

BUSINESS CONTINUITY TRAINING PROGRAM





CITY of BOSTON
***Regional Catastrophic
Preparedness Grant Program***



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Pre-Program Survey

Please scan the **QR code** and fill out the **Pre-Program Survey!**

Your responses are anonymous and will help us better understand your perceptions of risk and your level of preparedness before participating in this program.

Thank you!



AGENDA

Business Continuity Overview	5-10 minutes
Emergency Action Plan	10 minutes
Business Continuity Plan	50 minutes
Break	5-10 minutes
Training + Exercises	25 minutes
Key Takeaways	5 minutes

What is Business Continuity Planning?

Procedures and resources that help a business continue running during a disruption and restore to normal operations with minimal impact to the business.

EXAMPLE DISRUPTIONS

Denial of Access to a facility
(e.g. damage to a building from flood or fire)

Denial of Service due to a reduced workforce *(e.g. pandemic, public transit issue)*

Denial of Service due to an equipment or systems failure *(e.g. IT issue, power outage)*

Why is Business Continuity Planning Important?

FOLLOWING A DISASTER

43%

of businesses
never reopen

51%

of businesses
close within 2 years

75%

of businesses
fail within 3 years

Why is Business Continuity Planning Important?



Image: Robin Lubbock, WBUR

Avoid Risk

Maintain/Improve Operations

Protect Reputation

Keep Customers

Employee Safety & Wellbeing

Financial Stability

Supply Chain Management

Prevent legal risks and lawsuits

Business Continuity Planning Overview



Potential Business Disruption

What hazards could impact your business?

Emergency Actions

What immediate actions need to be taken to protect lives and property?

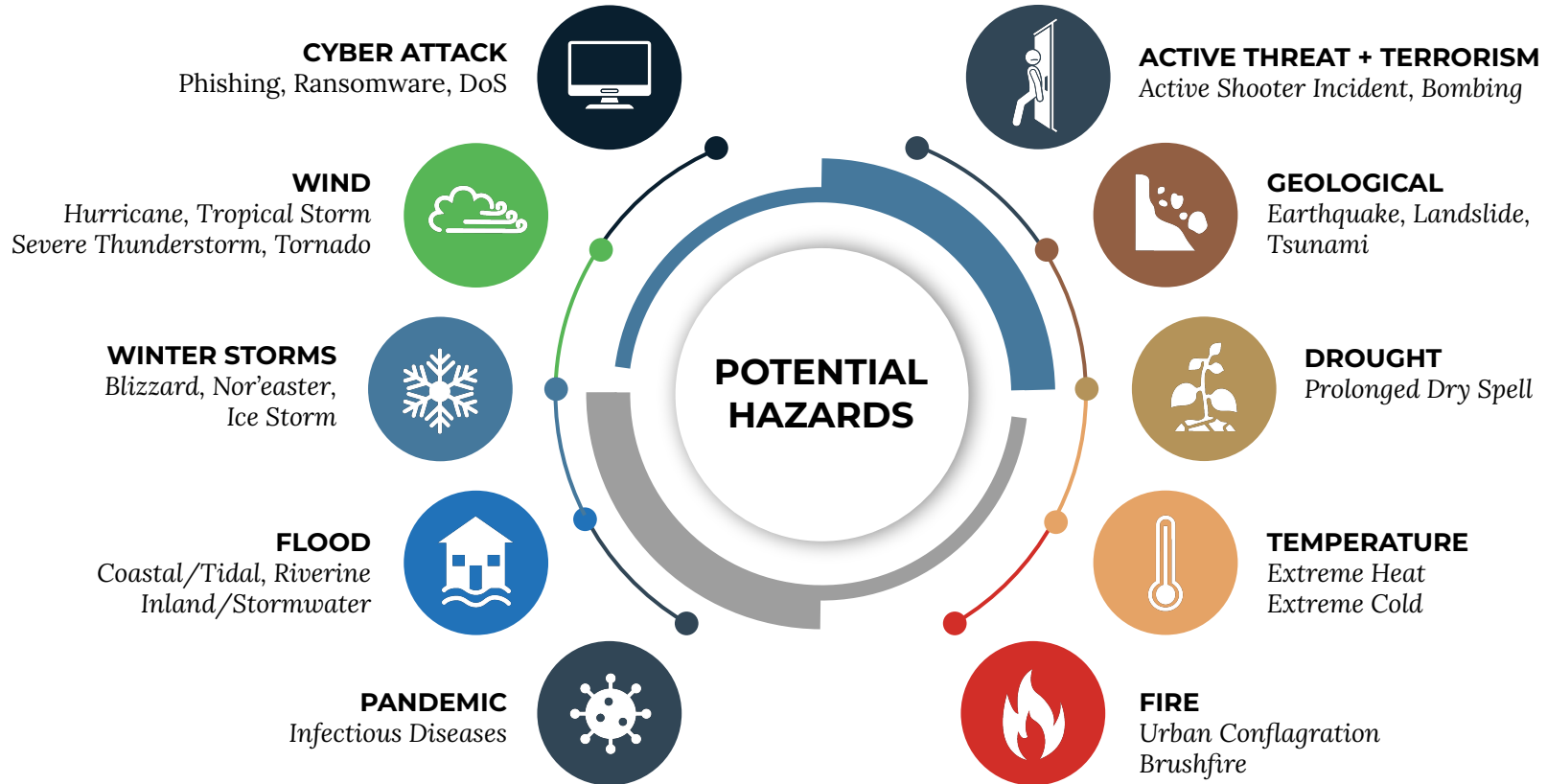
Business Continuity

What actions can be taken to continue operating the business?

