

## **SAMPLE BUSINESS CONTINUITY AND RECOVERY PLAN**

Approved by the Board of Directors *[Insert Date]*

This sample is being circulated for general guidance only and is not intended to provide, and should not be relied upon as, legal advice. For further information, please contact NPCC at (212) 502-4191.

Nonprofit Coordinating Committee of New York, August 2018.

# SAMPLE BUSINESS CONTINUITY AND RECOVERY PLAN

## HOW TO USE THIS TEMPLATE

This document explains the points your organization needs to think about in order to prepare its own Business Continuity and Recovery Plan so that, should an interruption occur, you are able to resume operations. The goal of this plan is to get your organization back up and running in the event of an interruption. It may help preserve your organization so that it can continue to offer its services.

Each organization's circumstances and structures are unique, so this plan will have to be tailored to suit your needs. Take this template and use it as you wish: cut and paste those sections that are applicable, expand where needed.

If possible, assign a team to work on this plan. A continuity and recovery plan should include employee training so that, in the event of an emergency, staff know what their roles are and what to do.

This plan should be reviewed at least as once per year and as often as the organization changes – people come, people go, programs change.

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# SAMPLE BUSINESS CONTINUITY AND RECOVERY PLAN

## OVERVIEW

*[Use this section to explain why a plan like this is important to the Organization.]*

### **Defining Conditions for the Business Continuity and Recovery Plan of the Organization**

Business Continuity and Recovery Plans vary greatly with the purpose and size of the organization, the nature of its activities, the scope of its obligations and liabilities and the sources of its revenue. Planning is also affected by the perceived nature of the threat to the organization and the possible extent of damage or business interruption.

*[List critical obligations and liabilities specific to the Organization]*

The Organization's assets are: *[List main assets such as: financial assets; human resources—staff, management, Board of Directors; intellectual property; office space and office systems; etc.]*

For business continuity planning purposes, the Organization could confront a variety of circumstances, ranging from negligible impact (limited to no business disruption or property damage) to marginal impact, including a hindrance that may affect business operations without shutting the Organization down (such as a snowstorm causing temporary closure of our offices or an internal system failure such as the disabling of our IT systems) to critical impact, resulting in temporary disruptions of business or major damage to the facility rendering the Organization's offices unusable permanently or for an extended period of time, but not affecting New York City generally; to a catastrophic event rendering New York City itself severely impaired, the Organization's offices permanently unusable, and involving significant loss of staff, including management. This is an event of large proportions which means limited or no outside resources available for prolonged periods of time. Describing this range of emergencies as **negligible**, **marginal**, **critical**, and **catastrophic** is useful for planning purposes. The [Risk Assessment Matrix](#) assesses where the Organization is vulnerable to disruption.

The documents that follow this overview are valuable points of reference under any set of circumstances:

- The Organization's Business Continuity and Recovery Plan  
This Plan includes the contact information of key stakeholders.

In the event of a disastrous emergency, much of the information on current policies and procedures would be obsolete, but could also be a useful guide for those responsible for restoring the organization.

- The Organization's By-Laws
- *[Insert any additional relevant information to the Business Continuity and Recovery Plan]*

This Business Continuity Plan is for use once life and safety are secure in response to a disaster. It identifies key resources and needs to ensure that business may continue, perhaps in a limited capacity or how the Organization will fully recover should the disaster be catastrophic. A Fire Safety and Emergency Action Plan identifies and prioritizes the key hazards that may affect the Organization's operations, and outlines preparedness and mitigation activities. It includes operation procedures to respond effectively and efficiently to an incident with the goal of ensuring life and safety are secure. A [Fire Safety and Emergency Action Plan](#) is included in the following section.

## SAMPLE BUSINESS CONTINUITY AND RECOVERY PLAN

### Planning for Marginal and Critical Emergencies

The Organization believes that these documents and the emergency arrangements described put the organization in a strong position for recovery from emergencies with marginal and even critical impact. \_\_\_\_\_ *[insert the appropriate title or contact person]* is responsible for managing emergencies of this nature, and has been given clear authority to do so, and is looked to by staff for leadership in such situations. Staff has also been briefed on their responsibilities and procedures to follow in the event of an emergency (per the Fire Safety and Emergency Action Plan), and have been provided with contact information for the Board of Directors who can assist the Organization in restoring operations, should the office space become unusable for any reason.

### Planning for a Catastrophic Emergency

A catastrophic emergency affecting all of New York City could lead to the loss of much of the Organization's staff and management. It is therefore advisable to lay out procedures that should be followed to completely reconstitute the Organization at a future time, whether virtually or in some other physical location. It is impossible to map a complete recovery plan in advance under unknowable circumstances, but the following issues and advised steps are critical ones.

