Sample Plan Introduction
(Can also be called: Crisis, Disaster, Contingency, or Continuity Plan)

The purpose of this document is to identify and address the critical factors that may affect (THE NONPROFIT) in the event of a national, regional, or local emergency, disaster, or another unexpected event.

Our priorities are to:
- Secure the safety and well-being of all (THE NONPROFIT)’s clients and staff
- Protect our business property
- Safeguard our assets
- Provide an operational guideline for recovery
- Where possible, assist other organizations and individuals in responding to the crisis
- Add your own

Principles that guide our actions:
- Open and continuous communication with our staff, board members, and clients
- Respect for privacy and dignity of all people
- Quick action and response
- Support for those directly affected
- Add your own

We recognize that while crisis/disaster/contingency planning can address some likely events, there are other emergency situations that cannot be predicted. Therefore, (THE NONPROFIT) has designated a response team to provide the structure, policies, and principles for action in the event of an emergency.

Additional items to consider:
- Cross-train staff so that your organization will be able to fully function even with lower numbers of staff members present to complete the work of your organization
- Ensure that you have the information technology to support employees who wish to be able to work from home or who may need to work from home or at remote locations.
• Consider instituting flexible workplace and leave policies. There may be additional need in cases where there are school closures if parents need to stay home to care for children, or if employees are sick, caring for ill family members, or otherwise unable to work due to issues related to the disaster situation.
Responsibilities of (THE NONPROFIT)’s Response Team

(THE NONPROFIT)’s Response Team is comprised of designated members of (THE NONPROFIT)’s Senior Management staff and at least one member of the Board of Directors.

The following staff positions serve on the Response team (select your own):
- President/CEO/Executive Director
- Vice Presidents/Program Directors
- Director of Human Resources
- Director of Administration
- Director of Communications
- Director of Volunteers
- Board Member(s)
- Add your own

The team is responsible for the development, periodic review, and implementation of this plan. In the event of an emergency, (THE NONPROFIT)’s Response Team will meet (digitally or in person) to assess the situation and develop a specific plan of action in response to an emergency.

Response Team Objectives/Roles

In the event of an emergency, crisis or other disaster, the (THE NONPROFIT)’s Response Team’s tasks are:

1. Information Gathering and Assessment
   - Gather information quickly from at least (three) reliable sources
   - Gather all relevant and accurate details
   - Assess the need for immediate intervention and mobilize resources

2. Immediate Actions
   - Secure the safety of people and property
   - Evaluate damage and possible consequences
   - Set up alternative plans, if needed, to continue regular business operations
   - Minimize the impact and loss
   - Return to normal operations as soon as possible
3. Communication
- Respond promptly to multiple audiences (staff, volunteers, board, families, clients, vendors, funders, partners, media, general public)
- Organize a telephone network to inform people of necessary information
- Calm fears, stop rumors, reduce uncertainty
- Plan for a public statement/press release
- Ensure the privacy and dignity of all people
- Protect (THE NONPROFIT)’s credibility and reputation

4. Assessment
- Conduct post-crisis evaluation
- Revise plan as needed

(Document the following information and make it available to all members of the response team and other key staff and board members.)

<table>
<thead>
<tr>
<th>Position Title (Staff &amp; Board)</th>
<th>Name</th>
<th>Location/Telephone/ e-mail</th>
<th>Primary Roles on the Response Team</th>
<th>Back Up Person</th>
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</table>
Attachment C
Crisis and Disaster Planning

Sample Risk Assessment Worksheet

Examples of events that could disrupt business:

• Natural Disasters – hurricane, earthquake, flood, fire
• Civil Disruptions – terrorism, riot, police action, bomb threat, threat of war
• Criminal Activity – burglary, workplace violence
• Technology Emergency – computer virus, corruption of critical data
• Health Emergency – infectious disease, epidemic, pandemic, contamination
• Travel Emergency – airplane/train accident, shutdown of major transportation services
• Loss of Essential Members – serious illness or death
• Loss of Access to Workplaces – office building or community emergency
• Loss of Intellectual Capital – loss of information and intuitive processes
• Loss of Financial Capital – fraud, unanticipated contract loss, banking system shutdown, loss of major funder or donor

