

A Seat at the Table Working with Local Responders

Tool Kit

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Class Notes

A Seat at the Table: Working with First Responders

Agenda

- Needs of the general public
- Needs of first responders
- Roles of libraries
- Business continuity
- Introduction to the Tool Kit
- Partnerships, collaboration and politics
- The action plan

Learning Objectives

- Identify and understand different roles played by governments and associated entities.
- Confidently and competently develop relationships that will lead to a seat at the table.
- Understand the non-traditional critical roles a library could play.
- Use the Tool Kit to create an action plan.

Disaster Information Specialization

- Medical Library Association continuing education program funded by NLM
- No cost to students
- Courses for both librarians AND for disaster health workforce
- All courses will be available online.
- Five required courses (each 3 hours) for basic level; additional 12 contact hours for advanced level
- All program courses and activities earn MLA continuing education credit and may also be used toward AHIP

"If we really want to have effective partnerships and make a difference in our communities we have to be part of the decision-making process in those communities. " – Sarah Ann Long, ALA President, 1999-2000

Four Phases of a Disaster

- **Prevention**
- **Planning & risk analysis**
- **Response**
- **Recovery**

"Libraries are not essential services" – FEMA, Cameron Parish, 2006

Exercise

- **Once the needs for food, water and shelter have been satisfied, what further needs do people have?**

Case Study

- **What services did the responders need?**
- **What role(s) did the organization play?**

Roles Libraries Play

- **Institutional supporter**
- **Collection manager**
- **Information disseminator**
- **Internal planner**
- **Community supporter**
- **Government partner**
- **Educator & trainer**
- **Information community builder**

"Libraries are vital information hubs, and in the aftermath of a disaster, libraries take on an even greater community role..." – Sen. Reed, 2011

Situational Assessment

- **Personal and family**
- **Institutional capacity**
- **Core services**
- **Business continuity**

Partnerships, Collaboration and Politics

- **Define: partnership, collaboration, consensus, community**
- **Benefits of partnerships**
- **Characteristics of successful community builders**

- Community social capacity
- Politics

"Administrators are not born with a 'librarian appreciation gene'."
– McKnight, p. 2

Influence = perceived value to decision
– McKnight, p. 43

Building Influence

- Know – Show – Tell
- Elevator speech
- “Client” not “customer”
- 5 rules that build influence
- Image
- Language

Sample Elevator Speech

The Sample Public Library provides a huge return on investment for taxpayer dollars by providing resources, including free Internet access, programs and expertise to the 300,000 people of Sample. Our goal is to train our citizens for the workforce, provide needed services and resources to our citizens and to partner with public and private entities to maximize our potential and to reach a broader audience.

Develop your own ‘elevator speech’
Share with the person next to you

Putting It All Together

- List specific steps the successful people took prior to/during/after the disaster.
- How might things have ended differently (i.e. How might things have gone wrong)?
- What made the difference?

“If you are not at the table, you might be on the menu.”
– Unknown

Institutional Role Assessment

Consider these potential roles for your library in a local disaster. Which roles could your library perform?

Categories adapted from those reported in *Library Roles in Disaster Response: an Oral History Project by the National Library of Medicine* by Featherstone, Lyon and Ruffin.

Institutional Supporter

- Post information to a public information website
- Post information to an internal institutional website
- Assist displaced employees or affiliates of your institution
- Participate in institution-wide disaster plan

Collection Manager

- Protect the collection
- Restore the collection
- Provide access to the collection

Information Disseminator

- Disseminate current and accurate information to the public
- Disseminate current and accurate information to your administration and constituents
- Act as primary source of information for the entire community

Internal Planner

- Develop planning documents for your institution
- Track displaced staff members and projects
- Document activities for FEMA

Community Supporter

- Provide community gathering place
- Provide Internet for evacuees
- Provide printing and faxing services for evacuees
- Send mobile units or staff to shelters
- Provide materials and services to people in shelters

- Conduct story time for people in shelters
- Manage donations
- Manage displaced collections
- Help people find lost family members
- Help people apply for social services
- Help people fill out FEMA forms
- Help people search for shelter, food and necessities
- Help people replace lost documents
- Help people find shelter for pets.
- Help people arrange for lost prescriptions
- Organize volunteers