Business Restoration

What actions can be taken to return to normal business operations?

Hazard Awareness



The top of the page features the City of Boston logo, which includes a circular seal with a star and the words "CITY OF BOSTON" and "1780". Below the seal, the text "City of BOSTON" is written in a serif font. To the right of the logo is a stylized map of Boston, where the landmass is filled with various photographs of local landmarks, parks, and buildings, and the surrounding water is represented by a blue wavy pattern.

[illegible][illegible][illegible]

Business Continuity Planning Toolkit

1

EMERGENCY ACTION PLAN

Protect lives and property

Communication Procedures

Evacuation Plan

Sheltering in Place

Securing Property and Equipment

Emergency Response Guides

2

BUSINESS CONTINUITY PLAN

Continue operating and restore normal operations

Planning Checklist

*Essential Business Functions
(Continuity & Restoration Strategies)*

Communication Procedures

Plan Maintenance

Appendices/Additional Guides

3

TRAINING + EXERCISES

Train staff and test effectiveness of plans

Training

Tabletop Exercise

Exercise Guidance

Videos + Resources

EMERGENCY ACTION PLAN

What immediate actions need to be taken to protect lives and property?

1.1 Communication Procedures

1.2 Evacuation Plan

1.3 Sheltering in Place

1.4 Securing Property and Equipment

1.5 Emergency Response Guides

Incident Detection and Reporting



Reporting Emergencies: Call 9-1-1 and refer to **Appendix F** of the Business Continuity Plan Template for additional resources.



Notifying Employees: Inform employees of the incident and provide direction to keep people safe and protect property.



Non-Traditional Emergencies: For incidents like cyberattacks or IT disruptions, notify relevant personnel or service partners.

Warning and Notification Systems

	System	Location/Control Panel or Access Point
Warning System	Fire Alarm	<i>Map/Description of alarm locations in all facilities.</i>
	Public Address	<i>Instructions for accessing and using intercoms, loudspeakers, etc.</i>
	Other	<i>Map/Description of other alarms (e.g., carbon monoxide) in all facilities.</i>
Notification System	Electronic	<i>List of electronic notification systems used for emergencies (e.g., text messaging, emailing, app notifications, mass notification software).</i>
	Telephone call tree	<i>Guidelines for accessing and following the designated call tree for proper notification order.</i>
	Two-way radio	<i>Map/Description of the location of two-way radios.</i>
	Other	<i>Map/Description of any other emergency notification systems.</i>

Warning and Notification Messaging

If it is safe to do so during an emergency, use the following template as a guide for announcing the situation throughout the workplace.

Attention all staff and customers, this is an emergency announcement.

A [Insert Emergency] has been reported in [Insert Location]. For your safety, [Insert Appropriate Action: Evacuate, Shelter in Place, etc.] immediately.

[Insert Additional Instructions].

Emergency responders are on their way. Follow all instructions from staff and proceed to [Designated Safe Area]. Stay calm and assist others if needed.

Evacuation



Assist Those in Need: Assign responsibility for helping employees or customers with mobility impairments and designate an evacuation assistance area.



Clearly Mark Exits: Ensure all emergency exits are labeled and easily visible.



Create an Emergency Escape Route: Insert a map into the plan.



Set an Assembly Area: Establish a designated, safe gathering point outside of the building.



Assign a Response Lead: Designate a person to account for all employees and visitors

Sheltering in Place



Designate a Shelter Area: Establish a safe area within your building for sheltering, preferably without windows and with a door that locks.



Stock the Shelter Area: Ensure the shelter area is equipped with necessary emergency supplies.



Know Building Systems: Locate HVAC, ventilation, fans, etc., to quickly turn them off if necessary.



Assign Tasks: Designate specific responsibilities for employees during the shelter-in-place process.



Prepare Emergency Contact List: Ensure staff have access to a list of emergency contacts if needed.



Keep Devices Charged: Charge radios and phones, and store chargers in the designated shelter area.

Securing Property and Equipment



Ensure Safety First: Only secure property if it is safe to do so.



Identify Items to Secure: Note which property, equipment, or documents need to be secured.



Locate Items: Record the locations of these items.



Provide Instructions: List detailed steps on how to secure each item.



Estimate Time: Note the estimated time required to secure each item.

Refer to the Emergency Response Guides for responding to specific hazards.

- Fire
- Medical Emergency Plan
- Bomb Threat
- Suspicious Substances
- Bloodborne Pathogens
- Power Failure
- Gasoline/Chemical Spill
- Natural Gas/Propane Leak
- Broken Water Pipe
- Severe Weather
- Flooding
- Flood Salvage
- Product Contamination
- Refrigerator Failure/Food Safety
- Water Contamination/Boil Water Order
- Robbery
- Civil Unrest
- Cyber Attack

Business Name

Emergency Action Plan

2. EMERGENCY RESPONSE GUIDES

FIRE

If a fire is reported, pull the fire alarm, (if available and not already activated) to warn occupants to evacuate. Then Dial 911 to alert the Fire Department. Provide the following information:

- Business name and street address
- Name of fire
- Fire location (building and floor or)
- Type of fire alarm (detector, pull station, sprinkler waterflow)
- Location of fire alarm (building and floor)
- Name of person reporting fire
- Telephone number for return call
- Evacuation team to direct evacuation of employees and visitors.

Procedures

1. **Evacuate:** Evacuate building occupants along evacuation routes to primary assembly areas outside.
2. **Redirect:** Redirect building occupants to stairs and exit away from the fire.
3. **Prohibit:** Prohibit the use of elevators.
4. **Account for All Employees:** Account for all employees and visitors at the assembly area.
5. **Meet Fire Department:** Inform the fire department if everyone has been accounted for and if there are any injuries. Provide an update on the nature of the emergency and actions taken. Provide building floor plans, keys and other assistance as requested.