- **Governance**
  - *[Insert brief steps for how Board should respond to catastrophic emergency in order to keep the Organization operating]*
- **Management and Human Resources**
  - *[Insert brief steps for how management will engage with survivors of staff and if/degree to which compensation and benefits have been impacted]*
- **Alternative Office Location**
  - *[Insert brief steps for how to address office closer]*
- **Financial Assets**
  - *[Insert brief steps for key financial staff and Board Audit Committee to assess condition of financial assets and any investment management issues]*
- **Banking**
  - *[Insert brief steps for key financial staff and stakeholders to reestablish banking arrangements]*
- **External Auditors**
  - *[Insert brief steps for reaching out to auditor for necessary guidance in reestablishing the Organization]*
- **Insurers**
  - *[Insert brief steps for reaching out to insurers to address claims]*
- **Programs**
  - *[Insert brief steps for addressing the direction of the Organization's strategic goals and key programs]*

In addition to those provided to the Board of Directors, copies of this Plan will be held in the Organization's office and at the residences of \_\_\_\_\_ *[insert the appropriate titles or contact persons]*.

This Business Continuity and Recovery Plan will be updated annually, and replacement copies distributed.

# SAMPLE BUSINESS CONTINUITY AND RECOVERY PLAN

## FIRE SAFETY AND EMERGENCY ACTION PLAN (EAP)

### **Purpose**

These procedures are intended to ensure that staff are familiar with established protocols under the Emergency Action Plan designated for *[insert address of the Organization]* in the event of a fire, chemical attack, bomb threat, natural disaster, or violent confrontation.

### **Scope**

Procedures shall apply to all personnel, who are tenants of *[insert address of the Organization]*.

### **Building Management**

*[Insert contact information of building management]*

### **EAP Staff**

*[Insert contact information of staff with specific roles in executing the fire safety and emergency action plan]*

### **Procedures**

#### **Fire**

##### **If you notice a fire**

*[Insert steps for all staff to follow in the case they notice a fire, including who is responsible for activating the building evacuation process.]*

##### **Pull Station**

*[If your office has a pull station, insert explanation of how to use and where to find them]*

##### **Responsibilities**

*[Insert roles and responsibilities of all staff and building personnel involved in responding to fire emergencies. Sample roles are listed below.]*

The **Fire Warden** should activate the alarm if the presence of fire and/or smoke has been reported or observed. This person will designate a safe area on the floor in order to communicate with everyone regarding the emergency or fire that is in progress. Under circumstances requiring that staff evacuate the building completely, we will assemble in *[insert external meet-up location]*.

The **Deputy Warden** will survey the floor to gather staff and ensure that they assemble in a safe space that has been designated away from the fire.

The **Searchers** will check assigned areas (conference rooms, kitchen, offices, bathrooms) for any personnel that the Deputy Warden is unable to locate.

The **Fire Safety and Emergency Action Plan Director/Building Manager** will activate the Fire Safety and Emergency Action Plan, which is only activated by the building upon report of a fire, chemical attack, bomb threat, natural disaster, or violent confrontation. The EAP Director will also utilize the Fire Paging System to communicate the presence of smoke or fire. The Director will also instruct tenants as to whether a full or partial evacuation is required.

### **Bomb Threat**

## SAMPLE BUSINESS CONTINUITY AND RECOVERY PLAN

*[Insert all steps staff should follow if they receive a bomb threat, including who is responsible for activating the building evacuation process.]*

### **Suspicious Envelopes, Containers, or Boxes**

*[Insert all steps staff should follow if they receive a suspicious package, including who is responsible for activating the building evacuation process.]*

### **Exposure to a Suspicious Substance, Powder, or Liquid**

*[Insert all steps staff should follow if they are exposed to a suspicious substance.]*

### **Earthquake or Severe/Inclement Weather**

*[Insert all steps staff should follow in case of an earthquake or severe weather.]*

### **Active Shooter**

*[Insert all steps staff should follow if they are confronted by an active shooter.]*

## RISK PRIORITIZATION

*[The risk assessment matrix below will help the organization identify high risks, moderate risks, and low risk for the Organization. Consider: what are the potential identifiable internal and external disasters? How would each affect the organization's systems and programs?]*