Government Partners

- Prepare reports and seminars, write procedures
- Document the disaster
- Provide disaster training
- Provide office space for FEMA or displaced government workers
- Participate in emergency exercises
- Refer citizens to appropriate social agencies
- Disseminate information as requested by other government agencies

Educators and Trainers

- Train first responders in use of information tools
- Organize information for responders
- Teach classes in disaster preparedness and management
- Develop technology tools for emergency responders
- Evaluate software for emergency responders
- Provide emergency reference services to responders
- Train other information professionals to provide emergency reference services to responders.

Information Community Builders

- Manage mass book and materials donations
- Assist sister libraries in rebuilding
- Provide services in place of sister libraries:
 - Reference services
 - Interlibrary loan
 - Document delivery
 - Offsite backup and storage
 - Storage of collection
- Provide office space for displaced information professionals
- Act as part of buddy system for other libraries in preparation for disaster

Institutional Capacity Assessment

- Does my institution have a disaster plan?
- Does my staff have personal and family disaster plans?
- Do my individual staff and their families have resources for self-sustainability for the first 96 hours?
- Does my staff have cell phones with unlimited voice, text and data services?
- Do my staff have home Internet?
- Does my staff have home electricity? Power with generators?
- Do I have multiple contact numbers for my staff, including cell numbers for other family members, neighbors, etc.?
- Does my institution have electricity? Power from generators?
- Does my institution have telephone service?
- Does my institution have Internet?
- Does my institution have wireless?
- Does my institution have supplies necessary for staff to shelter in place for at least 96 hours?
- Do I have public access computers that can be used by others to access the Internet?
- Does my institution have filters, policies or firewalls that will limit access to the Internet for the general public?
- Does my institution have limits or filters on uploading or downloading information over the Internet?
- Does my institution have the latest version of plug-ins such as Flash and the Adobe Reader installed on every PC?
- Do I have the latest version of Internet Explorer, Firefox, etc. on all PCs?
- Is my staff trained in providing information services related to social services, medical information, insurance information, FEMA forms, disaster response and recovery, etc.?

- Do I have appropriate contacts with other agencies that can help provide the above help?
- Do I have an extra supply of printer/fax paper, toner, toilet tissue?
- Do I have flashlights for staff to retrieve supplies?
- Will I need to supply food, water, shelter, restroom facilities?
- Does my institution have security if needed?
- Does my institution have space to warehouse donated materials?
- Do I have appropriate staff to repurpose/configure donated computers?
- Does my institution have a fork-lift?
- Do I have a method of tracking use of supplies, service statistics, donations, expenditures of funds, etc.?

Continuity of Operations

What if your library happens to be inaccessible for a period of time? How would you provide service?

What are the 3 MOST critical services your library must offer in an emergency?

Who would need to know that you were offering these services? (e.g. fire, police, media, general public, patients, students, etc.)

Do you know how to get the information for services to these groups? Do you have updated contact information for all media, fire, police, government officials, etc.?

Do you have a place and a person to maintain a blog about your status and the status of other relevant operations?

What resources, supplies, collections, staff, etc. would be needed to work remotely?

Do you have the authorization to allow staff to work remotely and/or for extended hours? Do you have a mechanism to track staff time?

Do you have contact information for and are you able to get in touch with all critical staff to deploy or gather as necessary?

Do you have contact with your administrators to keep them updated on operations and issues and needs for critical replacement of resources?

Personal Assessment

These are the characteristics and skills needed manage and survive during an emergency. How many of these characteristics describe you?

