

**THE TIME IS NOW!
PLANNING FOR THE UNEXPECTED**

***CONTINUITY PLANNING
FOR NONPROFIT AND COMMUNITY ORGANIZATIONS***

WORKBOOK

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BASIC INFORMATION

Refer to Table 1 on page 12 for a table template of this information.

CONTINUE YOUR IMPORTANT SERVICES

Back-Up Facility:

Organization Name

Location Name

Address

Address

City, State, Zip Code

City, State, Zip Code

Telephone Number

Telephone Number

ORGANIZATION CRISIS MANAGER

The following person will serve as the organization crisis manager in an emergency (usually top executive):

Primary Crisis Manager

ALTERNATE CRISIS MANAGER

If this person is unable to perform the role of crisis manager, the person below will succeed:

Secondary Emergency Spokesperson

Telephone Number/Alternate Number

Telephone Number/Alternate Number

Email

Email

ORGANIZATION SPOKESPERSON

The following person will serve as the organization spokesperson in an emergency:

Primary Emergency Spokesperson

ALTERNATE SPOKESPERSON

If this person is unable to perform the role of spokesperson, the person below will succeed:

Secondary Emergency Spokesperson

Telephone Number/Alternate Number

Telephone Number/Alternate Number

Email

Email

EMERGENCY CONTACT INFORMATION

Dial 9-1-1 in an Emergency

Local Police Precinct Address/Phone

CLOSEST MEDICAL FACILITY

Hospital Name

Local Fire House Address/Phone

Address/Telephone

BUILDING/LANDLORD INFORMATION

If this person is not available, in an emergency we can contact:

Building Manager/Superintendent

Building Manager/Superintendent

Telephone

Telephone

UTILITIES INFORMATION

Electric-Account Number

Website/Phone

Phone-Account Number

Website/Phone

Internet-Account Number

Website/Phone

Other-Account Number

Website/Phone

INSURANCE INFORMATION

1. _____
Insurance Provider/Type

3. _____
Insurance Provider/Type

Phone/Policy Number

Phone/Policy Number

2. _____
Insurance Provider/Type

4. _____
Insurance Provider/Type

Phone/Policy Number

Phone/Policy Number

PROFESSIONAL ADVISORS

Keep professional consultants' contact information close by in case of an emergency, such as accountant, attorney, financial advisor, etc.

Name/Role

Email/Phone

☐ SUPPLIERS AND CONTRACTORS

It is important to know who you rely on to deliver goods and services to our operations. If service is disrupted for some reason, you will be more prepared to continue serving your clients.

Below is a list of suppliers and contractors for both goods and services that are crucial to maintain our operations:

1) Company Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Fax: _____ E-mail: _____

Contact Name: _____ Account Number: _____

Materials/Services Provided: _____

2) Company Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Fax: _____ E-mail: _____

Contact Name: _____ Account Number: _____

Materials/Services Provided: _____

3) Company Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Fax: _____ E-mail: _____

Contact Name: _____ Account Number: _____

Materials/Services Provided: _____

4) Company Name: _____

Street Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Fax: _____ E-mail: _____

Contact Name: _____ Account Number: _____

Materials/Services Provided: _____

If these companies experience a disaster, we will obtain supplies/services from the following: _____

II. ORGANIZATIONAL ANALYSIS

EMERGENCIES THAT COULD AFFECT OUR ORGANIZATION AND ITS OPERATIONS

Are we located in a flood zone? What types of emergencies have impacted our community before? What emergencies might be caused by human error?

The following natural and man-made disasters could impact our operations:

ORGANIZATION'S FUNCTIONS AND SERVICES

Maintaining and modifying critical services for clients to respond to their changing needs is essential during an emergency. These are activities that are vital to the survival of the organization and the accomplishment of its mission, and must be performed or the organization ceases to operate. How would these services change during an emergency? Do these services depend on a single resource? How critical are these services to the community before and after a disaster?

The following is a list of all of our organization's functions and services:

The following is a prioritized list of our critical operations and programs, staff, and resources (equipment, staff, facilities, etc) needed to carry out these functions:

OPERATION/PROGRAM	STAFF IN CHARGE	COST OF OPERATION	RESOURCE REQUIREMENTS

INTERNAL RESOURCES AND CAPABILITIES OUR ORGANIZATION HAS DURING NORMAL OPERATIONS

It helps to understand all the capabilities you already possess that you can build from during an emergency. This includes but is not limited to inventory and other resources, personnel, communication.

The following assets could give us a framework to build from after an emergency:

ORGANIZATION'S CLIENTS/CUSTOMERS

Emergencies create vulnerabilities in the community. Thinking ahead to who might be impacted and might seek help from you will help you plan for any surges in demand for your services.

During normal operations, we serve _____ clients per _____ (year, month, quarter, etc). We have the capacity to serve _____ more clients during this period.

