



**Continuity and Recovery
Plan Template for
Small Businesses**



**2009 Disaster Recovery
Planning for Small Businesses**

Prepare, Plan, and Prevail!



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Preface



The Business Continuity and Recovery Plan is intended to be used in addition to your Emergency Preparedness and Response Plan. Some key differences between these plans are:

Business Continuity and Recovery Plan

This plan is for use once life and safety are secure in response to a disaster. This plan identifies key resources and needs to ensure that business may continue, perhaps in a limited capacity, or how your business will fully recover should the disaster be catastrophic.

This plan includes information such as:

- Critical assets
- Critical operations
- Key suppliers and contractors
- Alternate business location

Emergency Preparedness and Response Plan

This plan identifies and prioritizes the key hazards that may affect business operations, and outlines preparedness and mitigation activities. This plan also includes operational procedures to respond effectively and efficiently to an incident. This goal of these procedure is to ensure life and safety are secure in response to a disaster.

This plan includes information such as:

- Preparedness
 - Hazard identification and assessment
 - Employee education and training
 - Drills and exercises timelines and plans for your business
 - First aid kits
 - Disaster supply kits
- Response
 - Evacuation procedures
 - Fire procedures
 - Shelter-in-place procedures
 - Staff notification
 - Information gathering procedures
 - Incident management

Instructions



At the Workshop

Follow the easy steps and include as much information as you can. Feel free to ask the facilitators questions about key concepts, or ask for tips and ideas.

After the Workshop

When you return to your office, meet with your business continuity and recovery planning team. You may be able to add more information to each of these sections. Feel free to personalize the tables to your specific needs. The more detail you add, the better your plan will help you recover from a disaster.

Electronic Copies of this Template

This plan is included on your Disaster Recovery Planning for Small Businesses Workshop Resource CD in an electronic format (MS Word) so that you may easily enter and update your information.

This document is also available for download at the Los Angeles County Department of Public Health Emergency Preparedness and Response Program site, <http://publichealth.lacounty.gov/eprp/index.htm>.

Step 1: About Your Business

PRIMARY BUSINESS LOCATION	SECOND BUSINESS LOCATION
BUSINESS NAME	BUSINESS NAME
STREET ADDRESS	STREET ADDRESS
CITY, STATE, ZIP CODE	CITY, STATE, ZIP CODE
TELEPHONE NUMBER	TELEPHONE NUMBER
PRIMARY POINT OF CONTACT	ALTERNATE POINT OF 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	GAS PROVIDER
INSURANCE PROVIDER	WATER PROVIDER
OTHER (E.G., EQUIPMENT MANUFACTURER)	OTHER (E.G., PROPERTY MANAGEMENT)
OTHER (E.G., HAZMAT SPILL CLEAN-UP)	OTHER (E.G., PROPERTY SECURITY)
OTHER (E.G., IT SUPPORT CONTRACTOR)	OTHER (E.G., BANK AGENT)
OTHER	OTHER
OTHER	OTHER

Step 2: Business Continuity and Recovery Planning Team

The following people will participate in business continuity and recovery planning.

NAME	POSITION	EMAIL

Coordination with Others

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

NAME	BUSINESS	EMAIL

Meeting Schedule

The emergency planning team will meet on a regular basis.

DATE	LOCATION	TOPIC

Step 4: Critical Assets

If these items are taken away, it would drastically affect your business or cause a major disruption to business.

PEOPLE (employees, customers, vendors, suppliers, visitors, etc.)	
BUILDING (physical structure, storage unit, warehouse, main office, store front, capital lease, etc.)	
EQUIPMENT (computers, software, servers/network, specialty/manufacturing tools, copiers, furniture, etc.)	
DATA (documents, payroll, files, records, server back-up tapes, etc.)	
INVENTORY/PRODUCT (stock, supplies, new materials, etc, etc.)	
OPERATIONS (any disruption to ops, accounts receivable/payable, payroll, manufacturing, mail room, etc.)	

Step 5: Critical Operations

Identify operations that are critical for business survival. Does your business provide services crucial to the incident response? How will you continue to perform these functions in a disaster situation? What operations are necessary to fulfill legal and financial obligations? Which are necessary to maintain cash flow and reputation?

PROCEDURES TO RESTART OPERATION AFTER MINIMAL DISASTER IMPACT: If a disaster causes negligible or marginal impact on operations, these procedures will help to restart the operation in the same location.

PROCEDURES TO COMPLETELY RESTORE OPERATION AFTER SIGNIFICANT DISASTER IMPACT: If a disaster causes critical or catastrophic impact on operations, these procedures will help to restore the operation in the same location, an alternate location, or a new location.

