Organization Name]  [Company address]

Business Continuity Plan

Table of Contents

[How to Use This Plan 3](#_Toc203138272)

[Purpose and Scope 4](#_Toc203138273)

[Mission Statement 4](#_Toc203138274)

[Plan Purpose 4](#_Toc203138275)

[Scope of Coverage 4](#_Toc203138276)

[Planning Assumptions 4](#_Toc203138277)

[Loss of Facilities: 4](#_Toc203138278)

[Loss of Technology: 4](#_Toc203138279)

[Loss of Personnel: 5](#_Toc203138280)

[Planning Parameters: 5](#_Toc203138281)

[Authority and Succession 5](#_Toc203138282)

[Order of Succession 5](#_Toc203138283)

[Key Authority Assignments 5](#_Toc203138284)

[Roles & Responsibilities 6](#_Toc203138285)

[Crisis Management Team Integration 6](#_Toc203138286)

[Plan Activation 7](#_Toc203138287)

[Activation Triggers 7](#_Toc203138288)

[Essential Functions Summary 7](#_Toc203138289)

[Business Impact Assessment Results 7](#_Toc203138290)

[Priority 1 (Immediate - RTO 8 hours or less): 8](#_Toc203138291)

[Priority 2 (Urgent - RTO 24 hours or less) 8](#_Toc203138292)

[Priority 3 (Important - RTO 72 hours or less) 8](#_Toc203138293)

[Plan Maintenance 8](#_Toc203138294)

[Review and Update Schedule 8](#_Toc203138295)

[Training Program 9](#_Toc203138296)

[Testing and Exercise Program 9](#_Toc203138297)

[Revision History 11](#_Toc203138298)

[Process Continuity Plan Template 12](#_Toc203138299)

[APPENDIX A: Internal Contact Information 17](#_Toc203138300)

[Emergency Call Tree 17](#_Toc203138301)

[Internal Call Tree 17](#_Toc203138302)

[APPENDIX B: External Contacts 17](#_Toc203138303)

[APPENDIX C: Alternate Facility Information 18](#_Toc203138304)

[Primary Alternate Facility #1 18](#_Toc203138305)

# How to Use This Plan

This Business Continuity Plan works together with your Crisis Management Plan and individual Process Continuity Plans to ensure comprehensive emergency preparedness.

**When to Use This Plan:**

* Normal business operations are disrupted for more than 8 hours
* Multiple essential processes are affected by the same incident
* You need to coordinate recovery across departments

**How the Plans Work Together:**

* **Crisis Management Plan** - Handles immediate safety, communications, and incident command
* **Business Continuity Plan** (this document) - Provides overall coordination and authority for maintaining operations
* **Process Continuity Plans** - Detailed procedures for each essential process (use the template provided)

**Quick Start Guide:**

1. Determine if Business Continuity Plan activation is needed
2. Follow the succession and authority guidelines
3. Activate process-specific continuity plans based on priority levels
4. Coordinate recovery using the roles and responsibilities outlined
5. Use the plan maintenance schedule to keep everything current

# Purpose and Scope

## Mission Statement

This Business Continuity Plan ensures that [Organization Name] can continue to deliver essential services and fulfill its core mission during and after disruptive events. Our priority is maintaining the safety and well-being of [students/staff/citizens] while preserving critical operations that our community depends on.

## Plan Purpose

This plan provides procedures to:

* Continue essential business processes during disruptions
* Minimize operational and financial impacts
* Ensure rapid recovery to normal operations
* Protect essential records and critical information
* Maintain stakeholder confidence and regulatory compliance

## Scope of Coverage

**This plan covers:**

* All essential business processes identified through Business Impact Assessment
* Disruptions lasting more than [X hours] that affect Priority 1, 2, or 3 processes
* Events affecting facilities, technology systems, personnel, or vendor services
* Recovery operations until normal services are restored

**This plan does not cover:**

* Emergency response procedures (see Crisis Management Plan)
* Detailed technical recovery procedures (see IT Disaster Recovery Plan)
* Individual departmental standard operating procedures
* Personnel emergency/safety procedures

## Planning Assumptions

This plan is designed to address disruptions caused by:

### Loss of Facilities:

* Building damage preventing normal occupancy
* Extended utility outages (power, water, HVAC)
* Facility security issues requiring evacuation
* Environmental hazards affecting workspace

