a. If answer is yes, what type? (a) Heat Sensing , (b) Smoke Sensing .
- 53b. Where are fire alarms transmitted? (a) Fire Department , (b) Local in Building .
54. Are any theft or burglar alarms installed? Yes  No
- 54a. Where are alarms transmitted? To (a) Police Department , (b) Local in Building .
55. If security type locks are installed on doors intended only for emergency egress, are they equipped with electrical alarms?  
Yes  No
- 55a. Where are alarms transmitted? To (a) Police Department , (b) Local in Building .
56. What types of hand fire extinguishers are provided? (a) Soda-Acid , (b) Pressurized Water , (c) Carbon Dioxide , (d) Vaporizing Liquid , (e) Foam , (f) Dry Chemical .
- 56a. Are they of such size that female personnel could not conveniently use them? Yes  No
57. Are fire hose stations provided in the Building? Yes  No
- 57a. Hose size: (a) 2½ in. , (b) 1½ in. , (c) smaller .
58. Are any areas equipped with installed fire extinguishing systems? Yes  No
- 58a. What type: (a) Automatic Sprinklers , (b) Carbon Dioxide , (c) Dry Chemical .

58b. How extensive is the coverage? Complete , Partial .

58c. If partial, what do you have protected? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### E. FINANCIAL PROTECTIVE MEASURES

59. Is your Library covered by any insurance measures?  
Yes  No

59a. Please indicate the amounts of any coverage:

(a) Building	\$ _____
(b) Contents (inclusive)	\$ _____
(c) Furniture and Fixtures	\$ _____
(d) Card Catalog	\$ _____
(e) Valuable papers and Manuscripts	\$ _____
(f) Rare books and Fine Art objects	\$ _____
(g) Shelf list	\$ _____
(h) Other items	\$ _____

59b. Coverage is against (a) Fire , (b) Flood , (c) Water Damage , (d) Vandalism , (e) Mutilation , (f) Wind-storm , (g) Theft , (h) Explosion , (i) Earthquake .

60. Are there any laws or local ordinances which regulate or restrict the placement of insurance on your resources? \_\_\_\_\_  
If so, please comment \_\_\_\_\_

61. Is the extent of insurance coverage determined by the Librarian or other Management groups? Librarian , Other Groups .

62. Is the purchase of insurance a responsibility of the Librarian or others? Librarian , Others .

63. Would the cost of insurance be charged against the Library budget? Yes  No

64. Do you insure collections or loans for which you are responsible while they are in your possession? Yes  No

65. Do you insure resources which are off your premises and not in branches or bookmobiles? Yes  No
66. If you have been insured and experienced a loss, did you encounter any difficulties in establishing the amount involved and securing a satisfactory adjustment? (a) Yes  (b) No   
(c) Have not experienced losses
67. If yes, why? \_\_\_\_\_  
\_\_\_\_\_
68. How did you establish the necessary proof of loss? \_\_\_\_\_  
\_\_\_\_\_
69. Was the recovered money made available to you for replacement of resources? Yes  No
70. In case of fire, would your shelf list establish proof of incurred losses? Yes  No
71. If not, what other records would be needed? \_\_\_\_\_  
\_\_\_\_\_
72. Is your shelf list protected by a fire resistant safe? Yes  No
73. Do you maintain microfilm records of your (a) Shelf list?   
(b) Card catalog?  or (c) Other vital documents?  or (d)  
Do not use microfilm for this purpose.
74. If yes, are the microfilms protected against damage or loss?  
Yes  No
75. If yes, how do you maintain the film record current? \_\_\_\_\_  
\_\_\_\_\_
76. If you were not insured and experienced a loss, how did you finance replacement of resources? \_\_\_\_\_  
\_\_\_\_\_

#### F. LOSS EXPERIENCE

There are currently insufficient data on the frequency, causes and costs of loss occurrences in libraries. A complete listing of all such known occurrences is requested. Minor occurrences should be included even though there may have been no appreciable damage and no loss claimed. They sometimes become serious, and have a bearing on the total exposure to losses.

77. In your Library system, what loss experience have you had from 19\_\_\_\_ to date with  
(a) Fire?                      Number \_\_\_\_\_ Est. \$ loss \_\_\_\_\_

- (b) Water, flood,  
leaky pipes?      Number\_\_\_\_\_ Est. \$ loss\_\_\_\_\_
- (c) Mold or mildew?      Number\_\_\_\_\_ Est. \$ loss\_\_\_\_\_
- (d) Windstorm?      Number\_\_\_\_\_ Est. \$ loss\_\_\_\_\_
- (e) Vandalism or  
mutilation?      Number\_\_\_\_\_ Est. \$ loss\_\_\_\_\_
- (f) Vermin?      Number\_\_\_\_\_ Est. \$ loss\_\_\_\_\_
- (g) Theft?      Number\_\_\_\_\_ Est. \$ loss\_\_\_\_\_
- (h) Explosion?      Number\_\_\_\_\_ Est. \$ loss\_\_\_\_\_
- (i) Earthquake?      Number\_\_\_\_\_ Est. \$ loss\_\_\_\_\_