Flexible

Civic-minded

Assertive

Able to connect needs of people with appropriate available resources

Organized

Knowledgeable about information sources

Adaptable

Knowledgeable about disaster preparation

Digitally literate

Have completed a basic Incident Command System (ICS) course

Calm under pressure

Politically savvy

Empathetic with others

Have contacts in the community or local government

Able to defuse angry or upset people

Good at networking

Have initiative Persistent

Willing to take risks

Know when to engage others

Wear appropriate professional dress

ICS Roles

Planning

Operations

Logistics

Finance

Buzz Words

Inventory (not holdings)

Customer Management System (not integrated library system)

Dean, director, CEO, manager (not librarian)

Information professional (not librarian)

IT or IS (not Computer Services)

Return on Investment (ROI)

Stakeholders

Clients (not patrons)

Customer-driven

High performing

Constituents

Value-added

Department heads, management team

Facilitate

Action Plan

Strategic

Facility (not library)

Business continuity

Continuity of operations

Tasked with

Sit rep, which means “situational report”

Cost savings

Sample Press Release

*Minimum information needed; expand as appropriate.***

The _____ Library is OPEN. We are currently offering the following emergency services: (e.g. free Internet access, public computers, health information services, assistance with FEMA, etc.) Services are available to the _____ community (medical community, academic community, parents and students, general public, etc.) from _____ to _____ on the following days: _____ . Library staff stand ready to assist you.

For directions or more information call xxx-xxx-xxxx or come to

_____.

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***Send to all media especially radio which more people listen to in a disaster.*

Sample Letter of Introduction

(Put on letterhead)

Date

Inside address

Dear :

I am writing to ask for the opportunity to partner with you in community disaster preparation, response and recovery. My library specializes in the research, organization and control of current news and information, providing assistance in its acquisition and use. I see many areas of potential cooperation and collaboration that will benefit those we both serve, especially during a disaster.

Statement of your understanding of what this person/organization would need in an emergency.

Statement explaining how your library can address these needs.

Express your desire to collaborate and establish a working relationship. Ask for meeting, phone call, etc. What follow-up do you expect? I will contact you in the next 2 weeks to set a time for us to further discuss the needs of our constituents in an emergency.

Provide contact information and thanks for their time.

Sincerely,

Follow up with a phone call in the next 2 weeks.

Sample Phone Call

Start with the secretary or administrative assistant.

Introduce yourself and say you were told that he/she (the secretary) would know how to help you.

State your specific needs and/or question and ask who would be the best contact for this. Get complete contact information, including title, office phone, cell phone (if possible) and email address, along with their schedules in general. Ask what would be the best time to try to contact them.

Get the secretary's mailing address and follow up with a card thanking him/her for the help. Enclose your business card.

You have made an ally of the secretary and they will help you make contact.

Potential Information Needs of First Responders

Fire	Nurses
Police	Students
Safety & crime	Faculty
Road closures and directing traffic	Utility Workers
Government Officials	Transportation Workers
Federal	Bus drivers
State	Evacuations
Local Rescue & Recovery Workers	Social Service Agencies
Doctors	Food, shelter, water, clothing, vital records, meds, necessities...
Patients	

Potential Partners for Outreach

Local health departments

Local Board of Health

Medical Societies

Non-profit community organizations

Medical Centers & hospitals

Emergency management center and officials

Volunteer Centers

Faith-based organizations

Medical Personnel

Public television and radio

Shelters

Public transportation

Contact Information

(more templates under “Links”)

Federal

- Senator
- Representative
- FEMA
- IMLS
- Homeland Security

State

- OEP
- Homeland Security
- State Police
- Emergency Broadcasting System

County / Parish

- Leaders
- Shelters
- Sheriff
- County Commissioners

City/Town

- Mayor
- Police
- Fire Hospitals
- Shelters
- Buildings & Grounds Dept.

Institution

- Board
- Dean
- Director
- Staff
- IT
- Buildings & Grounds

Case Studies

[Toronto hospital's experience with SARS](#)

[Credit union's experience with hurricane](#)

[Mississippi community's experience with hurricane](#)

[Houston Academy of Medicine's experience with Katrina](#)

[Sumter Regional Hospital's experience with a tornado](#)

[Terrorism Information Center and Oklahoma City bombing](#)

Bangladesh and floods

“Case Study 3: Bangladesh Floods in Bangladesh: a Shift from Disaster Management Towards Disaster Preparedness”. Mallick, Dwijendra Lal, et al. IDS Bulletin: Vol. 36 No. 4: October 2005, pp. 53-70.

Colorado public library and wildfires

“CO Library Still Serves as Wildfires Rage”. Library Hotline, July 2, 2012. Pp. 3-5.