### Loss of Technology:

* Extended system outages (8+ hours for Priority 1 processes)
* Cybersecurity incidents affecting critical systems
* Vendor service interruptions
* Network or telecommunications failures

### Loss of Personnel:

* Key staff unavailable due to illness/emergency
* Travel restrictions preventing normal staffing
* Widespread personnel shortages
* Loss of critical expertise or knowledge

### Planning Parameters:

* Essential functions will be maintained at minimum acceptable levels
* Full recovery to normal operations may take [timeframe based on BIA]
* Some service degradation is acceptable to maintain essential functions
* Resource prioritization follows established criticality levels

# Authority and Succession

## Order of Succession

**Overall Leadership:**

1. [Primary Title] - [Current Name]
2. [Secondary Title] - [Current Name]
3. [Tertiary Title] - [Current Name]

## Key Authority Assignments

| Role | Primary Person | Backup Person | Key Authorities |
| --- | --- | --- | --- |
| Business Continuity Coordinator |  |  | * Activate BC procedures
* Coordinate process owners
* Authorize operational changes
 |
| Resource Authorization |  |  | * Approve emergency spending
* Authorize facility changes
* Approve staffing adjustments
 |
| External Communications |  |  | * Coordinate with Crisis Management Team
* Manage vendor relationships
* Handle regulatory notifications
 |

**Department Authorities**

| Department | Primary Authority | Backup Authority |
| --- | --- | --- |
| Water Works (example) | Flo Rivers | Wade Pool |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Roles & Responsibilities

## Crisis Management Team Integration

This Business Continuity Plan coordinates with the organization's Crisis Management Plan to ensure comprehensive emergency response. The Crisis Management Team maintains overall incident command and makes strategic decisions, while Business Continuity procedures focus on maintaining essential operations during disruptions.

Crisis Management Team Responsibilities:

* Assess overall incident impact and scope
* Activate Business Continuity Plan when operational disruptions occur
* Coordinate with external emergency responders and agencies
* Manage stakeholder communications during incidents
* Authorize resource allocation for business continuity operations

Incident Response Coordinator

* Direct process owners to implement alternate procedures
* Monitor recovery progress and adjust priorities as needed
* Report status updates to Crisis Management Team
* Coordinate resource allocation within authorized limits

Business Continuity Coordinator

* Provide guidance on plan implementation during incidents
* Overall plan maintenance, annual review, and training coordination

Process Owners

* Implement alternate operating procedures for their assigned processes
* Coordinate with required personnel and vendors
* Report status updates to Incident Response Coordinator
* Monitor process performance during alternate operations
* Document lessons learned and improvement opportunities
* Plan Maintenance: Update their process sections quarterly and after any changes

Department Heads

* Assign available staff to essential functions based on priorities
* Support process owners with resources and personnel
* Coordinate cross-departmental resource sharing during incidents
* Communicate departmental status to Incident Response Coordinator
* Plan Maintenance: Report organizational changes affecting continuity planning

Communication Coordination

* Internal communications managed by Crisis Management Team
* External stakeholder communications coordinated through Crisis Management Plan
* Vendor and contractor communications handled by individual process owners
* All communications coordinate with Crisis Management Team to ensure consistent messaging

# Plan Activation

## Activation Triggers

This Business Continuity Plan is activated when:

* Normal business operations are disrupted for 8+ hours
* Multiple essential processes are affected by the same incident
* Key personnel are unavailable due to emergency/illness
* Critical facilities are inaccessible or damaged
* Technology systems supporting Priority 1-3 processes are unavailable
* Critical vendor services are interrupted
* Crisis Management Team determines BC activation is needed

**Activation Authority**

* Primary: Crisis Management Team Leader
* Secondary: Incident Response Coordinator (for operational disruptions)
* Emergency: Any department head (with immediate CMT notification)

**Activation Steps**

1. Assess Situation: Determine scope and expected duration of disruption
2. Notify Crisis Management Team: Alert key personnel of activation decision
3. Activate Priority Processes: Direct process owners to implement alternate procedures based on priority levels
4. Establish Coordination: Set up regular status updates and communication channels
5. Monitor and Adjust: Track recovery progress and modify response as needed