OPERATION:	
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	

OPERATION:	
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	

Step 5: Critical Operations (continued)

PROCEDURES TO RESTART OPERATION AFTER MINIMAL DISASTER IMPACT: If a disaster causes negligible or marginal impact on operations, these procedures will help to restart the operation in the same location.

PROCEDURES TO COMPLETELY RESTORE OPERATION AFTER SIGNIFICANT DISASTER IMPACT: If a disaster causes critical or catastrophic impact on operations, these procedures will help to restore the operation in the same location, an alternate location, or a new location.

OPERATION:	
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	

OPERATION:	
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	

Step 6: Key Suppliers and Contractors

The following is a list of suppliers and contractors that are critical to maintaining business.

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	DOES THIS BUSINESS HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED		
If this company experiences a disaster, we will obtain materials/services from the following:		

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	DOES THIS BUSINESS HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED		
If this company experiences a disaster, we will obtain materials/services from the following:		

Step 6: Key Suppliers and Contractors (continued)

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	DOES THIS BUSINESS HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED		
If this company experiences a disaster, we will obtain materials/services from the following:		

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	DOES THIS BUSINESS HAVE A CONTINUITY PLAN?
MATERIAL/SERVICE PROVIDED		
If this company experiences a disaster, we will obtain materials/services from the following:		

Step 7: Computer Inventory Form

Use this form to:

- Log your computer hardware serial and model numbers. Attach a copy of your vendor documentation to this document.
- Record the name of the company from which you purchased or leased this equipment and the contact name to notify for your computer repairs.

Make additional copies as needed. *Keep one copy of this list in a secure place on your premises and another in an off-site location.*

HARDWARE INVENTORY

HARDWARE (CPU, MONITOR, PRINTER, KEYBOARD, MOUSE, PLUS DESCRIPTION)	MODEL PURCHASED	SERIAL NUMBER	DATE PURCHASED	COMPANY PURCHASED OR LEASED FROM	COST

SOFTWARE INVENTORY

NAME OF SOFTWARE	VERSION	SERIAL / KEY NUMBER	DISC OR DOWNLOAD	DATE PURCHASED	COST

Step 8: Information Technology Security

Data security and back up should be an ongoing process, however it is crucial after a disaster. If you use a contractor for your IT support, they should be including in your business continuity and recovery planning. Identify the records that are essential to perform your critical functions. Vital records may include employee data, payroll, financial and insurance records, customer data, legal and lease documents. Are any impossible to re-create or are copies stored offsite?

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
IF OUR ACCOUNTING AND PAYROLL 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:	

Step 9: Alternate/Temporary Business Location

Determine if it is possible to set up an alternate or temporary business location if your primary site is unavailable. Would this site become your new primary business site? Do you have multiple locations in which you can condense work operations? How much work can be done virtually? Does your business park have options for relocation in the same park? What pre-agreements would you need?

ALTERNATE BUSINESS LOCATION		SECOND ALTERNATE BUSINESS LOCATION	
STREET ADDRESS		STREET ADDRESS	
CITY, STATE, ZIP CODE		CITY, STATE, ZIP CODE	
TELEPHONE NUMBER		TELEPHONE NUMBER	
IS THERE A PRE-AGREEMENT IN PLACE?		IS THERE A PRE-AGREEMENT IN PLACE?	
POINT OF CONTACT		POINT OF CONTACT	
CONTACT NAME		CONTACT NAME	
TELEPHONE NUMBER	ALTERNATE NUMBER	TELEPHONE NUMBER	ALTERNATE NUMBER
E-MAIL ADDRESS		E-MAIL ADDRESS	
SITE ASSESSMENT		SITE ASSESSMENT	
NUMBER AND TYPE OF STAFF TO WORK HERE		NUMBER AND TYPE OF STAFF TO WORK HERE	
SUPPLIES ALREADY IN PLACE		SUPPLIES ALREADY IN PLACE	
SUPPLIES THAT WOULD BE NEEDED		SUPPLIES THAT WOULD BE NEEDED	
TIME TO SET UP OPERATIONS		TIME TO SET UP OPERATIONS	
LENGTH OF TIME TO STAY IN THIS SITE		LENGTH OF TIME TO STAY IN THIS SITE	
POSSIBLE HAZARDS IN THE AREA		POSSIBLE HAZARDS IN THE AREA	
NOTES:		NOTES:	