Steps in Risk Assessment

1. Review the list of possible events and add to it, as needed
2. Identify specific scenarios/situations that are most relevant to your program focus, location, and community – for example, is your area prone to hurricanes or tornadoes or earthquakes? Do your clients and staff rely on public transportation to get to your location? Is your website the principal entry point for people accessing your services? Can you provide your programs only in specific location(s)?
3. Prioritize the potential crises to focus your need for planning and action
4. Answer these questions:
   • How likely is each event/crisis to occur?
     o Within 1 to 2 years
     o Not very likely
     o Unable to predict
   • What is the anticipated duration of disruption?
     o Short term
     o Long term
     o Ongoing
   • What is the potential impact on the organization should this occur?
     o Minimal
     o Major
   • Who would be most affected?
     o Your staff
     o Your clients
5. Summarize your assessment
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>TYPES OF EVENTS ADD YOUR OWN EXAMPLES</th>
<th>PRIORITIZE FOR YOUR ORGANIZATION (1...10)</th>
<th>LIKELIHOOD</th>
<th>POTENTIAL IMPACT</th>
<th>WHO WOULD BE MOST AFFECTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Disasters</td>
<td>hurricane, earthquake, flood, fire</td>
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<tr>
<td>Civil Disruptions</td>
<td>terrorism, riot, police action, bomb threat</td>
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</tr>
<tr>
<td>Criminal Activity</td>
<td>burglary, workplace violence</td>
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</tr>
<tr>
<td>Technology Emergency</td>
<td>computer virus, corruption of critical data, telecom interruption or shutdown</td>
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<td></td>
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</tr>
<tr>
<td>Health Emergency</td>
<td>infectious disease, epidemic, pandemic, contamination</td>
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<tr>
<td>Travel Emergency</td>
<td>airplane/train accident, shutdown of major transportation services</td>
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<td></td>
</tr>
<tr>
<td>Loss of Essential Members</td>
<td>serious illness or death</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss of Access to Workplaces</td>
<td>office building or community emergency</td>
<td></td>
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<tr>
<td>Loss of Intellectual Capital</td>
<td>loss of information and intuitive processes</td>
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</tr>
<tr>
<td>Loss of Financial Capital</td>
<td>fraud, unanticipated contract loss, banking system shutdown, loss of major funder or donor</td>
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<tr>
<td>Add your own</td>
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</tbody>
</table>
### Sample Continuity Plan Worksheet