**Process Priority Activation**

* Priority 1 (8 hours or less): Activate immediately upon plan activation
* Priority 2 (24 hours or less): Activate within 8 hours if disruption continues
* Priority 3 (72 hours or less): Activate within 24 hours if disruption continues

# Essential Functions Summary

*Transfer your essential processes from your Business Impact Assessment to the appropriate priority tables below. Use the Recovery Time Objectives (RTOs) determined during your BIA to assign processes to the correct priority level.*

## Business Impact Assessment Results

The following essential functions have been identified and prioritized based on impact analysis:

### Priority 1 (Immediate - RTO 8 hours or less):

| Process Name  | Process Owner | Department | Criticality |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
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### Priority 2 (Urgent - RTO 24 hours or less)

| Process Name | Process Owner | Department | Criticality |
| --- | --- | --- | --- |
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### Priority 3 (Important - RTO 72 hours or less)

| Process Name | Process Owner | Department | Criticality |
| --- | --- | --- | --- |
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# Plan Maintenance

This Business Continuity Plan is a living document that requires regular maintenance to remain effective. Changes in personnel, technology, processes, and organizational structure all impact the validity of business continuity procedures. A well-maintained plan can mean the difference between rapid recovery and extended disruption during an actual incident.

The plan maintenance program consists of three core activities: regular review and updates, ongoing training for key personnel, and periodic testing of procedures.

## Review and Update Schedule

**Quarterly Reviews (Every 3 Months)**

Contact information and personnel assignments are reviewed quarterly to ensure accuracy. Process owners are responsible for notifying the Plan Coordinator of any changes in their sections, including personnel changes, new technology implementations, or procedural modifications.

**Annual Comprehensive Review**

Each year, the entire plan undergoes comprehensive review to assess its continued relevance and effectiveness. This review examines whether the essential functions remain accurate, evaluates changes in technology or vendor relationships, and incorporates lessons learned from actual incidents or exercises.

The annual review should be scheduled for [specific month] to avoid conflicts with other organizational priorities. All process owners participate in reviewing their sections, and the review results in a formal plan update with documented changes and approval by organizational leadership.

**Event-Driven Updates**

Certain events trigger immediate plan updates: major technology changes, significant organizational restructuring, changes in key vendor relationships, actual business continuity incidents, and major exercise findings.

## Training Program

**New Employee Orientation**

All new employees receive basic business continuity awareness training during their orientation period. This training covers the existence and purpose of the business continuity plan, their general roles during disruptions, basic emergency contact procedures, and how to access plan information when needed.

**Annual Refresher Training**

Annual refresher training ensures that business continuity knowledge remains current throughout the organization. This training reviews any plan changes from the past year, reinforces individual roles and responsibilities, and covers lessons learned from incidents or exercises. Refresher training is typically scheduled in [specific month] following the annual plan review.

## Testing and Exercise Program

Annual testing helps ensure the plan will work effectively during an actual incident. Organizations should conduct at least one exercise per year, with the option to conduct additional exercises for high-priority processes.

**Types of Exercises:**

* Tabletop Exercises: Discussion-based exercises that walk through specific scenarios without actually implementing procedures. These are efficient ways to review procedures, identify potential problems, and train personnel in their roles.
* Functional Exercises: Test specific procedures by actually implementing them, such as testing alternate work locations, implementing manual procedures, or activating vendor emergency support.
* Full-Scale Exercises: Comprehensive exercises that test multiple processes and procedures simultaneously. These provide the most realistic testing but require significant planning and coordination.

**Exercise Documentation**

Each exercise should be documented with participants, scenarios tested, problems identified, and corrective actions needed. Exercise findings that indicate significant plan deficiencies should trigger immediate plan updates.

# Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Description of Changes** | **Updated By** |
| 1.0 |  | Initial Plan Creation |  |
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# Process Continuity Plan Template

**Template Notes:**

* Copy this template for each Priority 1, 2, and 3 process from your Business Impact Assessment
* Focus on key milestones rather than detailed step-by-step procedures
* Reference detailed SOPs rather than recreating them in this plan
* Update contact information quarterly and review procedures annually
* Test alternate procedures regularly to ensure they work when needed

|  |  |
| --- | --- |
| Process Name: | **Example: Payroll** |

Process Overview

Provide a brief description of what this process does and why it's important (2-3 sentences).