Location of Fire Extinguishers

Location

Fire Protection Systems

Document the fire protection systems including the types of systems, location, area, or hazard protected, and instructions. If you're unsure, contact your landlord or building owner.

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Emergency Response Guide - Example: Fire

Business Name

Emergency Action Plan

2. EMERGENCY RESPONSE GUIDES

FIRE

If a fire is reported, pull the fire alarm, (if available and not disabled), then Dial 911 to alert the Fire Department. Provide the following information:

- Business name and street address
- Nature of fire
- Fire location (building and floor or)
- Type of fire alarm (detector, pull station, sprinkler)
- Location of fire alarm (building and floor)
- Name of person reporting fire
- Telephone number for return call
- Evacuation team to direct evacuation of employees

Procedures

- Evacuate:** Evacuate building occupants along exit routes outside.
- Redirect:** Redirect building occupants to stairs and exit routes outside.
- Prohibit:** Prohibit the use of elevators.
- Account for All Employees:** Account for all employees and visitors.
- Meet Fire Department:** Inform the fire department of any injuries. Provide an update on the status of the fire. Provide building floor plans, keys and other assistive devices.

Location of Fire Extinguishers

Location

Fire Protection Systems

Document the fire protection systems including the types, locations, and instructions. If you're unsure, contact your landlord or fire department.

Business Name

Emergency Action Plan

System Type	Location	Access Point / Instructions
Sprinkler System	Control Valve	
	Control Valve	
	Control Valve	
Fire Pump		
Special Extinguishing Systems		

Insert Map of Fire Protection Tools and Systems

- Locate Fire Extinguishers:**
 List all fire extinguisher locations throughout the building.
- Document Fire Protection Systems:** Identify and record details on sprinklers, fire pumps, and special extinguishing systems.
- Provide a Visual Guide:** Insert a map marking the locations of all fire protection tools and systems.

BUSINESS CONTINUITY PLAN

What actions can be taken to continue operating the business and return to normal operations?

2.1 Planning Checklist

2.2 Introduction: Purpose, Scope, Policies, Delegation of Authority

2.3 Continuity and Restoration Strategies for Essential Business Functions

- A. Essential Business Functions
 - B. Continuity Strategies
 - C. Restoration Strategies
-

2.4 Communication Procedures

2.5 Plan Maintenance

2.6 Appendices

Organize key documents and essential information before a disruption occurs.



Image: Christin Hume, Unsplash

- ☐ Human Resources/Personnel
- ☐ Facilities
- ☐ Operations
- ☐ Marketing/Sales
- ☐ Public Relations
- ☐ Suppliers/Vendors
- ☐ Equipment
- ☐ Information Technology
- ☐ Finance
- ☐ Insurance
- ☐ Legal
- ☐ Compliance

PURPOSE & SCOPE

Defines what is in the plan and why it's important:

- How to prepare for an emergency or disruption
- How to continue operating following a disruption
- How to restore to normal operations

POLICIES

Align plan decisions with:

- Company policies
- Industry regulations
- Legal requirements

DELEGATION OF AUTHORITY

Determine who has the authority to make decisions and implement the plan when a disruption occurs.

**An action or process essential to delivering products or services.
An extended disruption could lead to business losses or failure.**

Operations

- Order Packing
- Production
- Service Delivery

Supply Chain/Logistics

- Supply Inventory
- Distribution
- Vendor/Supplier Management

Legal/Compliance

- Contract management
- Regulatory Compliance
- Reporting

Human Resources

- Staff Scheduling
- Employee Records Maintenance
- HR Information Systems Management

Information Technology

- Data Management
- Internet Access
- Cybersecurity

Finance

- Finance Reporting & Budgeting
- Payroll Processing
- Accounts Payable/Receivable

Marketing/Sales

- Point of Sale Transactions
- Public Relations
- Communication Systems Maintenance
- Social Media and Website Management

Facilities

- HVAC/Lighting/Utilities
Operations & Maintenance
- Safety & Security

Executive/Strategic Management

- Financial and Operational Decisions
- Risk Management
- Stakeholder Relations



Example Essential Business Functions: **Bakery**

- **Facility & Operations**
 - Mixing dough
 - Baking goods
 - Delivering goods
 - Storage and Refrigeration of goods
- **Supply Chain & Inventory**
 - Ordering supplies
(e.g. ingredients, containers, etc.)
- **Sales & Customer Transactions**
 - In-store point of purchase
 - Online orders
- **Personnel**
 - Staffing
 - Payroll

ACTIVITY: Make a list of Essential Business Functions your organization must maintain or rapidly resume after a disruption.

A

What are your business' core **products and services** that generate revenue or serve customers?

B

What **processes** are essential to your operations and help deliver your products or services?

Essential Business Function: [Insert name of the essential business function.]	
Recovery Priority <input type="checkbox"/> Critical <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	Recovery Time Objective [Determine the maximum time allowable to resume the function following a disruption.]
Who performs this function? Manager/Supervisor: Additional Staff: Suppliers/Vendors:	Who could act as an alternative/back-up? Manager/Supervisor: Additional Staff: Suppliers/Vendors:
Brief description of how to complete this function [Provide step-by-step instructions]	
Required Training [Insert details.]	What is needed to perform this function? Equipment: Records/Reports: Supplies: Utilities: Space:
Who uses the output from this function? [List all applicable individuals or groups.]	Interdependencies [List other entities providing resources or inputs for this function.]
Primary Location [Specify the primary location for this function.]	Alternate Location [Specify the alternate location for this function.]
Obligation <input type="checkbox"/> None <input type="checkbox"/> Legal <input type="checkbox"/> Contractual <input type="checkbox"/> Regulatory <input type="checkbox"/> Financial	Money lost (or fines imposed) without function [Insert estimated amount.]