**Sample Continuity Plan**

**Enter your own information**

<table>
<thead>
<tr>
<th>Event</th>
<th>Preparation</th>
<th>Response</th>
<th>Recovery/ Restoration</th>
</tr>
</thead>
</table>
| Natural Disasters      | *Office evacuation plan
*Office smoke detectors and fire extinguishers | *911
*Contact staff and customers | *Business insurance
*Continue operations from alternate locations
*Reschedule activities |
| Civil Disruptions      | *Office evacuation plan
*Designated alternate locations
*Remote Access          | *911
*Contact staff
*Contact customers     | *Continue business operations from alternate locations
*Reschedule activities |
| Criminal Activity      | *Preventative measures
*Business insurance
*EAP                    | *911
*Contact police and file a report | *File business insurance claim |
| Technology Emergency   | *Backup of computer systems housed off-site
*Restoration of backups tested regularly
*Password and virus protection software
*Multiple communication methods | *Contact tech support vendors | *Restore from back up data |
| Health Emergency       | *Alternate locations
*Telecommuting
*Remote access to data
*Liberal leave
*Maintain list of where employees have traveled for business travel
*Create policies around non-punitive sick leave | *Review travel records for the last 2 to 4 weeks for potential vectors.
*Assess the situation and explore travel alternatives
*Contact staff
*Reschedule activities | *Work from home office locations. Ensure remote work options are in place for as many team members as feasible
*Send alternate staff
*Reschedule, modify (potentially involving detection or monitoring of participants), or cancel activities, especially gatherings of large numbers of people
*Follow World Health Organization, Centers for Disease Control, National |
<table>
<thead>
<tr>
<th>Event</th>
<th>Preparation</th>
<th>Response</th>
<th>Recovery/ Restoration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Travel Emergency</strong></td>
<td>*Phone tree</td>
<td>*Secure safety of staff</td>
<td>*Arrange for possible completion of activities by other staff</td>
</tr>
<tr>
<td></td>
<td>*Multiple methods of communication</td>
<td>*Explore travel alternatives</td>
<td>*Reschedule activities</td>
</tr>
<tr>
<td></td>
<td>*EAP</td>
<td>*Contact customers</td>
<td></td>
</tr>
<tr>
<td><strong>Loss of Essential Members</strong></td>
<td>*Succession planning</td>
<td>*Contact board and staff</td>
<td>*Hire interim or acting staff or promote to fill position</td>
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<tr>
<td></td>
<td>*Cross training</td>
<td>*Implement succession plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*EAP</td>
<td>*Share responsibilities</td>
<td></td>
</tr>
<tr>
<td><strong>Loss of Access to Workplaces</strong></td>
<td>*Multiple locations/Telecommuting</td>
<td>*Work from multiple locations</td>
<td>*Relocate office location if necessary</td>
</tr>
<tr>
<td></td>
<td>*Business insurance</td>
<td>*Contact office management company</td>
<td></td>
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<td></td>
<td>*Inventory of property updated annually</td>
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</tr>
<tr>
<td><strong>Loss of Intellectual Capital</strong></td>
<td>*Succession planning</td>
<td>*Contact staff and customers</td>
<td>*Hire or promote to fill position</td>
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<tr>
<td></td>
<td>*Cross training</td>
<td>*Recreate loss of information and processes</td>
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<tr>
<td></td>
<td>*Desk manuals</td>
<td>*Share responsibilities</td>
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<td></td>
<td>*Leadership development</td>
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<tr>
<td></td>
<td>*Information sharing</td>
<td></td>
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</tr>
<tr>
<td><strong>Loss of Financial Capital</strong></td>
<td>*Cash reserves of at least six months</td>
<td>*Contact staff</td>
<td>*Contingency plan and budget are implemented</td>
</tr>
<tr>
<td></td>
<td>*Line of credit</td>
<td>*Contact customers and vendors</td>
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<td></td>
<td>*Internal controls</td>
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</tbody>
</table>
Attachment E
Crisis and Disaster Planning

Sample Emergency/Crisis Communication Plan

Priority Audiences **(Define)**
- Staff and their families, volunteers, and board members
- Clients
- Funders and key business partners
- Media and general public

Advance Preparation/Ongoing
- Maintain up-to-date contact lists, accessible to several people in multiple locations
- Maintain current staff schedule and travel information, accessible to several people in multiple locations
- Maintain a media contact list, accessible to several people in multiple locations
- Establish a “telephone” tree system in advance

Immediate Action
- Define the message to be communicated and whom to contact for additional information
- Make personal phone calls, whenever possible, to staff and their families, and the board of directors
- Send e-mail messages to other audiences
- Post press release or other messages on (THE NONPROFIT)’s web site and other social media
- Send press release via e-mail

Sample Media Policy
(THE NONPROFIT) is committed to open and honest communication regarding the release of information. (THE NONPROFIT) will protect the privacy of personal information of its clients, employees, volunteers, and board members. (THE NONPROFIT) will not comment on individual situations, but will present a statement of organizational position as needed.

If an occasion arises that requires media contact:
- Executive director, with advice from (THE NONPROFIT)’s Response Team, determines if a press release is needed and what points are to be covered in the press release.
- Director of Communications drafts the press release. (THE NONPROFIT)’s executive director and Response Team reviews the release.
- Executive director and Response Team decide the audiences for the release – clients, staff, board members, partners, funders, and media.
- Director of Communications distributes the press release through relevant social media
- All media inquiries are referred to (THE NONPROFIT)’s executive director. If (THE NONPROFIT)’s executive director is not able to be reached, all media should be referred to (THE NONPROFIT)’s board chair.
Director of Communications prepares all staff for media calls – how to respond to and refers callers.