

Business Continuity: Planning for Your Organization's New Normal



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Recording & slides will be available after the presentation at cvnl.org

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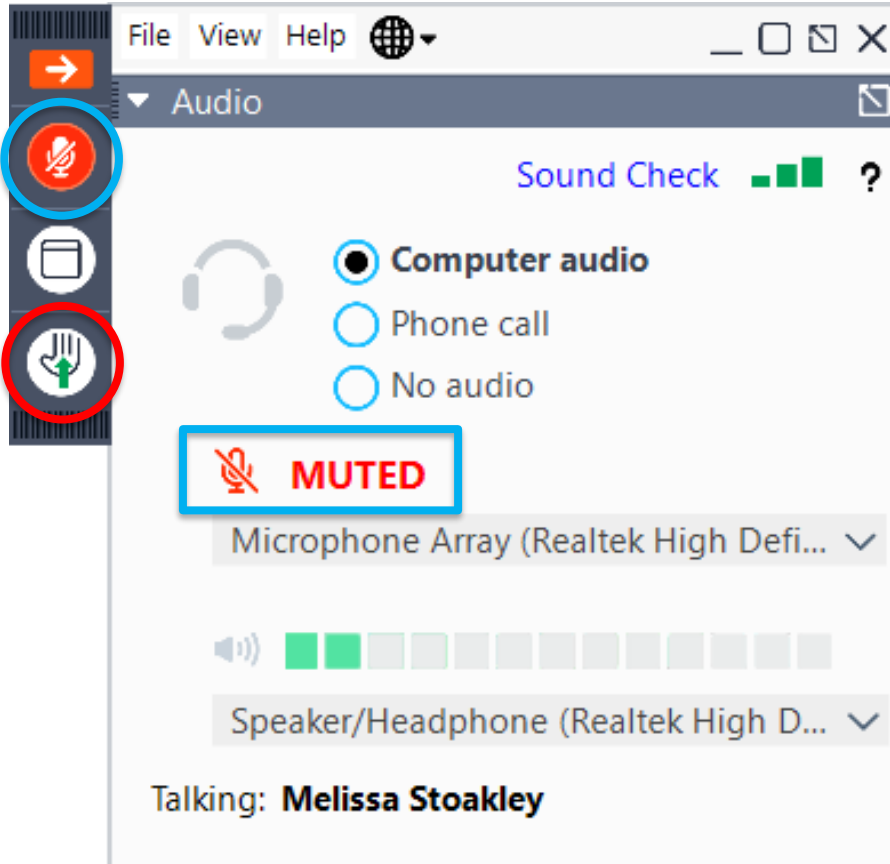
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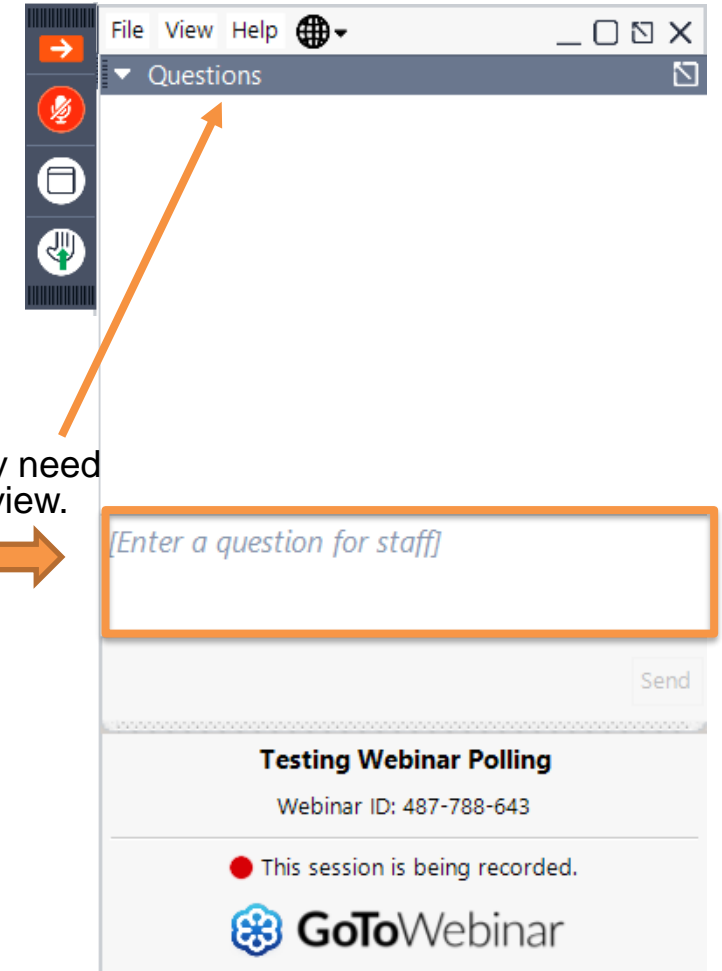
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Raise those hands!