Essential Business Function: [Insert name of function]

Recovery Priority: How critical is this function?
Consider times when a disruption would have greater impact (e.g., season, end of month/quarter, etc.).

☐ Critical
☐ High
☐ Medium
☐ Low

Recovery Time Objective: What's the maximum downtime for this function before operational and/or financial impact(s) will occur?

☐ < 1 hour
☐ 1 - 8 hours
☐ 8 - 24 hours
☐ 24 - 72 hours
☐ 72+ hours

ACTIVITY: Prioritize your essential business functions.
Focus on critical and high-priority functions that will have significant impacts on your business if down for even a short period of time.

Recovery Priority: How critical is this function? Consider times when a disruption would have greater impact (e.g., season, end of month/quarter, etc.).

- ☐ Critical
- ☐ High
- ☐ Medium
- ☐ Low

Recovery Time Objective: What's the maximum downtime for this function before operational and/or financial impact(s) will occur?

- ☐ < 1 hour
- ☐ 1 - 8 hours
- ☐ 8 - 24 hours
- ☐ 24 - 72 hours
- ☐ 72+ hours

Essential Business Function: [Insert name of the essential business function.]	
Recovery Priority <input type="checkbox"/> Critical <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	Recovery Time Objective [Determine the maximum time allowable to resume the function following a disruption.]
Who performs this function? Manager/Supervisor: Additional Staff: Suppliers/Vendors:	Who could act as an alternative/back-up? Manager/Supervisor: Additional Staff: Suppliers/Vendors:
Brief description of how to complete this function [Provide step-by-step instructions]	
Required Training [Insert details.]	What is needed to perform this function? Equipment: Records/Reports: Supplies: Utilities: Space:
Who uses the output from this function? [List all applicable individuals or groups.]	Interdependencies [List other entities providing resources or inputs for this function.]
Primary Location [Specify the primary location for this function.]	Alternate Location [Specify the alternate location for this function.]
Obligation <input type="checkbox"/> None <input type="checkbox"/> Legal <input type="checkbox"/> Contractual <input type="checkbox"/> Regulatory <input type="checkbox"/> Financial	Money lost (or fines imposed) without function [Insert estimated amount.]

Provide details for each critical function.

Who performs this function? <i>List managers, supervisors, staff, suppliers, and vendors</i>	Who could act as an alternative/back-up? <i>List alternate for each position listed on the left.</i>
Brief description of how to perform the function. <i>Provide instructions for the alternate/back-up employee.</i>	
Required training: <i>Licenses, certifications, safety training, etc.</i>	What is needed to perform this function? <i>List equipment, records, reports, supplies, utilities, space, etc.</i>

Essential Business Function: [Insert name of the essential business function.]	
Recovery Priority <input type="checkbox"/> Critical <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	Recovery Time Objective [Determine the maximum time allowable to resume the function following a disruption.]
Who performs this function? Manager/Supervisor: Additional Staff: Suppliers/Vendors:	Who could act as an alternative/back-up? Manager/Supervisor: Additional Staff: Suppliers/Vendors:
Brief description of how to complete this function [Provide step-by-step instructions]	
Required Training [Insert details.]	What is needed to perform this function? Equipment: Records/Reports: Supplies: Utilities: Space:
Who uses the output from this function? [List all applicable individuals or groups.]	Interdependencies [List other entities providing resources or inputs for this function.]
Primary Location [Specify the primary location for this function.]	Alternate Location [Specify the alternate location for this function.]
Obligation <input type="checkbox"/> None <input type="checkbox"/> Legal <input type="checkbox"/> Contractual <input type="checkbox"/> Regulatory <input type="checkbox"/> Financial	Money lost (or fines imposed) without function [Insert estimated amount.]



Inputs/Interdependencies:
What other internal functions or external entities provide resources or inputs for this function?

Who uses the output from this function?
Are there other functions within your business that rely on outputs of this function?
Are there external entities that rely on this function?

Essential Business Function: [Insert name of the essential business function.]	
Recovery Priority <input type="checkbox"/> Critical <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	Recovery Time Objective [Determine the maximum time allowable to resume the function following a disruption.]
Who performs this function? Manager/Supervisor: Additional Staff: Suppliers/Vendors:	Who could act as an alternative/back-up? Manager/Supervisor: Additional Staff: Suppliers/Vendors:
Brief description of how to complete this function [Provide step-by-step instructions]	
Required Training [Insert details.]	What is needed to perform this function? Equipment: Records/Reports: Supplies: Utilities: Space:
Who uses the output from this function? [List all applicable individuals or groups.]	Interdependencies [List other entities providing resources or inputs for this function.]
Primary Location [Specify the primary location for this function.]	Alternate Location [Specify the alternate location for this function.]
Obligation <input type="checkbox"/> None <input type="checkbox"/> Legal <input type="checkbox"/> Contractual <input type="checkbox"/> Regulatory <input type="checkbox"/> Financial	Money lost (or fines imposed) without function [Insert estimated amount.]

Primary Location:

Specify the primary location for this function.

Secondary Location:

Specify the alternate/backup location for this function.

Consider what is needed to perform the function when selecting an alternate location.

