



COVID-19 Checklist



During this time of uncertainty as to how long COVID-19 will impact everyday life, personally and professionally, it is important to have a plan in place to preserve your business, client relationships and most importantly, your employees. Here are some considerations on creating a COVID-19 response plan.

| Financial Considerations | ✓ Reviewed | Follow-Up Date |
|--|--------------------------|----------------|
| Cash Flow Considerations | | |
| <p>→ 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.</p> | <input type="checkbox"/> | _____ |
| <p>→ Re-evaluate revenue streams and ways to expand allowable revenue streams through creative marketing efforts, third-party delivery and social media platforms.</p> | <input type="checkbox"/> | _____ |
| <p>→ 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.</p> | <input type="checkbox"/> | _____ |
| <p>→ 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.</p> | <input type="checkbox"/> | _____ |
| <p>→ Think about critical vendors to your business who may be experiencing disruption. Make sure that you are considering supply chain delays and potential alternate sources when planning your orders.</p> | <input type="checkbox"/> | _____ |
| <p>→ 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.</p> | <input type="checkbox"/> | _____ |
| <p>→ 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.”</p> | <input type="checkbox"/> | _____ |
| <p>→ Consider the use of a credit card for certain expenses to extend the payment cycle.</p> | <input type="checkbox"/> | _____ |
| <p>→ 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.</p> | <input type="checkbox"/> | _____ |
| <p>→ Revisit accelerated sales tax payment methodologies and, where appropriate, make an accelerated payment commensurate with the actual, (most likely) reduced tax due.</p> | <input type="checkbox"/> | _____ |
| <p>→ Consider whether to continue major capital improvement projects, be it new stores, remodels, or product design.</p> | <input type="checkbox"/> | _____ |
| <p>→ Be cognizant of any penalties or fees that may be levied and ask for them to be waived before assessed.</p> | <input type="checkbox"/> | _____ |
| <p>→ Review subscription services and determine whether any can be frozen or reduced in level of service provided.</p> | <input type="checkbox"/> | _____ |
| <p>→ 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.)</p> | <input type="checkbox"/> | _____ |
| Banking | | |
| <p>→ Maximize the relationship with your lender and commence open dialogue on topics concerning:</p> | | |
| <ul style="list-style-type: none"> • Increased credit limits for a temporary time period; | <input type="checkbox"/> | _____ |
| <ul style="list-style-type: none"> • Payment deferral options, while keeping in mind SBA loans, in particular, have deferral programs available; | <input type="checkbox"/> | _____ |
| <ul style="list-style-type: none"> • Interest-only options; | <input type="checkbox"/> | _____ |
| <ul style="list-style-type: none"> • Extension of annual audit/reviewed financial statements or quarterly reporting, if necessary; and | <input type="checkbox"/> | _____ |
| <ul style="list-style-type: none"> • Waiving failed debt covenants directly related to COVID-19 impact. | <input type="checkbox"/> | _____ |

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Financial Considerations (continued) ✓ Reviewed Follow-Up Date

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|--|--------------------------|----------------|
| Banking (continued) | | |
| → Explore the possibility of temporarily increasing credit card limits to create cash flow availability in addition to lowering interest rates fees. | <input type="checkbox"/> | _____ |
| → Monitor availability of SBA Disaster Assistance Loans for COVID-19 , available in some states. | <input type="checkbox"/> | _____ |

| | | |
|---|--------------------------|-------|
| Relief | | |
| → Investigate federal, state and local programs for emergency assistance to your business and/or your employees, such as: | | |
| • Unemployment extensions; | <input type="checkbox"/> | _____ |
| • Families First Coronavirus Response Act ; | <input type="checkbox"/> | _____ |
| • SharedWork Ohio is an alternative to laying off employees, allowing both the workers to remain employed and the employers to retain their staff during times of reduced business activity. When reducing employee hours, the Ohio Department of Job and Family Services provides an unemployment insurance benefit proportionate to the employee's reduced hours. For more information please visit http://jfs.ohio.gov/ouio/SharedWorkOhio/ ; and | <input type="checkbox"/> | _____ |
| • Explore community foundation and nonprofit support. | <input type="checkbox"/> | _____ |
| → Take advantage of the 90-day delay in the federal tax payment deadline to conserve cash. | <input type="checkbox"/> | _____ |
| → Review insurance coverage with your insurance advisor, keeping in mind that business interruption insurance applies in limited circumstances. | <input type="checkbox"/> | _____ |

Operational Considerations

| | | |
|---|--------------------------|-------|
| → Document key operations and internal controls in place along with the backup for each process should an employee become ill or miss work for an extended period of time. | <input type="checkbox"/> | _____ |
| → Make a plan to receive your incoming mail if your primary business location is closed, particularly if you receive client payments by mail. | <input type="checkbox"/> | _____ |
| → Understand or expand your capabilities to forward incoming phone calls to an external number. | <input type="checkbox"/> | _____ |
| → 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. | <input type="checkbox"/> | _____ |
| → 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. | <input type="checkbox"/> | _____ |
| → 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. | <input type="checkbox"/> | _____ |
| → 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. | <input type="checkbox"/> | _____ |
| → 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. | <input type="checkbox"/> | _____ |
| → 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. | <input type="checkbox"/> | _____ |
| → 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. | <input type="checkbox"/> | _____ |

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| Operational Considerations <small>(continued)</small> | ✓ Reviewed | Follow-Up Date |
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→ 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

→ Communicate to employees regarding the need for enhanced diligence regarding cyberattacks when working remotely.

→ 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.

→ 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.

Human Resource Considerations

Employee Communication

→ 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 oftentimes 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.

| Human Resource Considerations <small>(continued)</small> | ✓ Reviewed | Follow-Up Date |
|---|--|--------------------|
| Unemployment Laws → Familiarize yourself with the changes in the Ohio, Kentucky and Michigan unemployment laws and how it applies to your workforce. Benefits have been extended by all of these states and several restrictions to qualifications have been lifted. | <input type="checkbox"/> | _____ |
| 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. | <input type="checkbox"/> | _____ |
| 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. | <input type="checkbox"/> | _____ |
| 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. | <input type="checkbox"/> <input type="checkbox"/> | _____ _____ |
| 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. | <input type="checkbox"/> <input type="checkbox"/> | _____ _____ |
| Marketing and Communications | | |
| → 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. | <input type="checkbox"/> <input type="checkbox"/> | _____ _____ |