Q&A Portion
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Business Continuity: Planning for Your Organization's New Normal



Elaine Tokolahi,
CVNL, Director of Volunteer Services

Elaine has 15 years of volunteer engagement experience and nearly 10 years of disaster-related consulting experience. She is CVNL's internal consulting expert in three core areas:

- volunteer engagement
- emergency planning
- continuity of operations planning

Session Outline:

- Qualities of a *Resilient Organization* during this COVID-19 pandemic
- Business Continuity as a planning framework – *What is it? How can it help my organization?*
- Continuing essential operations through 4 disruptive scenarios
- Transitioning from the *Continuity Phase* to your *New Normal*



Poll:

If your organization is required to continue operating “as is” until a COVID-19 vaccine is widely distributed (let’s say in 18 months), *do you think your organization will be able to sustain its operations?*



What is Resilience?

- “Bouncing back”
- The ability to persist after disturbances
- Adapting to new systems
- The ability to withstand external shocks
- The ability to handle long-term stress
- A sustainable network of physical systems & human communities



What is Community Resilience?

Community Resilience is the capability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change.



What does a Resilient Organization look like?



A resilient organization can achieve its core objectives in the face of adversity.

A Resilient Organization achieves its objectives by...

- Keeping staff, volunteers, clients, and customers **safe**
- **Performing and sustaining essential functions** regardless of the type of event or disaster (front end & back end)
- Making a **good impression** on the community, and thus **retaining community support** because of its ability to function in times of hardship



Nonprofits are generally good at safety planning...



...but are far less experienced with continuity planning

Business Continuity // Continuity of Operations



Business continuity is an organization's ability to maintain essential functions during and after a significant interruption has occurred.

Some benefits of Business Continuity Planning



- Builds confidence among clients, staff and stakeholders
- Ensures compliance with industry standards
- Great for your organization's reputation
- Mitigates your financial risk
- Protects your supply chain
- Gives you a competitive advantage
- Cultivates a resilient organizational culture

Business Continuity starts with...

- **Executive buy-in** – CEOs, Board members, and department leaders
- A clear **disaster mission** based on your overall mission
- A clear understanding of **risks** and **how they could impact your organization**



- An **All Hazards approach** to planning to continue **critical functions** through interruptions

Critical Functions – Map them out by department

- **Front end:** Service delivery
- **Back end:** Fundraising, IT, payroll, accounts receivable, etc.
- **Prioritize** which functions need to be restored before others
- Explain which functions are **dependent** upon others. *Example:* We can't pay employees if the payroll database is inaccessible



Develop “Work-Around” Continuity Strategies

Consider:

- **Timeframe:** When do you need to be operational?
- **Location:** Do we need to operate nearby this location?
- **Options:** Do we have another site already?
- **Required personnel:** Who needs to work immediately following the interruption?
- **Communication needs:** What forms of communication do we need to access?
- **Equipment and Materials:** What is essential to operations?
- **Cost:** How much do we need to spend? How much can we afford to spend?