Essential Business Function: [Insert name of the essential business function.]	
Recovery Priority <input type="checkbox"/> Critical <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	Recovery Time Objective [Determine the maximum time allowable to resume the function following a disruption.]
Who performs this function? Manager/Supervisor: Additional Staff: Suppliers/Vendors:	Who could act as an alternative/back-up? Manager/Supervisor: Additional Staff: Suppliers/Vendors:
Brief description of how to complete this function [Provide step-by-step instructions]	
Required Training [Insert details.]	What is needed to perform this function? Equipment: Records/Reports: Supplies: Utilities: Space:
Who uses the output from this function? [List all applicable individuals or groups.]	Interdependencies [List other entities providing resources or inputs for this function.]
Primary Location [Specify the primary location for this function.]	Alternate Location [Specify the alternate location for this function.]
Obligation <input type="checkbox"/> None <input type="checkbox"/> Legal <input type="checkbox"/> Contractual <input type="checkbox"/> Regulatory <input type="checkbox"/> Financial	Money lost (or fines imposed) without function [Insert estimated amount.]

Obligation:

- ☐ None
- ☐ Legal
- ☐ Contractual
- ☐ Regulatory
- ☐ Financial

Money Lost (or fines imposed) without function:

Estimated Loss: \$_____

- Lost sales and income
- Negative cash flow resulting from delayed sales or income
- Increased expenses (e.g., overtime labor, outsourcing, expediting costs, etc.)
- Regulatory fines
- Contractual penalties or loss of contractual bonuses
- Customer dissatisfaction or defection
- Delay executing business plan or strategic initiative

Continuity: Maintain critical operations, minimize downtime, and mitigate impacts of disruptions on Essential Business Functions.

For critical and high-priority functions, develop strategies to maintain the function following a disruption considering the following:

- Recovery Time Objective
(*how quickly you need to restore the function*)
- Who performs the function and who is the alternate/backup person
- Required training
- Required equipment, supplies, space, utilities, etc.
- Interdependencies (*inputs and outputs*)
- Location and alternates
- Obligations
- Potential losses

EXAMPLE DISRUPTIONS

Denial of Access to a facility
(*e.g. damage to a building*)

Denial of Service due to a reduced workforce (*e.g. pandemic*)

Denial of Service due to an equipment or systems failure (*e.g. IT issue*)

Example Continuity Strategies: Bakery

ESSENTIAL FUNCTION	POTENTIAL DISRUPTION	EXAMPLE CONTINUITY STRATEGIES
Payroll	Denial of access to facility <i>(e.g. area flooded, cannot access street/building for several days)</i>	<ul style="list-style-type: none"> • Conduct payroll at an alternate location • <u>Planning Considerations:</u> <ul style="list-style-type: none"> ◦ Ensure alternate location has the necessary equipment, software, supplies, space, utilities, etc. ◦ Ensure primary and alternate payroll employee can access the alternate location
	Denial of service due to a reduced workforce <i>(e.g. pandemic, infectious disease outbreak)</i>	<ul style="list-style-type: none"> • Alternate/backup person(s) conducts payroll • <u>Planning Considerations:</u> <ul style="list-style-type: none"> ◦ Identify alternate/backup person [title/position] ◦ Develop a payroll instructions document ◦ Obtain payroll system credentials for alternate person(s)
	Denial of service due to equipment or systems failure <i>(e.g. unable to access online payroll system)</i>	<ul style="list-style-type: none"> • Manual process/phone call to payroll company • <u>Planning Considerations:</u> <ul style="list-style-type: none"> ◦ Spreadsheet with employee payroll information ◦ Payroll company contact information ◦ Security of sensitive information (storage of physical document, transfer of information)

ACTIVITY: Develop a continuity strategy for each type of disruption.
Consider all of the details previously outlined.

Continuity Strategies	
Denial of Access to a Facility:	[Outline the steps to sustain operations during a disruption where your business is denied access to a facility]
Denial of Service Due to a Reduced Workforce:	[Outline the steps to sustain operations during a disruption where your business is denied service due to a reduced workforce.]
Denial of Service Due to an Equipment or System Failure:	[Outline the steps to sustain operations during a disruption where your business is denied service due to an equipment or system failure.]

Restoration: Transition from your continuity strategies
back to normal operations as smoothly as possible.

Example 1

- **Continuity Strategy:**
Relocate to an alternate site
- **Restoration strategy:**
Document how you will move back to and strengthen the resiliency of your primary location

Example 2

- **Continuity Strategy:**
Use an alternate supplier or vendor
- **Restoration strategy:**
Identify more reliable or diversified set of suppliers/vendors

Example 3

- **Continuity Strategy:**
Alternate staff member performed the function
- **Restoration strategy:**
Return the function to the primary staff and train additional staff to build depth

Example Restoration Strategies: Bakery

ESSENTIAL FUNCTION	POTENTIAL DISRUPTION	CONTINUITY STRATEGIES	EXAMPLE RESTORATION STRATEGIES
Payroll	Denial of access to facility (e.g. area flooded, cannot access street/building for several days)	<ul style="list-style-type: none"> Conduct payroll at an alternate location until primary location is restored to normal operations 	<ul style="list-style-type: none"> Monitor emergency alerts and OEM/BPD social media for updates on regaining access to the area/property Document property damage File an insurance claim Pump water out of building Clear debris Clean and disinfect the building
	Denial of service due to a reduced workforce (e.g. pandemic, infectious disease outbreak)	<ul style="list-style-type: none"> Alternate/backup person(s) conducts payroll 	<ul style="list-style-type: none"> Document payroll activities for primary payroll employee Schedule a meeting to brief the primary payroll employee
	Denial of service due to equipment or systems failure (e.g. unable to access online payroll system)	<ul style="list-style-type: none"> Manual process/phone call to payroll company 	<ul style="list-style-type: none"> Collaborate with payroll company to ensure content in manual documents are entered into the payroll system

ACTIVITY: Develop a restoration strategy for each type of disruption.
Consider all of the details previously outlined.