**Process Owner**

|  |  |
| --- | --- |
| Primary Process Owner: |  |
| Secondary Process Owner:  |  |

*Suggestion: Use titles to identify the owner. It makes maintenance easier as people change roles.*

**Essential Outcomes**

Explain the core results this process must achieve even during disruption.

**Peak/Critical Periods**

Explain any times when this process is most critical or experiences the highest demand. (i.e., season peaks, deadlines, etc.)

**Primary Alternative Approach**

Provide a high-level description of how this process will be maintained during disruption.

Recovery Objectives

|  |  |
| --- | --- |
| Priority Level: | [Priority 1 (Critical), Priority 2 (High), Priority 3 (Important), Priority 4 (Routine) |

|  |  |
| --- | --- |
| Maximum Tolerable Downtime (MTD) | XX hours/days/weeks (or Best Effort) |
| Recovery Time Objective (RTO) | XX hours/days/weeks (or Best Effort) |
| Work Recovery Time (WRT) | XX hours/days/weeks |
| Recovery Point Objective (RPO) | XX minutes/hours/days |

Business Impact Assessment (BIA)

|  | 8 hours | 24 hours | 72 hours | 1 week | 1 month |
| --- | --- | --- | --- | --- | --- |
| Financial |  |  |  |  |  |
| Operational |  |  |  |  |  |
| Reputational |  |  |  |  |  |

**Financial Impact Criteria**

Revenue loss and increased operational costs due to process unavailability.

* Critical: 75% or more loss of revenue or increased costs of annual budget
* High: 50-74% loss of revenue or increased costs of annual budget
* Moderate: 25-49% loss of revenue or increased costs of annual budget
* Low: Less than 25% loss of revenue or increased costs of annual budget
* No Impact: No financial impact

**Operational Impact Criteria**

Disruption to work capability, other processes, and essential services.

* Critical: Complete inability to perform core mission functions; multiple critical processes fail; immediate safety risks or legal violations
* High: Severe degradation of core functions; some critical processes affected; potential safety risks or compliance issues
* Moderate: Noticeable reduction in work capability; some important processes affected; manageable workarounds available
* Low: Minor disruption to normal operations; limited impact on other processes; most functions can continue
* No Impact: No operational disruption

**Reputation Impact**
Damage to community trust, relationships, and organizational credibility.

* Critical: Widespread media coverage; significant loss of community confidence; major political consequences; long-term relationship damage
* High: Notable public attention; measurable loss of stakeholder trust; political pressure; strained key relationships
* Moderate: Some public concern; minor criticism; temporary relationship stress; manageable public relations impact
* Low: Minimal public notice; slight stakeholder concern; easily managed communication needs
* No Impact: No reputation consequences

Process Tasks and Requirements

**Critical Tasks**

Outline the major tasks required to perform this process.

| Tasks / Function | Deadline(s) | Available Remotely | Are SOPs Documented? | Are AOPs Documented? |
| --- | --- | --- | --- | --- |
| *Example: Process payroll* | *Monthly, by 25th* | *Yes* | *Yes* | *In Progress* |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**Staff Requirements**

Identify the staffing needs for critical operations only.

| Task/Function | Normal Operations | Initial Response | Roles/Titles |
| --- | --- | --- | --- |
| *Example: Process payroll* | *2* | *1* | *Payroll Specialist* |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

***Note:*** *The Initial Response column denotes the smallest number of people needed to begin this process during an emergency or to restart it after disruption. This represents crisis startup staffing, not normal operations.*

**Technology Requirements**

| System/Application Name | Vendor | Critical for Process | Alternative Available? |
| --- | --- | --- | --- |
|  |  | Yes/No | Yes/No |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Equipment and Other Non-IT Requirements**

List non-IT resources required for this process during a recovery event. Items in this list include equipment, office supplies, paper forms, office furniture, etc.

| Item | Quantity |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |

**Essential Records/Data**

The information sources needed to restore this process. Consider including procedures and work instructions, forms and templates, contact lists and directories, reference materials and manuals, vendor agreements and contracts, regulatory guidelines, authorization documents, and any other critical information needed to perform this process.

| Name | Description | Location (Primary/Backup) |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

***Note:*** *Best practice suggests keeping a backup copy in an alternate location for things like procedures, forms, templates, contact lists, etc., in case the primary copy is unavailable.*

Dependencies and Support

This section identifies what your process needs from others to work, and who needs your process to work. Understanding these connections helps you coordinate recovery and communicate during disruptions.

