

BUSINESS CONTINUITY PLAN

2025

Disclaimer

This Emergency Action Plan was developed by Providence Emergency Management Agency (PEMA) to assist businesses in establishing a foundation for a comprehensive business disaster preparedness, response, and recovery program. It is not intended to replace or override any laws, regulations, standards or OSHA requirements applicable to your business or facility. This plan is not a substitute for local, state, or federal regulations, nor does it replace industry standards. It should be used in conjunction with all applicable legal and regulatory requirements.

This template is the second plan in the toolkit, and includes the fundamental components of a business continuity plan. However, businesses should carefully review all relevant requirements and customize the template to align with their unique operations, processes, and needs. Adjustments beyond those suggested in brackets may be required to develop an effective and tailored program.

*Provided as a public service by the
Providence Emergency Management Agency (PEMA).*



PROVIDENCE EMERGENCY MANAGEMENT AGENCY

591 Charles Street | 401-680-8000

www.providenceri.gov/PEMA

CONTENTS

1. Planning Checklist	4
2. Introduction	6
<u>ASSIGNMENT OF RESPONSIBILITY</u>	6
3. Plan Implementation	8
<u>PRELIMINARY DAMAGE ASSESSMENT</u>	8
5. Communication Procedures	9
<u>CRISIS COMMUNICATION TEMPLATE</u>	9
<u>COMMUNICATION SYSTEMS</u>	10
4. Continuity Strategies for Essential Business Functions	11
5. Test and Update Plan	13
<u>PLAN MAINTENANCE</u>	13
6. Appendices	14
<u>Appendix A - Employee Identification</u>	14
<u>Appendix B - Key Vendor and Supplier Identification</u>	15
<u>Appendix C - Equipment Identification</u>	16
<u>Appendix D – Preliminary Damage Assessment Form</u>	17
<u>Appendix E – Plan Distribution + Revision History</u>	18

Company name

Address

Telephone

Last Revision Date

1. Planning Checklist

HUMAN RESOURCES

- ☐ Collect and document employee information (See Appendix A).
- ☐ Employee contracts
- ☐ Training records
- ☐ Disciplinary records

FACILITIES

- ☐ Building lease
- ☐ Building systems contracts and maintenance records (HVAC, lighting, plumbing, electrical, water heating, fire safety, security, utilities, telecoms, energy management, etc.)
- ☐ Custodial and/or landscaping contracts

OPERATIONS

- ☐ Standard operating procedures
- ☐ Safety plans

MARKETING/SALES

- ☐ Marketing plans
- ☐ Customer lists
- ☐ Branding guidelines

PUBLIC RELATIONS

- ☐ Media contacts, including name, company, role, phone, and email.

SUPPLIERS & VENDORS

- ☐ List key suppliers and vendors with contact information, contract details, and materials procured (See Appendix B).

EQUIPMENT (NON IT)

- ☐ Inventory and document non-IT equipment (See Appendix C).
- ☐ Maintenance records

INFORMATION TECHNOLOGY

- ☐ Inventory and document IT equipment (See Business Recovery Plan)
- ☐ Document details of critical software and data sources, including usage and specialist contacts.
- ☐ List IT assistance contacts and contractors with details on services and items provided.

- ☐ Software License Documentation
- ☐ IT Service Agreement Documentation
- ☐ IT Policy Documentation

FINANCE

- ☐ Maintain a directory of financial contacts, such as accountants, tax advisors, and banking representatives (See Business Recovery Plan).
- ☐ Tax returns
- ☐ Invoices
- ☐ Bank statements
- ☐ Payroll records

INSURANCE

- ☐ Insurance contacts with policy types and notes (See Business Recovery Plan).

LEGAL

- ☐ Maintain a list of legal counsel and law firm contacts.
- ☐ Business licenses
- ☐ Articles of incorporation
- ☐ Contracts
- ☐ Insurance policies

COMPLIANCE

- ☐ OSHA
 - ☐ Reporting procedures for emergencies.
 - ☐ Clear evacuation procedures and assignments.
 - ☐ Methods to account for employees post-evacuation.
 - ☐ Rescue and medical duties procedures.
 - ☐ Employee alarm systems and training.
 - ☐ Regular review of the Emergency Action Plan (EAP).
- ☐ Environmental Permits

2. Introduction

The Business Continuity Plan addresses potential business impacts and provides strategies to sustain essential functions and restore normal operations. It assumes that critical business functions remain possible, proper authority has been delegated, and necessary resources are available to implement the strategies within.