Restoration Strategies	
Denial of Access to a Facility:	[Outline the steps to restore the function to normal operational status after your business is denied access to a facility]
Denial of Service Due to a Reduced Workforce:	[Outline the steps to restore the function to normal operational status after your business is denied service due to a reduced workforce.]
Denial of Service Due to an Equipment or System Failure:	[Outline the steps to restore the function to normal operational status after your business is denied service due to an equipment or system failure.]

Crisis Communication Template

Subject: Important Update Regarding [Business Disruption/Emergency]

Dear [Employee/Customer/Vendor/Supplier/Regulator],

We want to inform you of a recent disruption affecting our operations. Currently, we are experiencing [describe disruption or emergency].

What We Are Doing:

- [List specific steps being taken to resolve the issue].
- [Provide an estimated timeline for resolution, if possible].
- [Mention any temporary solutions or alternative services in place].

What We Ask From You:

To assist us in managing this situation effectively, please:

- [List specific actions recipients should take, such as using alternate contact methods or being patient with delays].
- [Highlight any critical deadlines or updates they need to know].

Questions or Concerns?

If you have questions, please contact [appropriate contact information]. We appreciate your understanding and support during this time and will continue to provide updates as needed.

Sincerely,

[Your Name]

[Your Position]

[Company Name]

[Contact Information]

- **Communicate the situation** and its impact to the appropriate audiences (employees, vendors, suppliers, customers, regulators, the media, etc.)
- Include information about:
 - What happened
 - What you are doing
 - What you are asking from them
 - How to reach you with questions
- Tailor the **Crisis Communication Template** to each audience as appropriate.

Communication Systems

Communication Need	Primary System/Tool	Backup System/Tool	Notes/Directions
Internal Communication	[Insert System/Tool. (E.g., slack, teams, group text messaging, email, mass notification system, website CMS, support hotline).]	[Insert System/Tool.]	[List any additional notes or directions regarding this communication system.]
External Communication (Customer/Vendor/Supplier/Regulator)	Customer Communication		
	Vendor Communication		
	Supplier Communication		
	Regulator Communication		

- Determine **how** you will communicate with each audience (email, phone, text, mass notification system, website, messaging and collaboration platform, social media, etc.)
- Identify a **primary** and **backup** system for communication



KEEP THE PLAN UPDATED

and staff informed of plan changes

PLAN MAINTENANCE

The plan is reviewed [frequency] or following a plan exercise, a disruption, or a significant change to the business. The plan is updated as appropriate to reflect current risks, strategies, resources, and responsibilities. Changes to the plan will be authorized by [authorizing person] and distributed to [recipients]. Modifications to the plan are documented below.

Date	Description of Changes	Authorization

- Decide how often the plan will be reviewed, e.g. following:
 - A plan exercise
 - A disruption
 - A significant change to the business
- The plan should be updated to reflect current risks, strategies, resources, and responsibilities.
- Decide who is authorized to make changes to the plan
- Decide who should review and receive plan updates

DON'T FORGET THE APPENDICES!

Appendix A – Employee Identification

Contains key employee details, including contact information, essential business functions, certifications, and emergency contacts.

Appendix B – Key Vendor and Supplier Identification

Lists primary and backup vendors/suppliers, their contact details, and the essential business functions they support.

Appendix C – Equipment Identification

Documents critical equipment details, such as serial numbers, locations, costs, and backup availability.

Appendix D – IT Equipment and Process Identification

Includes IT equipment, data protection methods, backup availability, maintenance schedules, and recovery objectives.

Appendix E – Finance and Insurance Information

Provides financial contacts and an inventory of insurance policies, including coverage details and policy limits.

Appendix F – Resources

Lists recovery resources, business improvement districts, and local organizations that support business resilience.



BREAK

Training + Exercises

25 minutes

Key Takeaways

5 minutes

TRAINING + EXERCISES

Are the plans effective? What gaps need to be closed?

3.1 Training

3.2 Testing the Plan: Tabletop Exercise

3.3 Guidance for Additional Exercises

3.4 Training Videos + Additional Resources

Training & Exercising Your Plans - **Process**



3.1 Training



TRAIN YOUR STAFF

PLAN TRAINING AND EXERCISES

Plan training is conducted by [responsible person] to ensure all staff with responsibilities outlined in the plan are prepared and understand their roles. Training is conducted:

1. When changes occur to the plan;
2. When an employee's plan responsibilities change; and
3. [Frequency], as refresher training.

Scenario-based exercises are conducted [frequency] by [responsible person] to ensure plan effectiveness. Example exercises are located in the continuity toolkit.

All training and exercises are documented and records are maintained at [designated area]. [Responsible person] is responsible for creating an improvement plan to address gaps and updating the plan based on exercise results.

- Decide who will be responsible for training the staff on the plan
- Consider training staff:
 - When changes occur to the plan
 - When an employee's plan responsibilities change
 - Regularly as a refresher (1-2 times/year)
- Maintain a record of training to ensure all staff are regularly trained



SET OBJECTIVES



CREATE A NO-FAULT ENVIRONMENT



ENGAGE IN OPEN DIALOGUE

Evaluating the ability to...

- 1** Respond to an emergency and protect life and property.
- 2** Maintain operations during a disruption using continuity strategies.
- 3** Restore operations to normal function using restoration strategies.
- 4** Make decisions and delegate authority.
- 5** Coordinate with employees, customers, and external partners.
- 6** Identify gaps in resources.