Write It All Down – This is your Continuity Plan

<i>Description</i>	Brief description of function, its criticality, and how it fits into organization's operations
<i>Critical resources, assets & vendors</i>	A list of each resource, asset, or vendor critical to this particular process
<i>Work-around or Continuity procedures</i>	Existing back-up or workaround procedures that would mitigate a disruption
<i>Critical timeframe</i>	<ul style="list-style-type: none">-Time until disruption becomes critical-Time until back-up procedures can be implemented
<i>Process restoration importance</i>	A color-coded designation to signify the relevance of restoring this process

Example: Accounts Payable

<i>Description</i>	<ul style="list-style-type: none">▪ Process of paying agency' s bills.▪ All payments generated through Financial System X.▪ Vendors must be set up with system in advance of payment.
<i>Critical resources, assets & vendors</i>	<ul style="list-style-type: none">▪ Financial system X
<i>Back-up or Work-around procedures</i>	<ul style="list-style-type: none">▪ Process payments manually using handwritten checks
<i>Critical timeframe</i>	<ul style="list-style-type: none">▪ Manual process can be implemented immediately.▪ Manual process is difficult to sustain for more than 2 weeks.
<i>Process restoration importance</i>	<ul style="list-style-type: none">▪ 1- Critical

Keep the Continuity Strategies Going

- Keep in touch with suppliers, vendors and other organizations critical to daily operations.
- Work with them to transition from the continuity stage to your “new normal”
- Recognize when *mutual aid agreements* with your partners and peer organizations will be beneficial.

An All Hazards Approach to Four Scenarios

1) Shelter-at-Home

Questions to ask:

- When & how long can we realistically use these strategies?
- How much \$ do we **need** to spend on resources?
- How much can we **afford** to spend?



An All Hazards Approach to Four Scenarios

2) Power Outage

Questions to ask:

- When & how long can we realistically use these strategies?
- How much \$ do we **need** to spend on resources?
- How much can we **afford** to spend?



An All Hazards Approach to Four Scenarios

3) Data breach / loss

Questions to ask:

- When & how long can we realistically use these strategies?
- How much \$ do we **need** to spend on resources?
- How much can we **afford** to spend?



An All Hazards Approach to Four Scenarios

4) Only half of staff are available to work

Questions to ask:

- When & how long can we realistically use these strategies?
- How much \$ do we **need** to spend on resources?
- How much can we **afford** to spend?



Poll:

How long can your staff work without access to the internet?



Let's Address the Poll



Transition to your New Normal

Before transitioning out of your workaround operations and back into your “normal” operations, **conduct an After Action Review** (also known as a hotwash).

- ☐ What worked during this time?
- ☐ What opportunities presented themselves to us?
- ☐ What surprised us?
- ☐ What could we have done better?
- ☐ What important lessons have we learned?
- ☐ How can we integrate these lessons into the way we work from now on?