**Internal Dependencies**

Internal dependencies are other processes or departments within your organization that your process cannot function without.

|  |  |
| --- | --- |
| Dependency | Description |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

**External Dependencies**

External dependencies are vendors, contractors, or other organizations that provide essential services.

|  |  |
| --- | --- |
| Dependency | Description |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Implementation, Recovery and Validation Checklist

Phase 1: Initial Activation

* Notify key personnel of process disruption
* Contact essential staff to report for duty
* Assess scope and expected duration of disruption
* Activate alternate operating procedures
* Secure alternate workspace/resources if needed
* Notify internal dependencies of process status
* Notify external stakeholders as required

Phase 2: Alternate Operations

* Implement manual workarounds
* Begin essential tasks using alternate procedures
* Monitor alternate operations effectiveness
* Coordinate with vendors/external dependencies
* Document issues and decisions during alternate operations

Phase 3: Recovery Preparation

* Verify systems/services are ready for restoration
* Test critical system functionality
* Prepare staff for transition back to normal operations
* Plan for processing accumulated backlog

Phase 4: Full Restoration

* Resume normal operating procedures
* Validate all process functions are working correctly
* Process backlog from alternate operations period
* Notify stakeholders of full restoration
* Document lessons learned and plan improvements

Communication Requirements

**Internal Notifications Required**

Who needs to be notified when this process is disrupted?

|  |  |  |
| --- | --- | --- |
| **Department/Role** | **What They Need to Know** | **How to Contact** |
|  |  |  |
|  |  |  |
|  |  |  |

**External Notifications Required**

External stakeholders who need to be notified.

|  |  |  |  |
| --- | --- | --- | --- |
| **Contact** | **Contact Information** | **What They Need to Know** | **When to Notify** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Vendor Contact Information**

|  |  |  |
| --- | --- | --- |
| **Vendor** | **Contact Information** | **Role in Recovery** |
|  |  |  |
|  |  |  |
|  |  |  |

Process Continuity Plan Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Description of Changes** | **Updated By** |
| 1.0 |  | Initial Plan Creation |  |
|  |  |  |  |
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# APPENDIX A: Internal Contact Information

## Emergency Call Tree

**Notification Sequence:**

1. [Position] notifies → [Positions]
2. [Positions] notify → [Positions]
3. [Positions] notify → [All remaining staff]

**Call Tree Backup:** If primary call tree fails: [Alternative notification method]

## Internal Call Tree

Instructions: Insert a table that lists all employee names with contact information including personal contact information. This could also be done via a separate document.

# APPENDIX B: External Contacts

Instructions: Keep a list of contact information for external stakeholders and/or key vendors.

# APPENDIX C: Alternate Facility Information

**Template Notes:**

* Complete one full template section for each alternate facility
* Test access and communications at least annually
* Update contact information quarterly
* Review agreements annually before expiration

## Primary Alternate Facility #1

|  |  |
| --- | --- |
| Facility Name | Address |
|  |  |
| Primary Contact Name | Phone Number | Mobile Number | Email |
|  |  |  |  |
| Secondary Contact Name | Phone Number | Mobile Number | Email |
|  |  |  |  |
| Agreement? | Type | Expiration | Renewal Required |
| Yes/No | MOU/Contract/Verbal |  | Yes/No |
| Cost/Fees? |
|  |
| NOTES |
|  |
| Infrastructure & Utilities |
| Service | Available | Setup Required | Notes |
| Internet/Network | Yes/No | Yes/No |  |
| Phone Service |  |  |  |
| Security System |  |  |  |
| Generator/Backup Power |  |  |  |
| Kitchen/Breakroom |  |  |  |
| Meeting Space |  |  |  |
| Storage Space |  |  |  |
| Equipment and Furnishings |
| Item Type | Available | Quantity | Notes |
| Desks/Workstations | Yes/No |  |  |
| Chairs |  |  |  |
| Computers/Laptops |  |  |  |
| Printers/Copiers |  |  |  |