COVID-19 CHECKLIST

K·COE ISOM

HUMAN RESOURCES	✔ REVIEWED	FOLLOW-UP DATE

Transparency

▶ Be transparent with all of your employees about your business plans and preparedness for COVID-19. Sharing information widely educates your team and reduces anxiety, which allows them to think more clearly and make better decisions about their work and family situations. Key subjects include: ☐ _____

• Remote working policies and opportunities to participate in adequate training to ensure productivity. ☐ _____

• Communication and policies regarding travel restrictions, including other office locations. ☐ _____

• Procedures and expectations around illness and self-quarantine. ☐ _____

• Employee Assistance Program guidelines and requirements. ☐ _____

• Telemedicine and other pertinent insurance-related benefits. ☐ _____

▶ Send frequent, straightforward, summarized communications on specific topics. Nobody fully grasps the details when communicated in extensive emails or speeches. ☐ _____

▶ Encourage every employee to be prepared for sudden and often times unexpected changes in the situation, and to stay in touch with your guidance and reliable news sources. ☐ _____

▶ Ensure that you have multiple ways to contact every employee, and that they know who (and how) to contact for concerns. ☐ _____

▶ Consider the accommodations that you can, or cannot, make for individual employee situations. Educate yourself on ADA, FMLA and other labor law requirements to avoid problems that may arise from allowing or requiring different actions from different employees. ☐ _____

▶ If you are instituting 14-day self-quarantine protocols for employees who may have been exposed to COVID-19, be very clear about the expectations during that quarantine. Team members may think that staying away from the workplace is the only concern. It's a good idea to share with them that public gatherings, personal travel and other face-to-face interactions should be curtailed. ☐ _____

Unemployment Laws

▶ Familiarize yourself with the changes in your local state unemployment laws and how it applies to your workforce. Benefits have been extended by most states and several restrictions to qualifications have been lifted. ☐ _____

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Workers' Compensation Laws ▸ Familiarize yourself with how employees may consider filing for Workers' Compensation in the event they believe they have contracted COVID-19 as a result of their employment.	☐	_____
FMLA Leave ▸ Familiarize yourself with the changes to FMLA eligibility resulting from the Families First Coronavirus Response Act, enacted as law as of March 18, 2020, i.e. an employee may be covered for FMLA, in order to take care of a minor child if school or daycare has closed, after having been employed for only 30 days (versus 1 year/1,250 hours) and applies to companies with fewer than 500 employees rather than those with 50 or more employees.	☐	_____
Paid Time Off ▸ Review current PTO policies; determine what, if any, changes are warranted to allow for additional time off in the event of illness (employee or family member).	☐	_____
▸ Familiarize yourself with the Families First Coronavirus Response Act's emergency paid sick leave, including the situations under which paid sick leave is required to be paid by the employer, the treatment of full-time and part-time employees, the daily caps to the amount of emergency paid sick leave and the resulting payroll tax credits related to the paid sick leave.	☐	_____
Childcare ▸ Explore alternate childcare issues for parents, such as high school or college students who are not in school and could potentially help with babysitting, etc.	☐	_____
▸ Provide resources to parents who have young children at home for extended periods.	☐	_____

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OPERATIONS CONSIDERATIONS	✔ REVIEWED	FOLLOW-UP DATE
▶ Document standard operating procedures and cross-train internal controls along with the backup for each process should an employee become ill or miss work for an extended period of time.	☐	_____
▶ Make a plan to receive your incoming mail if your primary business location is closed, particularly if you receive client payments by mail.	☐	_____
▶ Understand or expand your capabilities to forward incoming phone calls to an external number. If needed, create a contact list with names, phone and email information for internal and external distribution.	☐	_____
▶ Move meetings to conference calls and utilize virtual meeting tools. Make special accommodations for interacting with those who are most vulnerable, including senior citizens and people with pre-existing health conditions.	☐	_____
▶ If your business cannot run without on-site workers, make as many accommodations as practical to increase social distancing, like moving to shift work to reduce the concentration of people in attendance at any one time.	☐	_____
▶ For on-site workers, review safety protocols and procedures for reporting incidents. If on-site workers are deemed essential, consider placing the same employees on shifts to make potential quarantine easier to implement and review safety protocols and procedures for reporting incidents.	☐	_____
▶ Inspect all equipment and sanitize major touch-points after use.	☐	_____
▶ Institute strict visitor restrictions and maintain detailed visitor logs for all people on site at your business. This effort ensures that visitors can be notified in the event that exposure to COVID-19 occurs in your location.	☐	_____
▶ If you have shifted anything in your business model, such as adjusting to a delivery model, consider insurance ramifications and contact your insurance carrier to ensure you and your employees are covered.	☐	_____
▶ Make a strict policy to prohibit children in the workplace for any reason. Parents are struggling with school and daycare closures, and bringing children to work may be tempting. Health professionals believe that children may transmit the virus to others, regardless of whether the child is showing any symptoms of illness.	☐	_____
▶ If your business is located in a multi-tenant building, understand your landlord's communication protocols related to the discovery of COVID-19 diagnosis within the building.	☐	_____
▶ Develop a plan to stay focused on the client, even when things are chaotic in your own business. Excellent client communication through a time of upheaval enhances trust and deep relationships, which will help your business to recover at the end of this cycle.	☐	_____

COVID-19 CHECKLIST

OPERATIONS CONSIDERATIONS	✔ REVIEWED	FOLLOW-UP DATE
▶ Divide and conquer, if at all possible, to separate the internal team that is focused on preserving and managing your business from the team that is serving your clients. This will ensure that both critical functions receive the attention needed.	☐	_____