Additional Links

[NN/LM Emergency Preparedness & Response Toolkit](#)

[Disaster Information Management Resource Center](#)

[NIMS Training](#)

[ICS](#)

Resources

ACHA Emerging Public Health Threats and Emergency Response Coalition and Campus Safety and Violence Coalition. "Emergency Planning Guidelines for Campus Health Services: an All Hazards Approach." *Journal of American College Health*. 59.5: 438-449. Print.

The purpose of this document is to assist members of the college health community in planning for emergencies using an all-hazards approach. Its perspective is both macro and micro, beginning with a national model of response and drilling down to the particulars of health service preparedness. The guide walks readers through the spectrum of emergency preparedness, from planning to recovery, at both the institutional level and the departmental level. Plenty of checklists and resources are included at the end of the document to serve as planning tools.

Barnes, Ph.D., Michael D, Carl L. Hanson, Ph.D., Len M.B. Novilla, M. D., M.P.H., Aaron T. Meacham, Ph.D., M.P.H., Emily McIntyre, M.P.H. "Analysis of Media Agenda Setting During and After Hurricane Katrina: Implications for Emergency Preparedness, Disaster Response, and Disaster Policy." *American Journal of Public Health*. 98.4. (Apr 2008.): 604–10. Print.

This article explores the implications of how the media presents information to the public. The article reveals how the media did not adequately represent key public health roles necessary before, during and after a disaster. The reporting on Hurricane Katrina not only informed citizens but also informed and influenced key audiences including policymakers. The key takeaway is that public health practitioners should always be ready with core messages, ensure that these messages are consistent, be willing to admit that they do not know everything, use lay language that avoids technical and bureaucratic jargon, and be sensitive to community "hot button issues."

"Emergency Preparedness & Response Plan for Network Members." *The National Network of Libraries of Medicine*. (Jan 2008): 1-4. Print

To help mitigate the impact of disasters on healthcare providers and their patients, the National Network of Libraries of Medicine (NN/LM) has developed and oversees an emergency preparedness and response plan to help Network members maintain their information services in the event of a disaster. This article includes both pieces, the preparedness plan which presents a strategy for each Network member to develop a plan suitable to their environment and the emergency response plan which presents a strategy for communicating among members both before and during a disaster thus providing support for essential services as well as a follow up and reporting component. Detailed suggestions for both plans are included with sample scenarios.

Featherstone, Robin M. MLS, Becky J. Lyon, MLS, Angela B. Ruffin. "Library Roles in Disaster Response: an Oral History Project by the National Library of Medicine." *Journal of the Medical Library Association*. 96.4 (October 2008): 343-350. Print.

The objective of this project was to develop a knowledgebase of stories illustrating the variety of roles that librarians can assume in emergency and disaster planning, preparedness, response, and recovery. The National Library of Medicine conducted an

oral history project during the summer of 2007—aimed to describe clearly and compellingly the activities, both expected and unusual, that librarians performed during and in the aftermath of the disasters. Using four broad questions—What happened in your community? How did the library and librarians respond? How has the library, or the services provided, changed as a result of these events? And what in your opinion are the roles for librarians and libraries in disaster planning, response and recovery efforts?—the investigators recorded the stories of twenty three North American librarians who responded to bombings and other acts of terrorism, earthquakes, epidemics, fires, floods, hurricanes and tornadoes.

Frykberg, Eric, MD, FACS, Leonard Weireter, MD, FACS, Lewis Flint, MD, FACS. “10 Questions and Answers About Disasters and Disaster Response.” Insurance Advocate. 95.3 (March 2010): 6-13. Print.

In this article, the authors review some of the fundamental principles of disaster response that they believe would be helpful for surgeons seeking to understand and interpret media reports related to the situation in Haiti, as well as other disasters. They outline ten key questions such as why did it take so long for the disaster relief response to start working in Haiti? And what are the elements of a disaster response? And how should health care facilities prepare for disaster response?

Heritage Preservation. Field Guide to Emergency Response. USA: Heritage Preservation. 2006. Print.

This guide brings together in one comprehensive work four tabbed dividers designed to provide essential information at your fingertips. The 4 sections titled what to do first, the response team, the top ten problems to expect and resources all provide detailed and concise information including bulleted lists that pertain to that section.