This Business Continuity Plan provides a structured approach to:

- **Readiness and Preparedness:** Identifying critical business functions, assessing potential disruption impacts, setting recovery objectives, determining location needs, analyzing interdependencies, estimating costs, and outlining the resources required to sustain operations.
- **Continuity of Operations:** Maintaining and executing operational strategies that enable the continuation of critical business functions during disruptions.
- **Reconstitution and Recovery Considerations:** Facilitating the restoration of full operations and addressing the impacts of disruptions, ensuring the long-term recovery and stability of the company.

The plan is part of a broader business continuity toolkit which includes planning guidance, an Emergency Action Plan, Emergency Response Guides, and training resources. The documents are as follows: (1) Emergency Action Plan, (2) Business Continuity Plan, (3) Business Recovery Plan.

ASSIGNMENT OF RESPONSIBILITY

Ownership

_____ will manage the Business Continuity Plan (BCP).

This individual will coordinate with internal resources, such as Management and contract vendors to ensure that they are prepared to respond as detailed in this plan. The individual will also maintain all training records pertaining to this plan, scheduling routine tests with the appropriate stakeholders.

Business Continuity Team

During an emergency activation the Business Continuity Team will work to complete the following goals:

- Verify impacted business functions and the up-to-date status of those functions.
- Align and coordinate efforts to restore business functions.
- Initiate Incident Management processes.
- Initiate alternate or modified business processes.
- Coordinate with management and / or authorities to provide status updates and information.

- Follow-up to Recovery Time Objectives.
- Return business processes to normal functionality.

Role	Name	Email	Work and Personal #

3. Plan Implementation

Activation Protocol

Should an emergency or crisis situation arise, _____ is/are authorized to contact _____ and initiate this plan.

For the purposes of this plan, a crisis situation will be defined as:

- 1. a severe disruption, uncertainty, or a threat to operations at a fundamental level; or
- 2. a sudden or impending emergency situation in which business impacts are expected.

PRELIMINARY DAMAGE ASSESSMENT

A Preliminary Damage Assessment is used to document damage, assess its impact, and estimate the cost of repairs. It is important to organize and prioritize this information if needed for a disaster declaration.

- 1. Ensure Safety First**
 - Wait for official clearance to re-enter the site (if applicable).
 - Use proper protective gear and check for hazards.
- 2. Document the Damage**
 - Take clear photos and videos of all affected areas, equipment, and inventory.
 - Make notes on the location, extent, and possible cause of the damage.
- 3. Assess and Categorize**
 - Identify what is damaged: structure, equipment, inventory, utilities, etc.
 - Categorize damage using categorizations below.
- 4. Notify Key Contacts**
 - Follow Crisis Communication Plan to inform your team and vendors the state of the facility/equipment.
- 5. Report and File Claims**
 - Submit documentation to insurance and relevant agencies. See Insurance and Finance sections in the Business Recovery Plan.
- 6. Update the Business Continuity Plan**
 - Adjust response and recovery strategies to reflect lessons learned.

(D) Destroyed total loss, permanently uninhabitable	(M) Major uninhabitable, extensive repairs required that will take more than 30 days to complete	(M) Minor uninhabitable, repairs can be completed in less than 30 days	(A) Affected no structural damage, habitable without repairs
---	--	--	--

5. Communication Procedures

Customize the following Crisis Communication template to ensure clear and consistent updates are shared with employees, customers, key vendors and suppliers, and regulators during a disruption. Utilize the communication systems detailed below.

Refer to Appendix A and B for contact information.

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]

COMMUNICATION SYSTEMS

Communication Need	Primary System/Tool	Backup System/Tool	Notes/Directions
Internal Communication			
External Communication <i>(Customer/Vendor/Supplier/Regulator)</i>	Customer Communication		
	Vendor Communication		
	Supplier Communication		
	Regulator Communication		

4. Continuity Strategies for Essential Business Functions

The following identifies the business's most time-critical and essential functions that drive key products, services, or outputs fundamental to the business. These functions cannot be disrupted for an extended period of time without risking loss of revenue, loss of trust and respect from customers/stakeholders, or failure of the business. In addition to highlighting key aspects of each essential function, outlined below are the continuity strategies to sustain operations during a disruption according to the function's designated order of importance (Recovery Priority).