During an emergency, our clients' additional or continued needs might include: _____

Where do we serve our clients? _____

ORGANIZATION'S VOLUNTEERS

Volunteers can play a vital role in an organization's mission. They might become even more important after an emergency. Does your organization keep a database of volunteers willing to be called upon to help during an emergency? Do you have an outreach strategy or volunteer management plan in case of an emergency?

Our organization has _____ volunteers listed in our database, with _____ volunteers participating regularly.

What roles do they serve now? _____

What roles might they serve during an emergency? _____

VITAL RECORDS

Preserving vital records is essential to the quick restoration of operations. As you develop your plan, establish procedures for protecting and accessing records.

With relevant staff, consider which documents to keep at your office and which to store at an off-site location. Some questions to ask include:

Where are our records kept? (for staff, clients, donors, purchases, and building, financial, and insurance information)

Do we back up our records? If so, where are the back-up files kept? _____

Would we be able to access important documents during emergencies, such as a fire or power outage? _____

What computer/IT issues might we face? _____

Do we have an accessible list of our organizations hardware and software investments? Do we back up our computers?

PARTNER ORGANIZATIONS WE CAN WORK TOGETHER WITH

Organizations can share resources (such as office space, expertise, equipment, etc) and information during times of emergencies. Building relationships now and talking about how you can help each other during an emergency will strengthen your community's response efforts. Are there any other organizations in the same neighborhood? Any organizations doing similar work?

The neighboring organizations, businesses, and building management will work together with us in these ways:

COMMUNICATION STRATEGIES

Communication is very important during an emergency. You need a system in place to tell employees, clients, and volunteers about the emergency and about changes to your organization (hours, location, programs, etc.).

Create a plan to communicate with your staff, volunteers, community members, and clients. Some questions to ask include:

What communications systems are currently in place? _____

What systems do we have in place to regularly update contact information for staff, volunteers, and clients? _____

What systems will we use to communicate during an emergency? (Examples include social media, website, phone trees, email, text messages, and online mass email distribution system such as Constant Contact or Vertical Response).

Where do we receive real-time emergency information? (For example, Notify NYC, nyc.gov, media, social media, Citizen Corps Council emails).

NOTES

III. REVIEWING AND UPDATING THE PLAN

EMERGENCY PLANNING TEAM

Determine who has the authority to make short-term emergency decisions. The planning lead person is usually separate from the decision maker (see Section I). Planning lead is usually part of the crisis management team—the top two or three people needed for decision-making in an emergency.

The following people will participate in emergency planning and crisis management in these ways:

Emergency Plan Lead Person: _____

Team: _____

DEFINING THE PLAN

Develop a mission statement that defines the purpose of the plan and indicates that it will involve the entire organization.

The mission statement for our organization's plan is:

TESTING THE PLAN

It is important to regularly test the continuity plan to know if your strategies work before an emergency strikes. This will allow your organization to make adjustments. Do your employees, clients, and partners know the emergency procedures outlined in the plan?

How will you test and evaluate your plan? _____

How will you inform your staff about exercising the plan? _____

Who will be in charge of the annual plan tests and any necessary updates? _____

REVIEWING AND UPDATING OUR PLAN

Attaching the periodic review and update of the plan is easier when it is attached to other meetings, such as staff or leadership meetings.

The review and update of our plan will occur every _____ months during _____

_____.

Planning needs to be shared with staff and other partners. We plan to share and/or train others about this plan with our staff and partners every _____ Months/Quarter/Year.

NOTES

IV. NEXT STEPS

This section is for organization leaders to think about next steps to further develop their emergency plan.

HUMAN RESOURCES POLICIES

It is important to be specific about our human resources policies during emergencies that affect our staff. Some questions to ask include but are not limited to:

- What happens if an employee can't arrive to work on time or at all because of inclement weather or other emergency?
- Who has access to important and/or classified files? Who provides backup for that person in the event they are not available?
- Can employees work from home in the event transportation is disrupted?
- Are some employees considered more essential than others during an emergency? Who? How will essential employees get to work?
- How will employees be paid if regular processes are interrupted?
- Will staff be compensated in the event they work overtime during an emergency? If so, how? With what resources?
- How will leave be granted to personnel who have been personally impacted by an emergency or disaster?
- Will you offer "flex time" for employees working odd hours during an emergency? If so, what will this policy look like?
- Do you have updated and easily accessible emergency contact information for your employees? (see *Table 2* on page 14)
- How will we communicate to employees about emergency closings/delayed openings, or any other changes that impact their schedule?
- If there are designated essential non-exempt staff who work during an emergency, what is the policy if they fail to report to work when necessary?

EMERGENCY PLANNING FOR EMPLOYEES

Your employees and volunteers are your organizations most valuable asset. Encourage your employees and their families to develop plans at home. If individuals are prepared at home, they will have more time to assist with your organization's recovery after an emergency. Set up an emergency preparedness presentation and distribute personal and family preparedness information to staff, volunteers, clients, and families. Have staff build go bags to keep at their workplaces in the event of an emergency. More information is available at www.nyc.gov/readyny.