Lynch, Sherry. The Librarian’s Guide to Partnerships. Ft Atkinson, Wisconsin: Highsmith Press. 1999. Print.

Collaborations, cooperation, and partnerships are key words in the library community these days, particularly during a downturn in the economy when funding is short and programming needs are great. Lynch provides a 25-year history of the partnerships developed by Broward County Library in Fort Lauderdale, FL, which was selected as "Library of the Year" by Gale Research/Library Journal in 1996. Drawing on Broward County's experience, the contributors to this handbook talk about the development of the partnership process with the myriad organizations (500-plus at this time) currently involved. Both the benefits and challenges of cooperative partnerships are addressed by different members in the group. Points the contributors emphasize are: be prepared for negotiation and dealing with rules and policies of the different organizations; anticipate and expect change; know the target population you wish to serve; be willing to compromise; expect delays; be flexible; and more. This is the first book of its type to discuss an active, ongoing partnership and how it was formed and grew. Public libraries of any size should seriously consider the suggestions made in this book as they develop future plans for their libraries and communities.

Malizia, Michelle, Rebecca Hamilton, Deborah Littrel, Karen Vargas, Cynthia Olney. "Connecting Public Libraries with Community Emergency Responders." *Public Libraries*. 51.3. (May/June 2012): 32-6. Print.

In this article the authors go into detail about how the National Network of Libraries of Medicine can logically and practically support the emergency response roles of public libraries. They begin with explaining how the NN/LM SCR initiated a project to explore ways to support the emergency response of public libraries in the region—a project that could be generalized to public libraries facing other types of disasters. The project began with the execution of a needs assessment of public libraries and utilized an advisory group that included public librarians who validated the findings of the assessment. The project further determined six public library qualities that are highly valuable to disaster response to be promoted to emergency responders. Finally, the project team determined five strategies to help public libraries build capacity to serve the needs of both consumers and health and emergency response professionals.

Mattessich, Ph.D., Paul, Barbara Monsey, M. P. H. *Community Building: What Makes it Work. A Review of Factors Influencing Successful Community Building*. St. Paul: Amherst H. Wilder Foundation. 1997. Print.

This very practical guide explains what really does and doesn't contribute to community building success. It reveals 28 factors to consider for building community more effectively and efficiently. The 28 factors include detailed descriptions and case examples of how each factor plays out followed by practical questions you can use to assess your work. You can use this report to find out what community characteristics contribute to successful community building, make sure key processes such as communications and technical assistance are in place, determine if community leaders or organizers have essential qualities such as a relationship of trust and flexibility, and evaluate the likely success of a proposed project or get a struggling effort back on track. Examples, definitions, and a detailed bibliography are provided. The result is concrete, understandable research based on real-life experiences. In addition to the factors, you also get working definitions for community, community building, and many other terms; a list of resources and contacts in the field; an explanation of how the research was done; and a complete bibliography of all the studies used in this report.

McCook, Kathleen de la Peña. *A Place at the Table Participating in Community Building*. Chicago: American Library Association. 2000. Print.

The author of this book challenges librarians everywhere to get involved early and often in community planning and development activities. She explains in details how to build a grassroots campaign, strengthen the library's connections in the community by forming powerful partnerships, become involved in policy making early, and promote the library's tangible assets. It is critical for librarians to work on these partnerships and not assume that everyone in the community values their library and services. The connection must be in place before the opportunities present themselves or the library won't be considered for a role. She provides characteristics of the community, the

community building process and community building organizers with concrete examples and the suggested role of the librarian.

McKnight, Michelynn. *The Agile Librarian's Guide to Thriving in Any Institution*. Santa Barbara, California: ABC-CLIO. 2010. Print.

Agile librarians have expertise in the practice of their profession and in the business of gaining and maintaining influence, as well as in effective marketing and public relations. This useful handbook describes and illustrates proven methods to get your library and information services the attention and support they deserve. Discover what your parent organization needs and values most. Build a credible image and strengthen positive communication. Gather, analyze, and use valid evidence to support decisions to ensure that non-librarian decision makers (boards, clients, committees, executives, managers, patrons, politicians, principals, taxpayers, teachers, trustees, users, and other stakeholders) fully appreciate and understand the value and utility of library and information services.

