## Business Continuity Planning
For Nonprofits

### Introduction
A Business Continuity Plan centers on each organization’s **Essential Functions**. An Essential Function (EF) is a task or service that either must be continued through a disruption, or restored as soon as possible in order to continue the critical functioning of the organization as a whole.

This worksheet is designed to establish a basic understanding of your department’s continuity-critical functions. There is space provided to identify and evaluate three separate Essential Functions. If your unit has more than three, you may copy/paste the template and add Essential Functions as needed. Keeping these principles in mind, please complete the following questions to the best of your ability.

### Helpful tips for identifying Essential Functions:
1. Essential functions are your unit’s ordinary, day-to-day, critical functions – **not** your unit’s extraordinary, emergency response functions
2. Typically, each functional area of a unit has between two and four essential functions
3. Consider combining functions that use similar resources, have similar outputs and objectives, or are discrete steps of a larger process

### Questions to consider:
- Is the function necessary to achieve your unit’s Business?
- Are other functions or departments dependent on this function for its successful completion?
- Are these services that your unit’s customers/clients depend on?
- Is there a potential for significant revenue loss if this function is not performed?
- Does the function fulfill a legal obligation?
- Does the function play a key role in maintaining the organization’s reputation?
- Does the function safeguard an irreplaceable asset?

If you answered yes to three or more of these questions, then the function is likely one of your unit’s essential functions.
Essential Function #1

Essential Function Name/Title:

Brief Description:

Maximum Tolerable Downtime (MTD):

☐ < 1 Day
☐ 1 Day
☐ 1 Week
☐ 2 Weeks
☐ 4 Weeks
☐ > 4 Weeks

*The Maximum Tolerable Downtime (MTD) is the maximum length of time this function can be down without intolerable consequences to the organization.

How to keep this Essential Function going if you have limited staff available, or a loss of key personnel:

☐ Ensure clear line of management authority
☐ Reduce or prioritize services
☐ Defer operations until staff available
☐ Use overtime/comp time
☐ Reassign staff
☐ Borrow staff from other departments
☐ Borrow staff from other locations
☐ Use vendor personnel
☐ Hire temporary staff
☐ Standing contract with temp agency
☐ Transfer workload to another facility
☐ Cross-train staff in advance
☐ Maintain good training materials
☐ Ensure accessibility of files/systems
☐ A strategy needs to be developed
☐ Not applicable
☐ Other strategy: _______________________

Details of Loss of Key Personnel Plan:

_____________________________________________________________________________________
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How to keep this Essential Function going if your organization loses access to its IT Network: (Indicate all that apply; please elaborate below.)

- Reduce or prioritize services
- Defer operations until network restored
- Work from home
- Work from other remote site
- Use manual or paper workarounds
- Keep local backups of key records
- A strategy needs to be developed
- Not applicable
- Other strategy: _______________________

Details of Loss of IT Network Plan:

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How to keep this Essential Function going if you lose access to or ability to use your main workspace: (Indicate all that apply; please elaborate below.)

- Reduce or prioritize services
- Work at home
- Work at alternate site (on-campus)
- Work at alternate site (off-campus)
- Make advance agreement to share space
- Backup vital records in remote location
- Backup lab materials in remote location
- Request grantor to approve project delay
- Defer operations until space restored
- A strategy needs to be developed
- Not applicable
- Other strategy: _______________________

Details of Loss of Normal Workplace Plan*:

*Please also indicate if your department has any existing agreements with other facilities for use as alternate workspaces in the event of a disruption, and with which facilities.

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Staff required to carry out this essential function:

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<th>Contact Name/Position</th>
<th>Why Essential</th>
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Other units/teams/orgs we rely on for this function:

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Who else we need to coordinate with:

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<th>Partner Contact</th>
<th>Reasoning</th>
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Other resources needed for this function:

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Essential Function #2

Essential Function Name/Title:

_____________________________________________________________________________________

Brief Description:

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_____________________________________________________________________________________
_____________________________________________________________________________________

Maximum Tolerable Downtime (MTD):

☐ < 1 Day  ☐ 1 Day  ☐ 1 Week  ☐ 2 Weeks  ☐ 4 Weeks  ☐ > 4 Weeks

*The Maximum Tolerable Downtime (MTD) is the maximum length of time this function can be down without intolerable consequences to the organization.

How to keep this Essential Function going if you have limited staff available, or a loss of key personnel:

☐ Ensure clear line of management authority  ☐ Standing contract with temp agency
☐ Reduce or prioritize services  ☐ Transfer workload to another facility
☐ Defer operations until staff available  ☐ Cross-train staff in advance
☐ Use overtime/comp time  ☐ Maintain good training materials
☐ Reassign staff  ☐ Ensure accessibility of files/systems
☐ Borrow staff from other departments  ☐ A strategy needs to be developed
☐ Borrow staff from other locations  ☐ Not applicable
☐ Use vendor personnel  ☐ Other strategy: _______________________
☐ Hire temporary staff

Details of Loss of Key Personnel Plan:

_____________________________________________________________________________________
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☐ Other strategy: _______________________

☐ Not applicable

☐ Standing contract with temp agency

☐ Transfer workload to another facility

☐ Cross-train staff in advance

☐ Maintain good training materials

☐ Ensure accessibility of files/systems

☐ A strategy needs to be developed

☐ Not applicable

☐ Other strategy: _______________________

☐ Not applicable

☐ Other strategy: _______________________

☐ Not applicable
How to keep this Essential Function going if your organization loses access to its IT Network: (Indicate all that apply; please elaborate below.)

☐ Reduce or prioritize services
☐ Defer operations until network restored
☐ Work from home
☐ Work from other remote site
☐ Use manual or paper workarounds
☐ Keep local backups of key records
☐ A strategy needs to be developed
☐ Not applicable
☐ Other strategy: _______________________

Details of Loss of IT Network Plan:
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Other units/teams/orgs we rely on for this function:

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Essential Function #3

Essential Function Name/Title:

Brief Description:

Maximum Tolerable Downtime (MTD):

☐ < 1 Day
☐ 1 Day
☐ 1 Week
☐ 2 Weeks
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How to keep this Essential Function going if you have limited staff available, or a loss of key personnel:

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☐ Other strategy: _______________________

Details of Loss of Key Personnel Plan:

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Details of Loss of IT Network Plan:
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How to keep this Essential Function going if you lose access to or ability to use your main workspace: (Indicate all that apply; please elaborate below.)

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Final Notes:

Use this space to indicate any additional information deemed important to your department’s Continuity Plan under limited planning time.
Use this table to identify and track any actions deemed necessary in the previous two steps. You may adapt the table to suit your organization’s specific needs. Make sure to assign each action item to a responsible person(s) and identify a method for tracking the item’s completion. Don’t be surprised if there are several action items needing attention. Prioritize your list so you are focusing time and effort on the most important and impactful.

Examples of action items include: Backup important documents and data; Ensure staff have the necessary IT skills, systems, and support to work remotely; Cross-train staff on key tasks, activities, etc.

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<thead>
<tr>
<th>Action Item #</th>
<th>Item</th>
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