Narrative accounts or details for above items would be appreciated. If more space is needed, separate sheets should be attached \_\_\_\_\_

78. Do you know of loss experience in other libraries which may not be reached by this questionnaire and which should be further investigated as part of this research study? If so, please advise name of library, location and approximate date of loss occurrence so that it may be followed up.
- \_\_\_\_\_
- \_\_\_\_\_

Conservation Discussion List - Date: 15 Sep 2003  
From: Jane Long <jlong@heritagepreservation.org>  
Subject: Hurricane

## Preparing your institution for Hurricane Isabel

The Heritage Emergency National Task Force offers the following advice to museums, libraries, archives, and historical societies for protecting collections and records from wind and water damage.

Before the storm: Here are some basic precautions to take if there is time and you can undertake them safely. These are excerpted from the "Emergency Response and Salvage Wheel" (copyright 1997, Heritage Preservation):

- \* Move vital records and high priority items away from windows and below-ground storage into water-resistant areas. Avoid areas under roofs.
- \* Screw plywood over windows or use tape to reduce shattering.
- \* Verify location and procedures for shutting off water, gas, and electricity.
- \* Wrap shelves, cabinets, other storage units in heavy plastic sealed with waterproof tape.
- \* Move outdoor objects indoors or secure in place.
- \* Take with you lists of staff, institutional and public officials, insurance and financial data, inventory, emergency plan and supplies.
- \* Make preliminary contact with service providers for generators, freezers, drying or freeze-drying services, and refrigerated trucking.
- \* Appoint a staff contact to give instructions on returning to work.

Prepare Now! We hope you are not in the path of this terrible storm. But in light of Isabel's potential for destruction, you should be asking:

- \* Have we established a telephone tree for staff contacts?
- \* Do we know the first responders in our community?
- \* Is our disaster plan up to date? Our insurance coverage? Our inventory?

- \* Have we established priorities for salvaging our collections?
- \* Do we have contacts at salvage firms? Have we stocked emergency supplies?
- \* Do we know what preservation resources are available in our area?

Since 1995, the Heritage Emergency National Task Force has been working to help cultural institutions safeguard their collections. Sponsored by the Federal Emergency Management Agency (FEMA) and Heritage Preservation, Inc., the Task Force is a partnership of 34 national organizations and federal agencies. For more hurricane resources, please visit <URL:<http://www.heritageemergency.org>>.

Jane S. Long  
Director, Heritage Emergency National Task Force  
Heritage Preservation  
1625 K Street, NW Suite 700  
Washington, DC 20006  
202-634-1422  
Fax: 202-634-1435

# The Emergency Response and Salvage Wheel

To Order, Contact the Heritage Emergency National Task Force  
 Call Toll-Free: 1-888-979-2233 or Fax: 202-233-0807  
 Website: www.heritagepreservation.org

Orders	Prices	Quantity (English)	Quantity (Spanish)	Subtotals
Orders of 1-9:	\$10.95 each	_____	_____	\$ _____
10 or more:	\$ 9.95 each	_____	_____	\$ _____
<b>Nonprofit/Government Rate</b>				
Orders of 1-9:	\$6.95 each	_____	_____	\$ _____
10 or more:	\$5.95 each	_____	_____	\$ _____
<b>CANADA and MEXICO: Add \$1.00 per wheel</b>				\$ _____
<b>INTERNATIONAL AIR: Add \$3.00 per wheel</b>				\$ _____
<b>TOTAL</b>				\$ _____

*Total prices include postage and handling for U.S. Orders of 1-9 will be mailed first class. Orders of 10 or more within the U.S. will be sent UPS. Add \$1.00/wheel for orders from Canada and Mexico. Add \$3.00/wheel for international air for all countries outside U.S., Canada, and Mexico. Allow 2-3 weeks for delivery.*

## Payment Information

Payment should be in U.S. dollars. Please make checks payable to Heritage Preservation. Mail to Heritage Preservation, 1012 14th Street NW Suite 1200, Washington, DC 20005. Credit card orders may be faxed.

Name: \_\_\_\_\_  
 Organization: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Country: \_\_\_\_\_ Zip: \_\_\_\_\_  
 Phone : \_\_\_\_\_ Fax: \_\_\_\_\_ E-mail: \_\_\_\_\_  
 Method of payment:  Check  MasterCard  Visa  American Express Purchase order no.: \_\_\_\_\_  
 Credit card number: \_\_\_\_\_ Expiration date: \_\_\_\_\_  
 Signature: \_\_\_\_\_  
 IMPORTANT! Name on card and billing address if different from above: \_\_\_\_\_

*If your organization would like to promote the Wheel in a meeting, workshop or class, you are welcome to duplicate this order form as necessary. For further information, please contact 202-233-0800.*