CYBER SECURITY

The security needs for your organization depend on its size and mission, but all organizations need to address the security of and access to their regular and alternate facilities. If your organization involves the protection of clients or dealing with sensitive information, you should consider operational security, including measures to deny access to information that might jeopardize client or staff safety.

Outline your current resources for cyber security and potential challenges to this security during an emergency. What steps would you take to address these issues during an emergency?

SHARING BEST PRACTICES

Talking with other organizations, attending workshops on continuity, and finding out more information online are good ways to learn techniques to enhance your emergency plan.

FINANCES

- Make sure you have a list of your organization’s financial obligations. Not only will this be useful for staff after an emergency, it will help with any insurance issues.
- Store the organization’s financial account information, such as the name of the institution, account number, which staff members have access, and any passwords/PIN numbers in a secure location.
- If possible, the organization should have sufficient funds to cover operating expenses for at least a short time during and after an emergency. It might help to consult with a financial advisor to build up such a contingency fund.

NOTES

LINKS/ADDITIONAL RESOURCES

New York City Office of Emergency Management: www.nyc.gov/oem

Prepare my Business: www.preparemybusiness.org

Operation Hope: www.operationhope.org

SOURCES

Temple University Emergency Management Planning Toolkit for Community-Based Organizations:
www.temple.edu/cprep/PDFs/Organizational%20Toolkit.pdf

Volunteer Florida—The Governor’s Commission of Volunteerism and Community Service Continuity of Operations (COOP for Smaller CBOS):
www.volunteerflorida.org/emergencymanagement/docs/2008/Coop%20for%20Smaller%20CBOs%20FINAL.pdf

FEMA Business Continuity website: www.Ready.gov/business

Ready New York for Business guide: www.NYC.gov/html/oem/downloads/pdf/Business_Guide_Final.pdf

V. TEMPLATES

TABLE 1: EMERGENCY CONTACT INFORMATION

FUNCTION	NAME	ADDRESS	PHONE/EMAIL	NOTES
<i>Alternate Location for Service Provision</i>				
<i>Spokesperson</i>				
<i>Alternate Spokesperson</i>				
<i>Crisis Manager</i>				
<i>Alternate Crisis Manager</i>				
<i>Local Police Precinct</i>				
<i>Local Fire House</i>				
<i>Local Medical Facility</i>				
<i>Insurance #1:</i>				
<i>Insurance #2:</i>				
<i>Insurance #3:</i>				
<i>Insurance #4:</i>				

FUNCTION	NAME	ADDRESS	PHONE/EMAIL	NOTES
<i>Professional Advisor #1:</i>				
<i>Professional Advisor #2:</i>				
<i>Professional Advisor #3:</i>				
<i>Professional Advisor #4:</i>				
<i>Building Management</i>				
<i>Alternate Building Mgt</i>				
<i>Utilities:</i>				

TABLE 2: EMPLOYEE EMERGENCY CONTACT INFORMATION

NAME	DEPARTMENT/TITLE	ADDRESS	PHONE	EMERGENCY CONTACT INFORMATION
		<u>Street:</u>	<u>Home:</u>	<u>Name/Relationship:</u>
		<u>City:</u>		<u>Address:</u>
		<u>State:</u>		<u>Phone:</u>
		<u>Zip:</u>	<u>Cell:</u>	<u>Email:</u>
		<u>Email:</u>		<u>Doctor/Phone:</u>
		<u>Alt Email:</u>		<u>Special Info (allergies, etc):</u>
		<u>Street:</u>	<u>Home:</u>	<u>Name/Relationship:</u>
		<u>City:</u>		<u>Address:</u>
		<u>State:</u>		<u>Phone:</u>
		<u>Zip:</u>	<u>Cell:</u>	<u>Email:</u>
		<u>Email:</u>		<u>Doctor/Phone:</u>
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NAME	DEPARTMENT/TITLE	ADDRESS	PHONE	EMERGENCY CONTACT INFORMATION
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		<u>Zip:</u>	<u>Cell:</u>	<u>Email:</u>
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		<u>Email:</u>		<u>Doctor/Phone:</u>
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NAME	DEPARTMENT/TITLE	ADDRESS	PHONE	EMERGENCY CONTACT INFORMATION
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		<u>City:</u>		<u>Address:</u>
		<u>State:</u>		<u>Phone:</u>
		<u>Zip:</u>	<u>Cell:</u>	<u>Email:</u>
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		<u>Zip:</u>	<u>Cell:</u>	<u>Email:</u>
		<u>Email:</u>		<u>Doctor/Phone:</u>
		<u>Alt Email:</u>		<u>Special Info (allergies, etc):</u>