3.2 Testing the Plan: **Tabletop Exercise**

Use the following scenarios:

TO TEST

These aspects of your plans:

Scenario 1: Power Outage
(Unable to use equipment)

Scenario 2: Cyberattack
(Cannot provide service)

Scenario 3: Severe Public Transit
Disruption (Personnel cannot get
to work)

Scenario 4: Flood (Cannot access
your a Facility)

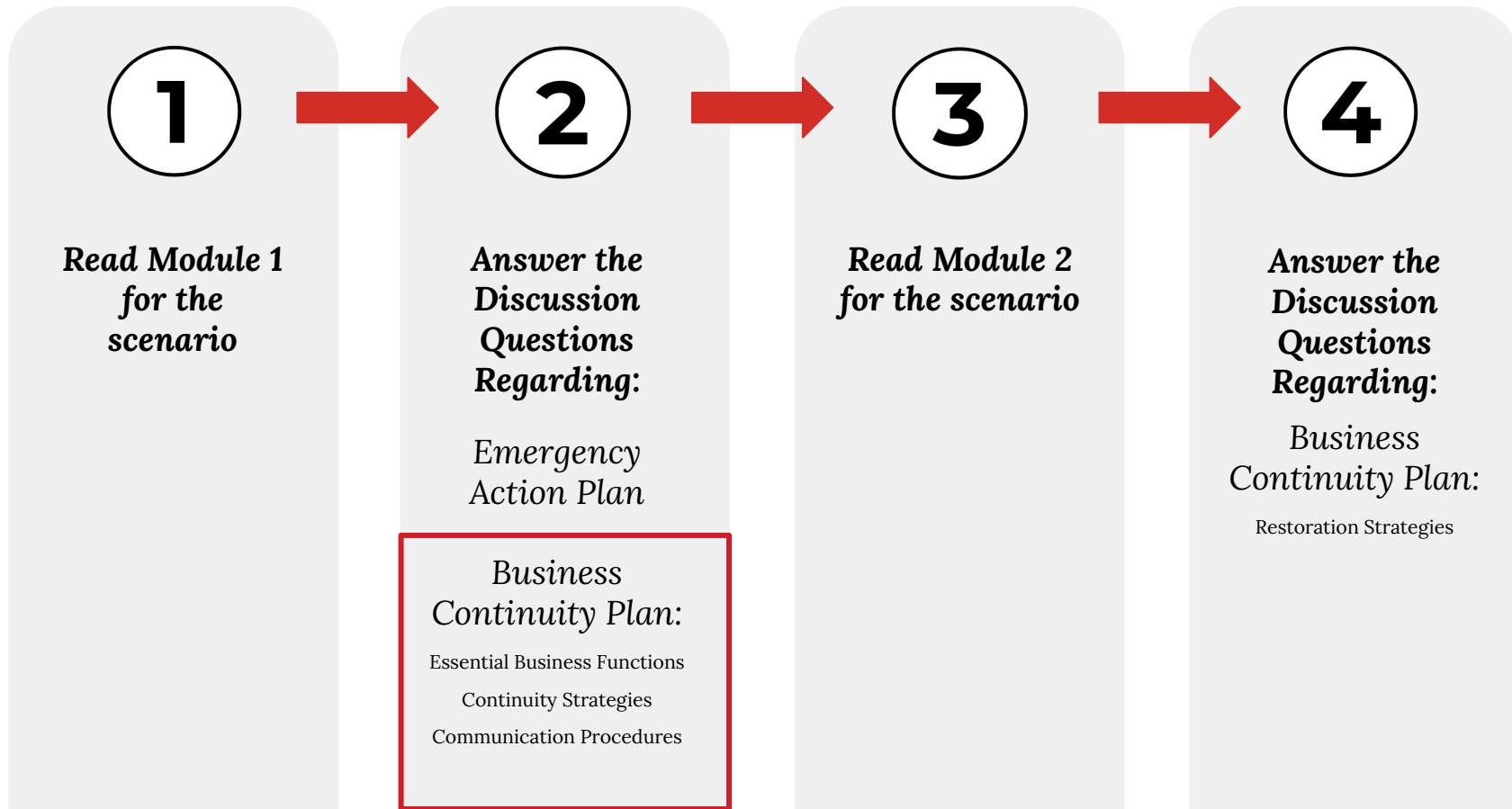
Emergency Action Plan

- Communications
- Evacuation
- Shelter in place
- Securing property and equipment
- Emergency response guides

Business Continuity Plan

- Essential Business Functions
- Continuity strategies
- Communications
- Restoration strategies

3.2 Testing the Plan: **Scenario Instructions**



3.2 Testing the Plan: **Scenario 1 (Module 1)**

POWER OUTAGE - DENIAL OF EQUIPMENT

Module 1

Thursday, 7:00 am

- A severe storm causes a power outage that affects your entire street.
- The utility company notifies you that power could be out for 48+ hours as they work to fix the issue.
- The power outage has caused impacts to your business, e.g.:
 - Unable to use computer systems
 - Caused refrigeration and freezer units to fail, putting perishable inventory at risk.
 - Connectivity is also down, as the outage ultimately led to a network failure, affecting internal communication.
 - Vendors are unable to make deliveries due to downed power lines on the street.

3.2 Testing the Plan: **Scenario 1 (Module 2)**

POWER OUTAGE - DENIAL OF EQUIPMENT

Module 2

Sunday, 7:00 a.m

- The storm has concluded, and the power has been restored.
- Your network is back up and running.
- Vendors have restarted deliveries.