**High Risk Priority Hazards** (with critical or catastrophic impact)

**Moderate Risk Priority Hazards** (with marginal or critical impact)

**Low Risk Priority Hazards** (with negligible impact)

*[When analyzing risks, factors to consider include:*

- *Historical: What types of emergencies have occurred in the community, at your facility, or nearby? (for example, fire, natural disasters, accidents, utility, etc.)*
- *Geographic: What can happen as a result of your location? (for example, proximity to flood-prone areas, hazardous material production, major transportation routes, power plants, etc.)*
- *Human Error: What emergencies might be caused by employees? Are employees trained to work safely? Do they know what to do in case of an emergency?*
- *Physical: What types of emergencies could result from the design or construction of the facility?]*

## SAMPLE BUSINESS CONTINUITY AND RECOVERY PLAN

<b>RISK ASSESSMENT MATRIX</b>						
<b>Type of Event / Hazard</b>	<b>Impact to Critical Business Assets</b>					
	<b>People</b> 1=Negligible 2=Marginal 3=Critical 4=Catastrophic	<b>Building</b> 1=Negligible 2=Marginal 3=Critical 4=Catastrophic	<b>Equipment</b> 1=Negligible 2=Marginal 3=Critical 4=Catastrophic	<b>Data</b> 1=Negligible 2=Marginal 3=Critical 4=Catastrophic	<b>Inventory/Product</b> 1=Negligible 2=Marginal 3=Critical 4=Catastrophic	<b>Operations</b> 1=Negligible 2=Marginal 3=Critical 4=Catastrophic
<b>EXTERNAL HAZARDS</b>						
Terrorism (not in midtown)	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Terrorism (in midtown)	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Severe Weather: Hurricane / Flooding	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Earthquake (in midtown)	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Data Breach/ Compromise	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Fire	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Civil Unrest	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Economic Disruption	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Transportation Incidents (e.g. train derailment)	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
<b>INTERNAL HAZARDS</b>						
Fire	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Theft	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Data Management (loss of knowledge)	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Power Outage	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Utility Loss (gas, water)	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

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## ABOUT THE ORGANIZATION

PRIMARY LOCATION			
ORGANIZATION NAME	MISSION		
STREET ADDRESS			
CITY, STATE, ZIP CODE			
TELEPHONE NUMBER			
PRIMARY CONTACT		ALTERNATE CONTACT	
PRIMARY EMERGENCY CONTACT	ALTERNATE EMERGENCY CONTACT		
TELEPHONE NUMBER	TELEPHONE NUMBER		
ALTERNATE TELEPHONE NUMBER	ALTERNATE TELEPHONE NUMBER		
E-MAIL ADDRESS	E-MAIL ADDRESS		

EMERGENCY CONTACT INFORMATION - DIAL 911 IN AN EMERGENCY	
NON-EMERGENCY POLICE	ELECTRICITY PROVIDER
NON-EMERGENCY FIRE	INSURANCE PROVIDER
OTHER (E.G., PROPERTY MANAGEMENT)	WASTE REMOVAL
POISON INFORMATION CENTER	OTHER (E.G., IT SUPPORT CONTRACTOR)

## BUSINESS CONTINUITY AND RECOVERY PLANNING TEAM

The following people will participate in business continuity and recovery planning.*[Insert additional rows as needed.]*

NAME	POSITION	EMAIL

### Coordination with Others

The following people from our building management will participate on our emergency planning team.

NAME	ORGANIZATION/BUSINESS	PHONE

### Meeting Schedule

The emergency planning team will meet on a regular basis.

DATE	LOCATION	TOPIC

## CRITICAL ASSETS

If these items are taken away, it would drastically affect or harm the Organization or cause a major disruption to operations. *[Insert additional rows as needed.]*

<b>PEOPLE</b> (employees, consumers, donors, board members, clients/constituents, key volunteers, etc.)	
<b>BUILDING</b> (physical structure, storage unit, satellite office, main office, store front, capital lease, etc.)	
<b>COMPUTER EQUIPMENT</b> (computers, software, servers/network, specialty tools, copiers, etc.)	
<b>DATA</b> (documents, payroll, files, records, server back-up tapes, etc.)	
<b>INVENTORY/PRODUCT</b> (stock, supplies, new materials, etc.)	
<b>OPERATIONS</b> (any disruption to ops, accounts receivable/payable, payroll, mail room, etc.)	
<b>VALUABLE CONTENTS</b> (religious artifacts, valuable collectables, etc.)	
<b>BOOKS AND RECORDS</b> (vital records, payroll information, etc.)	
<b>EQUIPMENT</b> (HVAC, kitchen equipment, audio visual equipment, specialty tools, copiers, etc.)	
<b>FURNITURE AND FIXTURES</b> (office furniture, custom built furniture, auxiliary furniture, etc.)	
<b>GROUNDS</b> (custom decorations, outdoor equipment, signage, etc.)	
<b>OTHER</b> (artwork, antiques, etc.)	