Miehl, Gabriel F. "Community Emergency Response: Have You Met Your Neighbors Yet?" *Professional Safety*. (December 2011): 35-41. Print.

General industry is required to plan for emergencies under several different local, state and federal regulations. But what happens when an emergency leaves the property line and travels into the surrounding neighborhood or an off-site emergency affects a facility? This article is based on a community emergency response exercise project developed by the Erie County, PA Local Emergency Planning Committee. It discusses regulatory emergency planning requirements, pre-emergency planning and coordination between fixed facilities and emergency response agencies, development of emergency planning discussion points; and development of a community emergency response exercise framework.

Paturas, James L., Deborah Smith, Stewart Smith, Joseph Albanese. "Collective Response to Public Health Emergencies and Large Scale Disasters: Putting Hospitals at the Core of Community Resilience." *Journal of Business Continuity & Emergency Planning*. 4.3: 286-295. Print.

This article examines how healthcare organizations are a critical part of a community's resilience and play a prominent role as the backbone of medical response to natural and manmade disasters. The importance of healthcare organizations, in particular hospitals, to remain operational extends beyond the necessity to sustain uninterrupted medical services for the community, in the aftermath of a large scale disaster. Hospitals are viewed as safe havens where affected individuals go for shelter, food, water and psychosocial assistance, as well as to obtain information about missing family members or learn of impending dangers related to the incident. The authors show how the ability of hospitals to respond effectively to high consequence incidents producing a massive arrival of patients that disrupt daily operations requires surge capacity and capability.

Rebmann, Terri, Ruth Carrico, Judith F. English. "Lessons Public Health Professionals Learned from Past Disasters." *Public Health Nursing*. 25.4: 344-352. Print.

This article delineates the lessons that public health professionals learned during past disasters and information/resources found to be lacking during past disasters. Disasters can result in public health crises if infection prevention/control interventions are not implemented rapidly and appropriately. Gaps in past public health disaster response include infection prevention/control in mass casualty incidents, public education, internal and external communication, mental health, physical plant, and partnerships with outside agencies, and provide public education on disaster preparedness.

Seyedin, Hesam, Ph.D., James Ryan, Mohammed Keshtgar. "Disaster Management Planning for Health Organizations in a Developing Country." *Journal of Urban Planning and Development*. 137.1 (March 2011): 77-81. Print.

This article investigates disaster management planning and rehearsal within health organizations in Iran. It was discovered that current plans do not provide an opportunity for improvement in their ability to respond to a disaster. The article discusses and explains the three types of planning: comprehensive disaster management planning, business continuity planning, and contingency planning as well as the importance of updating them regularly. There is a questionnaire at the end to determine readiness for a disaster.

Tadman, Andrew. "Reflections on Ochsner Medical Library: a Year after the Storm." *Louisiana Libraries*. 69.2 (Fall 2006): 3-5. Print.

This article reflects on the services offered by the Ochsner Medical Library of the Louisiana State University in New Orleans. When Hurricane Katrina hit the coast of Louisiana, this medical library became the hub of activity for the assistance of the local community. The library utilized its technology and Internet to assist the public in filing FEMA claims, insurance claims and the Red Cross. This article details the Medical Library Recovery Project which was born out of the disaster and whose aim was to set up an information network freely available to patients and healthcare professionals.

Yeh, MLIS, Felicia, Karen D. McMullen, MLIS, Laura T. Kane, MLIS, AHIP. "Disaster Planning In a Health Sciences Library: A Grant-Funded Approach." *Journal of the Medical Library Association*. 98-3. (July 2010): 259-61. Print.

The authors describe the disaster planning process in a health sciences library—the University of South Carolina School of Medicine. The school was able to obtain a grant to hire two consultants to aid in the development of a comprehensive disaster plan and to purchase emergency supplies. Although most of us will not be lucky enough to have a grant for this process, this article gives an excellent brief overview of the process including a risk assessment survey, a building survey, identification of priorities, guidelines for continuing key services, tools and templates and staff training.