3.2 Testing the Plan: **After Action Report (AAR)**

Objective	Performed without Challenges	Performed with Challenges
1. Evaluate the ability to respond to an emergency and protect life and property.		
2. Evaluate the ability to maintain operations during a disruption using continuity strategies.		<input type="checkbox"/>
3. Evaluate the ability to restore operations to normal function using restoration strategies.		
4. Assess the effectiveness of decision-making and delegation of authority.		
5. Evaluate communication processes and the ability to coordinate with employees, customers, and external partners.		
6. Identify gaps in resources.		

- Once you've finished a scenario, fill out the **After Action Report (AAR)**.
- **Check** whether you were able to meet the exercise objective **with** or **without** challenges.

3.2 Testing the Plan: **Improvement Plan**

- For any objectives checked off as **“Performed with Challenges”** , document it under **“Area of Improvement.”**
- Identify ways to improve areas related to the objective
- Assign a team member to make improvements
- Update the **Emergency Action Plan** or **Business Continuity Plan** accordingly.

Area of Improvement (Exercise Objective)	How can this area be improved?	Responsible Team Member

Key Takeaways



Potential Business Disruption

Know the hazards that could impact your business and understand the risk to your business.

For risk assessment resources, visit [Boston.gov/emergency](https://www.boston.gov/emergency)

Emergency Actions

Take immediate action to protect life and property.

- Communication Procedures
- Evacuation Plan
- Sheltering in Place
- Securing Property and Equipment
- Emergency Response Guides

Business Continuity

Use continuity strategies to maintain essential business functions and to minimize impacts to the business.

Communicate with employees, vendors, suppliers, regulators, and customers about issues and how they are being resolved.

Business Restoration

Use restoration strategies to return essential business functions to normal operations.

3.4 Additional Resources

For additional support, including **recovery resources, financial assistance, and local organizations** dedicated to strengthening businesses and resilience in your area, refer to **Appendix F – Resources** in the Business Continuity Plan.

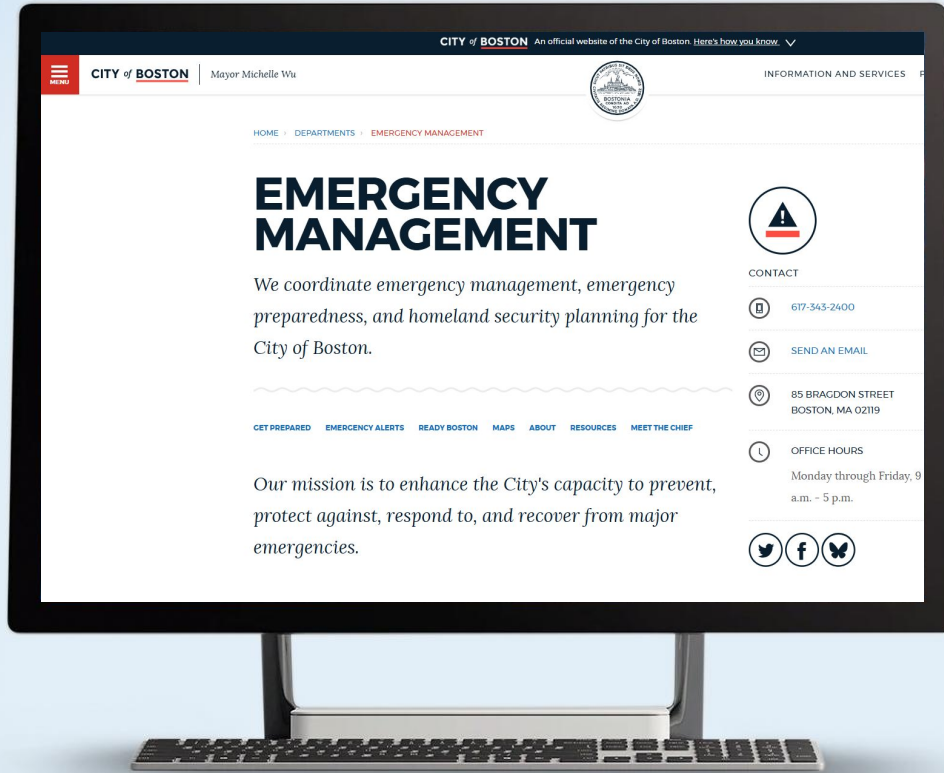
RECOVERY RESOURCES

- National Flood Insurance Program
- FEMA Individual Assistance
- Small Business Administration Disaster Loan
- American Red Cross
- Disaster Assistance.gov
- Cybersecurity + Infrastructure Security Agency

BUSINESS IMPROVEMENT DISTRICTS & MAINSTREET ORGANIZATIONS

- Downtown Boston Alliance
- Greenway Business Improvement District
- Roxbury Main Streets
- East Boston Gateway Main Streets

3.4 Training Videos



Business Continuity training videos will be available on [boston.gov/emergency](https://www.boston.gov/emergency) and YouTube this summer.

- Business Continuity Planning Overview
- Emergency Action Plan
- Business Continuity Plan
- Training and Exercises

A background image of a city street scene in Boston. It features a multi-story brick building with many windows. On the ground floor, there are shops including one with a 'BRUNCH' sign and another labeled 'BROOKLINE LIQUOR MART'. Several cars are parked along the street, including a red car and a dark SUV. A green dumpster is visible on the sidewalk. A traffic light pole stands in the foreground. The overall scene is slightly overcast.

CITY of BOSTON

*Request additional planning support at
BostonRCPGP@Boston.gov*

For emergency preparedness tips, visit ***Boston.gov/emergency***.

For additional information,
visit ***Ready.gov*** and download the **FEMA app**.

Post-Program Survey

Please scan the **QR code** and fill out the **Post-Program Survey** before you go!

Your feedback is valuable in helping us improve our guidance and training for small business owners.

Thank you!