Transition to your New Normal



KEEP
CALM

AND
WELCOME BACK
TO THE OFFICE

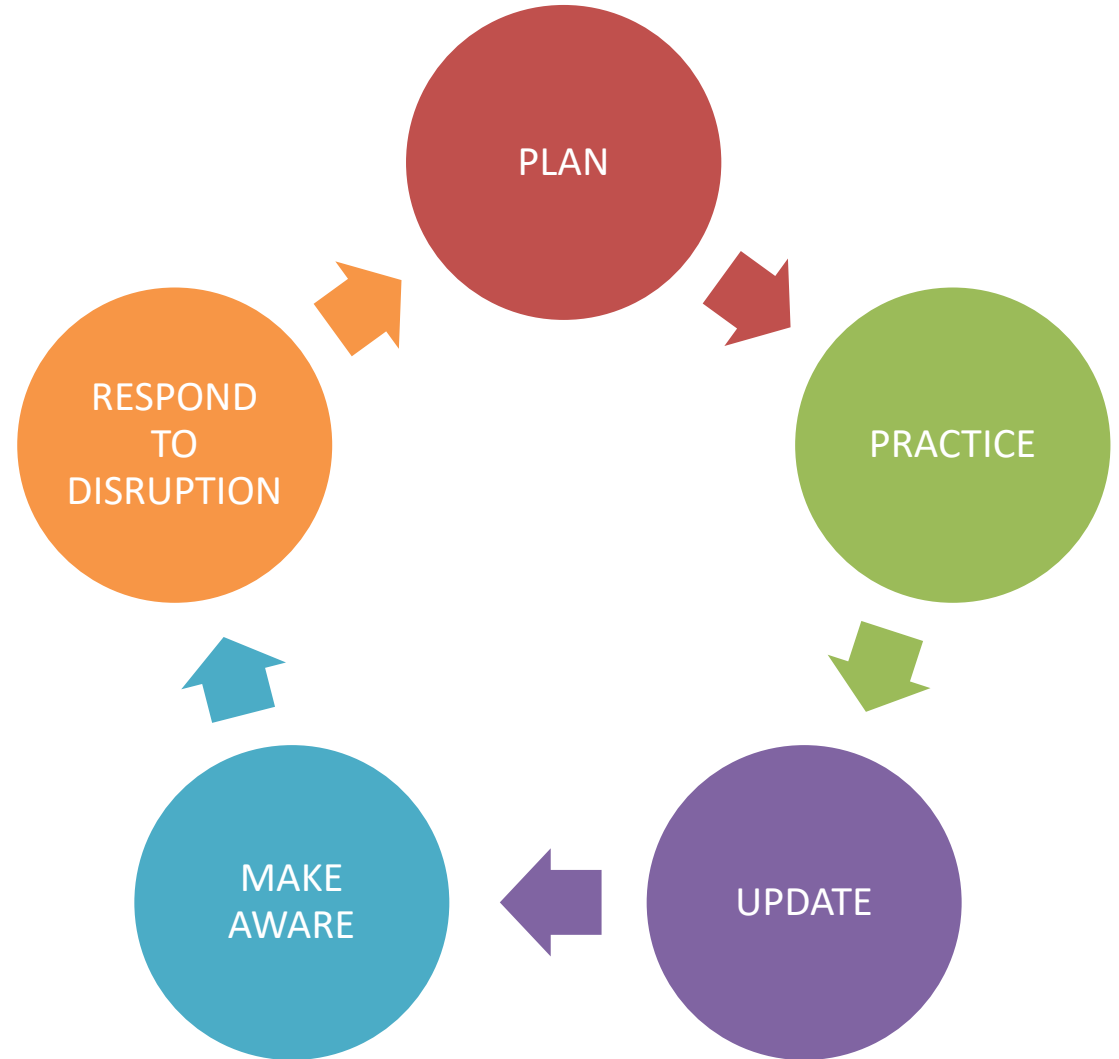
Remember the practical tasks, such as:

- Keep all staff informed regularly
- Determine *who* can be on site and *when* they can be there
- Clearly communicate safety precautions
- Stay aware of mental health concerns
- Turn off your call forwarding & coordinate mail delivery
- Change your voicemail greeting
- Tell your stakeholders about changes to your operations
- Update your continuity plan

Integrate Continuity Planning into Emergency Planning

Business Continuity Planning is an ongoing process!

You **can** plan to keep your essential functions going *ahead of the next disruption*.



Q&A Session

At this time we would like to invite your additional questions.

Time permitting we hope to respond to everyone's inquiries

A screenshot of the GoToWebinar interface. On the left is a vertical toolbar with icons for chat, microphone, screen sharing, and hand raising. The main panel is titled 'Questions' and contains a text input field with the placeholder text '[Enter a question for staff]'. Below the input field is a 'Send' button. At the bottom of the panel, it says 'Testing Webinar Polling', 'Webinar ID: 487-788-643', and 'This session is being recorded.' with the GoToWebinar logo.

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Planning for Your
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Wednesday, April 29th
11:00AM to 12:30PM



Shared Leadership:
Board and CEO Partnership
During COVID-19 Era

Tuesday, May 5th
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Thanks for joining us!



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