TECHNOLOGY AND CYBER	✔ REVIEWED	FOLLOW-UP DATE
▶ Communicate to employees regarding the need for enhanced diligence regarding cyberattacks when working remotely.	☐	_____
▶ Increase cybersecurity social engineering procedures such as simulated phishing emails.	☐	_____
▶ Assess key vulnerabilities in remote working arrangements, such as ensuring the use of VPN technologies and the use of remote viewing programs versus remote desktop.	☐	_____
▶ Determine if you have visibility and the ability to monitor remote connections of employees, contractors and others with access to company network resources.	☐	_____
▶ Monitor and test data backups.	☐	_____
▶ Continue cyber diagnostic assessments to find weaknesses before an attacker has the opportunity.	☐	_____
▶ Review your business continuity and incident response plan to determine if any updates or accommodations need to be made to the existing environment.	☐	_____
▶ Consider the level of information technology expertise and capacity in your organization, consider enlisting help from a trusted third-party.	☐	_____

MARKETING AND COMMUNICATIONS	✔ REVIEWED	FOLLOW-UP DATE
▶ Keep your clients informed on event updates and overall status of your company.	☐	_____
▶ Communicate your efforts and policies surrounding COVID-19 to keep your clients and employees safe and aware.	☐	_____

FINANCIAL	✔ REVIEWED	FOLLOW-UP DATE
Cash Flow Considerations		
▶ Virtually no business will be able to escape the impact of the current economic crisis. Take time to do "what if" planning and create a multi-step plan for reducing expenses. Pre-determine the specific financial triggers for implementing these plans (when AR collections slow by X%, we will do Y). It's easier to plan for a crisis in advance than to make reliable decisions under extreme pressure as conditions shift. Re-evaluate revenue streams and ways to expand allowable revenue streams through creative marketing efforts, third-party delivery and social media platforms. Create 13-week cash flow projections to determine your 30, 60, and 90-day cash needs. The flexible projections will allow for updating as things progress while assisting you in identifying the pre-determined triggers.	☐	_____
▶ Use your cash flow projections to test various scenarios (best/worse case) and have a plan in place about what options you may consider if each scenario. Keep this model updated on a weekly basis.	☐	_____
▶ If you identify a cash concern, don't wait to start talking to your lender about what options are available.	☐	_____
▶ Call your lender to see if they are offering deferred or interest only payments. Evaluate whether outlet locations need to be closed in light of surrounding environmental changes (e.g., close proximity to sporting events). It's important to maintain security of these locations to prevent vandalism and looting.	☐	_____
▶ Think about critical vendors to your business who may be experiencing disruption.	☐	_____
▶ Review all critical inventory and ensure you have identified back up suppliers for all suppliers especially critical components. If high risk components are identified, consider ordering additional supply without straining your cash flow.	☐	_____
▶ Make sure that you are considering supply chain delays and potential alternate sources when planning your orders.	☐	_____
▶ Commence discussions with vendors, including your landlord, regarding options to defer rent payments. Additionally, review your lease with legal counsel; force majeure clauses are common in leases and could excuse performance.	☐	_____
▶ Prioritize vendors and use them as sources of cash flow. Review your routine cash outlays and discuss payment deferral options with those third parties. They can always say "no", but they may say "yes."	☐	_____
▶ Complete sales tax, payroll withholding and other "trust tax" remittances fully and timely unless specific state guidance is issued allowing a delay. Personal liabilities may result from nonpayment of these taxes.	☐	_____

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FINANCIAL	✔ REVIEWED	FOLLOW-UP DATE
Cashflow Considerations (Cont.)		
▶ Revisit accelerated sales tax payment methodologies and, where appropriate, make an accelerated payment commensurate with the actual, (most likely) reduced tax due.	☐	_____
▶ Consider whether to continue major capital improvement projects, be it new stores, remodels, or product design.	☐	_____
▶ Be cognizant of any penalties or fees that may be levied and ask for them to be waived before assessed.	☐	_____
▶ Review subscription services and determine whether any can be frozen or reduced in level of service provided.	☐	_____
▶ Re-evaluate your marketing expenditures and focus on only the forms that will reach your customers. (Fewer people in cars means less radio, but may result in more people at home watching TV.)	☐	_____
Banking		
▶ Maximize the relationship with your lender and commence open dialogue on topics concerning:	☐	_____
• Cash flow management for the next 6 months	☐	_____
• Potential landmines that may impact your cash flow such as – Labor – Transportation – Market demand	☐	_____
• Payment deferral options, while keeping in mind SBA loans, in particular, have deferral programs available;	☐	_____
• Interest-only options;	☐	_____
• Extension of annual audit/reviewed financial statements or quarterly reporting, If necessary;	☐	_____
• Waiving failed debt covenants directly related to COVID-19 impact.	☐	_____
▶ Explore the possibility of increasing line of credit and credit card limits to create cash flow availability. Avoid unnecessary credit pulls.	☐	_____
▶ Consider advancing available credit if you're concerned it may be taken away.	☐	_____
▶ Monitor availability of SBA Disaster Assistance Loans for COVID-1, as well as the credit programs available through the CARES act.	☐	_____
▶ Evaluate your options under the Paycheck Protection Program of the CARES Act. **Call us for additional information.**	☐	_____

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FINANCIAL	✔ REVIEWED	FOLLOW-UP DATE
Relief		
▶ Investigate federal, state and local programs for emergency assistance to your business and/or your employees, such as:	☐	_____
• Unemployment extensions;	☐	_____
• Families First Coronavirus Response Act;	☐	_____
• Explore community foundation and nonprofit support.	☐	_____
▶ Take advantage of the 90-day delay in the federal tax payment deadline to conserve cash.	☐	_____
▶ Review insurance coverage with your insurance advisor, keeping in mind that business interruption insurance applies in limited circumstances.	☐	_____