**For additional information regarding contact information, equipment, key vendors and suppliers, financial information, and insurance, see the Appendices at the end of this document.*

Essential Business Function: [Insert name of the essential business function.] Details/Instructions	
Recovery Priority <input type="checkbox"/> Critical <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	Recovery Time Objective <i>The maximum time allowable to resume the function following a disruption:</i>
Who performs this function? <u>Manager/Supervisor:</u> <u>Additional Staff:</u> <u>Suppliers/Vendors:</u>	Who could act as an alternative/back-up? <u>Manager/Supervisor:</u> <u>Additional Staff:</u> <u>Suppliers/Vendors:</u>
Brief description of how to complete this function	
Required Training	What is needed to perform this function? <u>Equipment:</u> <u>Records/Reports:</u> <u>Supplies:</u> <u>Utilities:</u> <u>Space:</u>

Interdependencies	Who uses the output from this function?
Primary Location	Alternate Location
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
Continuity Strategies	
Denial of Access to a Facility: <i>Outline the steps to sustain operations during a disruption where your business is denied access to a facility</i>	
Denial of Service Due to a Reduced Workforce: <i>Outline the steps to sustain operations during a disruption where your business is denied service due to a reduced workforce.</i>	
Denial of Service Due to an Equipment or System Failure: <i>Outline the steps to sustain operations during a disruption where your business is denied service due to an equipment or system failure.</i>	

****Duplicate this table for each essential business function you identify within your organization.***

5. Test and Update Plan

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 _____ and distributed to _____.

Modifications to the plan are documented in Appendix F.

PLAN TRAINING AND EXERCISES

Plan training is conducted by _____] 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). _____ is responsible for creating an improvement plan to address gaps and updating the plan based on exercise results.

6. Appendices

Appendix A - Employee Identification

Item	Employee Information
Employee Name	
Position Title	
Essential Business Function(s) Employee is Responsible For	
Employee Mobile #	
Employee Email	
Special Needs/Considerations	
Certifications/Licenses	
Emergency Contact	
Notes	

**Duplicate this table for each employee within your organization necessary to carry out Essential Business Functions.*

Appendix B - Key Vendor and Supplier Identification

Item	Stakeholder Information
Contact Type	<input type="checkbox"/> Current Supplier/Vendor <input type="checkbox"/> Backup Supplier/Vendor
Company Name (if applicable)	
Account Number	
Essential Business Function(s) Vendor is Responsible For	
Street Address	
City, State, Zipcode	
Company Phone #	
Company Website	
Primary Contact	
Primary Contact Title	
Mobile Phone #	
Email	
Alternate Contact	
Alternate Contact Title	
Mobile Phone #	
Email	

**Duplicate this table for all vendors and suppliers within your organization necessary to carry out Essential Business Functions.*

Appendix C - Equipment Identification

Item	Equipment Information
Name	
Primary User/Operator	
Serial Number	
Model Number	
Purchase Date	
Cost	
Location	
Backup/Spare Availability	
Essential Business Function(s)	
Warranty Status	
Operational Instructions	
Manufacturer	
Company Contact	
Mobile Phone #	
Email	

**Duplicate this table for all equipment within your organization necessary to carry out Essential Business Functions.*

Appendix D – Preliminary Damage Assessment Form

See [FEMA's website](#) for more information and forms on Preliminary Damage Assessments.

Preliminary Damage Assessment Form											
Facility		Area		Date		Assessor					
Type of Structure		Status		Depth of Water		Other Conditions					
Were injuries caused?		Y []		N []		Report Filed?		Y []		N []	
Injuries Impacted:		Employee []		Customer []		Vendor/Supplier []					
Equipment											
Equipment Present						Equipment Status					
Merchandise											
Merchandise Present						Merchandise Status					
Overview											
Were photographs taken?		Y []		N []		Number of Photos:					
Is there video/ CCTV footage?		Y []		N []		Hours Saved:					
Is there obvious structural damage?		Y []		N []		Fire?		Y []		N []	
Description of damage:											
Notes											
Local Preliminary Determination											
	D		Maj		Min		A				
Assessor's Signature:											
Manager Signature:											

Appendix E – Plan Distribution + Revision History

Plan Distribution and Access

The Plan will be distributed to members of the emergency response team and department heads. A master copy of the document should be maintained by the emergency response team leader. The plan will be available for review by all employees.

Multiple copies should be stored to ensure that team members can quickly review roles, responsibilities, tasks, and reference information when the team is activated. An electronic copy of this Plan should be stored on a secure and accessible website that would allow team member access if company servers are down.

Revision History

Revision	Date	Description of Changes	Authorization
1			
2			
3			
4			
5			
6			
7			