Step 10: Staff Notification

Staff should be regularly updated on business operational status including whether they should report to work, what work conditions are like, alternate work sites and plans, 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 MEMBER RESPONSIBLE FOR NOTIFICATION <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">TELEPHONE NUMBER</td> <td style="width: 50%;">EMAIL</td> </tr> </table>	TELEPHONE NUMBER	EMAIL
TELEPHONE NUMBER	EMAIL		

STAFF NAME:

STREET ADDRESS		EMERGENCY CONTACT NAME	
CITY, STATE, ZIP CODE		RELATIONSHIP TO EMPLOYEE	
TELEPHONE NUMBER	ALTERNATE NUMBER	CONTACT TELEPHONE	ALTERNATE TELEPHONE
EMAIL		CONTACT EMAIL	

STAFF NAME:

STREET ADDRESS		EMERGENCY CONTACT NAME	
CITY, STATE, ZIP CODE		RELATIONSHIP TO EMPLOYEE	
TELEPHONE NUMBER	ALTERNATE NUMBER	CONTACT TELEPHONE	ALTERNATE TELEPHONE
EMAIL		CONTACT EMAIL	

STAFF NAME:

STREET ADDRESS		EMERGENCY CONTACT NAME	
CITY, STATE, ZIP CODE		RELATIONSHIP TO EMPLOYEE	
TELEPHONE NUMBER	ALTERNATE NUMBER	CONTACT TELEPHONE	ALTERNATE TELEPHONE
EMAIL		CONTACT EMAIL	

Step 10: Staff Notification (continued)

STAFF NAME:			
STREET ADDRESS		EMERGENCY CONTACT NAME	
CITY, STATE, ZIP CODE		RELATIONSHIP TO EMPLOYEE	
TELEPHONE NUMBER	ALTERNATE NUMBER	CONTACT TELEPHONE	ALTERNATE TELEPHONE
EMAIL		CONTACT EMAIL	

STAFF NAME:			
STREET ADDRESS		EMERGENCY CONTACT NAME	
CITY, STATE, ZIP CODE		RELATIONSHIP TO EMPLOYEE	
TELEPHONE NUMBER	ALTERNATE NUMBER	CONTACT TELEPHONE	ALTERNATE TELEPHONE
EMAIL		CONTACT EMAIL	

STAFF NAME:			
STREET ADDRESS		EMERGENCY CONTACT NAME	
CITY, STATE, ZIP CODE		RELATIONSHIP TO EMPLOYEE	
TELEPHONE NUMBER	ALTERNATE NUMBER	CONTACT TELEPHONE	ALTERNATE TELEPHONE
EMAIL		CONTACT EMAIL	

STAFF NAME:			
STREET ADDRESS		EMERGENCY CONTACT NAME	
CITY, STATE, ZIP CODE		RELATIONSHIP TO EMPLOYEE	
TELEPHONE NUMBER	ALTERNATE NUMBER	CONTACT TELEPHONE	ALTERNATE TELEPHONE
EMAIL		CONTACT EMAIL	

Step 11: Key Business Contact Notification

Customers, vendors, and other key business contacts should be regularly updated on business operational status such open hours, orders in progress, etc. This may be done via your website, posting signs at your business, or contacting them individually.

NOTIFICATION		
KEY BUSINESS CONTACTS WILL BE NOTIFIED BY: <ul style="list-style-type: none"> <input type="checkbox"/> WEBSITE <input type="checkbox"/> AUTOMATIC NOTIFICATION SYSTEM <input type="checkbox"/> EMAIL BLAST <input type="checkbox"/> SIGNAGE <input type="checkbox"/> OTHER: 	STAFF MEMBER RESPONSIBLE FOR NOTIFICATION	
	TELEPHONE NUMBER	
	EMAIL	

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	RELATIONSHIP TO OUR BUSINESS

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	RELATIONSHIP TO OUR BUSINESS

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	RELATIONSHIP TO OUR BUSINESS

Step 11: Key Business Contact Notification (continued)

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	RELATIONSHIP TO OUR BUSINESS

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	RELATIONSHIP TO OUR BUSINESS

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	RELATIONSHIP TO OUR BUSINESS

BUSINESS NAME:		
STREET ADDRESS		CONTACT NAME
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMAIL
EMERGENCY TELEPHONE	WEBSITE	RELATIONSHIP TO OUR BUSINESS

Step 12: Continuity of Management Plan

You can assume that not every key person will be readily available or physically at the facility after an emergency. Ensure that recovery decisions can be made without undue delay. If relevant, consult your legal department regarding laws and corporate bylaws governing continuity of management.