## CRITICAL OPERATIONS

<b>OPERATION: ONLINE FILE / SYSTEM RESTORATION</b>	
STAFF IN CHARGE (POSITION)	STAFF IN CHARGE (NAME)
KEY SUPPLIES/EQUIPMENT	KEY SUPPLIERS/CONTRACTORS
PROCEDURES TO RESTART OPERATION AFTER MINIMAL DISASTER IMPACT	
PROCEDURES TO COMPLETELY RESTORE OPERATION AFTER SIGNIFICANT DISASTER IMPACT	

<b>OPERATION: HUMAN RESOURCES</b>	
STAFF IN CHARGE (POSITION)	STAFF IN CHARGE (NAME)
KEY SUPPLIES/EQUIPMENT	KEY SUPPLIERS/CONTRACTORS
PROCEDURES TO RESTART OPERATION AFTER MINIMAL DISASTER IMPACT	
PROCEDURES TO COMPLETELY RESTORE OPERATION AFTER SIGNIFICANT DISASTER IMPACT	

<b>OPERATION: PHYSICAL SPACE RESTORATION</b>	
STAFF IN CHARGE (POSITION)	STAFF IN CHARGE (NAME)
KEY SUPPLIES/EQUIPMENT	KEY SUPPLIERS/CONTRACTORS

PROCEDURES TO RESTART OPERATION AFTER MINIMAL DISASTER IMPACT
PROCEDURES TO COMPLETELY RESTORE OPERATION AFTER SIGNIFICANT DISASTER IMPACT

<b>OPERATION: KEY PROGRAMMING AND COMMUNICATIONS</b>	
STAFF IN CHARGE (POSITION)	STAFF IN CHARGE (NAME)
KEY SUPPLIES/EQUIPMENT	KEY SUPPLIERS/CONTRACTORS
PROCEDURES TO RESTART OPERATION AFTER MINIMAL DISASTER IMPACT	
PROCEDURES TO COMPLETELY RESTORE OPERATION AFTER SIGNIFICANT DISASTER IMPACT	

## KEY ORGANIZATIONS AND BUSINESSES

The following is a list of organizations and businesses that are critical to maintaining operation (i.e. vendors, suppliers, funders, etc.).

<b>ORGANIZATION NAME:</b>	
STREET ADDRESS	CONTACT NAME
CITY, STATE, ZIP CODE	CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	CONTACT EMAIL
WEBSITE	DOES THIS ORGANIZATION HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED	
IF THIS ORGANIZATION EXPERIENCES A DISASTER, WE WILL OBTAIN MATERIALS/SERVICES FROM THE FOLLOWING:	

<b>ORGANIZATION NAME:</b>	
STREET ADDRESS	CONTACT NAME
CITY, STATE, ZIP CODE	CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	CONTACT EMAIL
WEBSITE	DOES THIS ORGANIZATION HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED	
IF THIS ORGANIZATION EXPERIENCES A DISASTER, WE WILL OBTAIN MATERIALS/SERVICES FROM THE FOLLOWING:	

<b>ORGANIZATION NAME:</b>
---------------------------

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STREET ADDRESS	CONTACT NAME
CITY, STATE, ZIP CODE	CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	CONTACT EMAIL
WEBSITE	DOES THIS ORGANIZATION HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED	
IF THIS ORGANIZATION EXPERIENCES A DISASTER, WE WILL OBTAIN MATERIALS/SERVICES FROM THE FOLLOWING:	

<b>ORGANIZATION NAME:</b>	
STREET ADDRESS	CONTACT NAME
CITY, STATE, ZIP CODE	CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	CONTACT EMAIL
WEBSITE	DOES THIS ORGANIZATION HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED	
IF THIS ORGANIZATION EXPERIENCES A DISASTER, WE WILL OBTAIN MATERIALS/SERVICES FROM THE FOLLOWING:	

<b>ORGANIZATION NAME:</b>	
STREET ADDRESS	CONTACT NAME
CITY, STATE, ZIP CODE	CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	CONTACT EMAIL
WEBSITE	DOES THIS ORGANIZATION HAVE A

	CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED	
IF THIS ORGANIZATION EXPERIENCES A DISASTER, WE WILL OBTAIN MATERIALS/SERVICES FROM THE FOLLOWING:	

<b>ORGANIZATION NAME:</b>	
STREET ADDRESS	CONTACT NAME
CITY, STATE, ZIP CODE	CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	CONTACT EMAIL
WEBSITE	DOES THIS ORGANIZATION HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED	
IF THIS ORGANIZATION EXPERIENCES A DISASTER, WE WILL OBTAIN MATERIALS/SERVICES FROM THE FOLLOWING:	

<b>ORGANIZATION NAME:</b>	
STREET ADDRESS	CONTACT NAME
CITY, STATE, ZIP CODE	CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	CONTACT EMAIL
WEBSITE	DOES THIS ORGANIZATION HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED	
IF THIS ORGANIZATION EXPERIENCES A DISASTER, WE WILL OBTAIN MATERIALS/SERVICES FROM THE FOLLOWING:	

## TECHNOLOGY HARDWARE INVENTORY FORM

<b>HARDWARE INVENTORY</b>							
<b>Name</b>	<b>Manufacturer</b>	<b>Serial Number</b>	<b>Model Number</b>	<b>OS</b>	<b>Purchase Date</b>	<b>Expiry Date</b>	<b>Expiry Status</b>

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Nonprofit Coordinating Committee of New York, July 2018.

## INFORMATION TECHNOLOGY SECURITY

DATA SECURITY AND BACK-UP	
LEAD STAFF OR CONTRACTOR	EMERGENCY CONTACT TELEPHONE
EMAIL	ALTERNATE CONTACT TELEPHONE
BACK-UP RECORDS ARE STORED ONSITE HERE	BACK-UP RECORDS ARE STORED OFFSITE HERE
VIRTUAL RECORDS ARE STORED HERE	
IF OUR VIRTUAL RECORDS ARE DESTROYED, WE WILL PROVIDE FOR CONTINUITY IN THE FOLLOWING WAYS:	

IT ASSET SECURITY	
LEAD STAFF OR CONTRACTOR	EMERGENCY CONTACT TELEPHONE
EMAIL	ALTERNATE CONTACT TELEPHONE
KEY COMPUTER HARDWARE	TO PROTECT OUR COMPUTER HARDWARE, WE WILL:
KEY COMPUTER SOFTWARE	TO PROTECT OUR COMPUTER SOFTWARE, WE WILL:
IF OUR COMPUTERS ARE DESTROYED, WE WILL USE BACK-UP COMPUTERS AT THE FOLLOWING LOCATIONS:	

## ALTERNATE/TEMPORARY LOCATION

In the case where the Organization’s offices are unavailable, staff will work from \_\_\_\_\_ *[insert location]*, when possible.

## STAFF NOTIFICATION

The staff are regularly updated on business operational status including whether they should report to work, what work conditions are like, alternate work sites and plans, plan triggers, etc.

NOTIFICATION		
STAFF WILL BE NOTIFIED BY: <input type="checkbox"/> PHONE TREE <input type="checkbox"/> AUTOMATIC NOTIFICATION SYSTEM <input type="checkbox"/> EMAIL BLAST <input type="checkbox"/> OTHER: STAFF WILL RESPOND BY: <input type="checkbox"/> CALLING IN TO LIVE PERSON <input type="checkbox"/> CALLING AUTOMATIC RESPONSE SYSTEM <input type="checkbox"/> EMAIL <input type="checkbox"/> OTHER:	STAFF MEMBER RESPONSIBLE FOR NOTIFICATION	
	TELEPHONE NUMBER	EMAIL
	RESPOND IN NUMER	
	PLAN TRIGGER	

## KEY PROGRAMMATIC CONTACT NOTIFICATION

Key contacts include: *[insert key programmatic audiences]*.

*[Insert plan and steps for communicating with key programmatic audiences]*.

## INSURANCE COVERAGE

INSURANCE AGENT:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	WEBSITE	CONTACT EMAIL

## **APPENDIX 1: ORGANIZATION'S BY-LAWS**

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Nonprofit Coordinating Committee of New York, July 2018.

## **APPENDIX 2: BOARD OF DIRECTORS COMMITTEE CHARTERS**

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## APPENDIX 3: BOARD OF DIRECTORS CONTACT LIST

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## APPENDIX 4: STAFF PHONE TREE

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## APPENDIX 5: STAFF EMERGENCY CONTACT LIST

STAFF MEMBER	EMERGENCY CONTACT(S)

## APPENDIX 6: EMPLOYEE BENEFITS OVERVIEW

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## APPENDIX 7: STRATEGIC PLAN

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