Establish procedures for:

- Assuring the chain of command
- Maintaining lines of succession for key personnel

POLICY STATEMENT REGARDING CONTINUITY OF MANAGEMENT

LEADER NAME:		
STREET ADDRESS		SUCCESSOR NAME
CITY, STATE, ZIP CODE		SUCCESSOR TELEPHONE NUMBER
TELEPHONE NUMBER	EMERGENCY TELEPHONE	SUCCESSOR EMAIL
EMAIL	RELATIONSHIP TO LEADER	
LEADER NAME:		
STREET ADDRESS		SUCCESSOR NAME
CITY, STATE, ZIP CODE		SUCCESSOR TELEPHONE NUMBER
TELEPHONE NUMBER	EMERGENCY TELEPHONE	SUCCESSOR EMAIL
EMAIL	RELATIONSHIP TO LEADER	
LEADER NAME:		
STREET ADDRESS		SUCCESSOR NAME
CITY, STATE, ZIP CODE		SUCCESSOR TELEPHONE NUMBER
TELEPHONE NUMBER	EMERGENCY TELEPHONE	SUCCESSOR EMAIL
EMAIL	RELATIONSHIP TO LEADER	

Step 13: Insurance Coverage Discussion Form

Use this form to discuss your insurance coverage with your agent. Having adequate coverage now will help you recover more rapidly from a catastrophe.

INSURANCE AGENT:				
STREET ADDRESS		CONTACT NAME		
CITY, STATE, ZIP CODE		CONTACT TELEPHONE NUMBER		
TELEPHONE NUMBER	FAX NUMBER	CONTACT EMERGENCY TELEPHONE		
EMERGENCY TELEPHONE	WEBSITE	CONTACT EMAIL		
INSURANCE POLICY INFORMATION				
TYPE OF INSURANCE	POLICY NUMBER	DEDUCTIBLES	POLICY LIMITS	COVERAGE (GENERAL DESCRIPTION)
DISASTER RELATED INSURANCE QUESTIONS				
Do you need Flood Insurance? <input type="checkbox"/> Yes <input type="checkbox"/> No		What perils or causes of loss does my policy cover?		
Do you need Earthquake Insurance? <input type="checkbox"/> Yes <input type="checkbox"/> No		How will my property be valued?		
Do you need Business Income and Extra Expense Insurance? <input type="checkbox"/> Yes <input type="checkbox"/> No		Does my policy cover the cost of required upgrades to code? <input type="checkbox"/> Yes <input type="checkbox"/> No		
How much insurance am I required to carry to avoid becoming a co-insurer?		What does my policy require me to do in the event of a loss?		
What types of records and documentation will my insurance company want to see?		Am I covered for lost income in the event of business interruption because of a loss? Do I have enough coverage? For how long is coverage provided? How long is my coverage for lost income if my business is closed by order of a civil authority?		
How will my emergency management program affect my rates?				
To what extent am I covered for loss due to interruption of power? Is coverage provided for both on- and off-premises power interruption?		To what extent am I covered for reduced income due to customers' not all immediately coming back once the business reopens?		
NOTES				

Appendix

Risk Assessment Matrix



Using your list of potential hazards and critical assets, you are now ready to begin to prioritize things and assess where your business is vulnerable to disruption. For each of the six categories, you will decide the level of impact each of the hazards will have on your business.

Before completing your Risk Assessment Matrix you need to understand the difference between the levels of impact. Below the levels are discussed and listed in order of escalation.

- **Negligible** – limited to no business disruptions or property damage
- **Marginal** – a hindrance that may affect business operations without shutting down, you have no minor damage, it may be an occurrence in the surrounding neighborhood
- **Critical** – temporary disruptions of business or major damage to the facility, impacts are to the community
- **Catastrophic** – a disaster that affects entire regional community causing business disruptions and forces closure of building(s). This is an event of large proportions. It can include complete destruction, multiple injuries or deaths, and a regional event which means limited or no outside resources available for prolonged periods of time.

The table on the following page will help you to determine and prioritize your business risks. General types of events are listed on the left side. There are additional spaces provided to customize for your business needs.

Begin with the first listed disaster event, earthquake. Circle the number in each asset area to score how the hazard would likely impact your business. Complete the other rows then total your numbers for both columns and rows.

As the last step, prioritize which areas should be addressed first, based on highest vulnerability, and then assign each column with your priority number 1-6.

From: *7 Steps to an Earthquake Resilient Business*, Earthquake Country Alliance, www.earthquakecountry.info/roots/



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