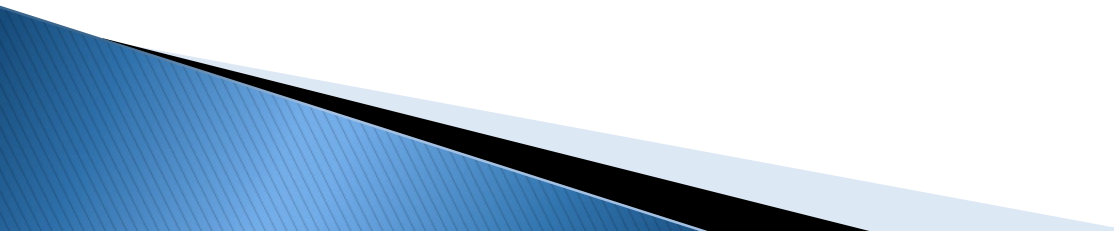# Pandemic Planning for Small Businesses 2020

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Agenda

- Introduction
- Overview
- Daily checklist
- Business Assessment
- Workforce
- Customers
- Supply Chain
- Inventory
- Financial Planning
- When do you close?
- Other resources

Introduction

- Potential Economic Impact of Pandemic Flu on Wood County
  - Public Health Finance MPH class, Summer 2007
  - Original model used Center for Disease Control (CDC) model for pandemic flu planning, but challenged some assumptions regarding absentee rate
  - Project led to other research regarding families living in poverty and small businesses
- Planning model for small businesses updated to address current pandemic concerns
  - Pandemic planning for small businesses uses the same model regardless of the disease
  - *Significant impact to small businesses will occur when/if daycares/schools close to contain spread of infection*

Plan for 1 – 12 weeks of impact

Overview

- What is the difference between an epidemic and a pandemic?
  - Epidemic – sudden but temporary increased prevalence of an infectious disease that impacts a specific geographically defined area or community
  - Pandemic – epidemic that spreads globally (more than two continents) with sustained human to human transmission, typically a new or emerging infectious disease
- Large organizations have teams dedicated to pandemic response, but small organizations with less than 100 employees have limited resources
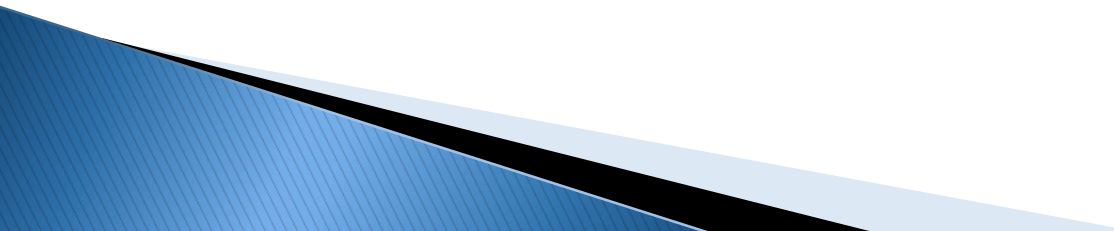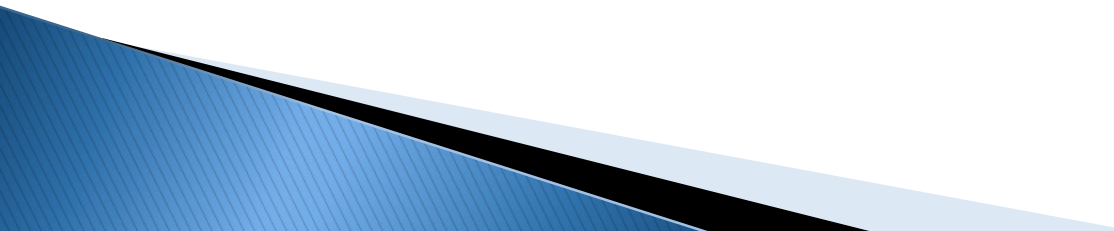
DON'T PANIC, PLAN!

Daily Checklist

- Stay informed with reliable sources regarding the current status of the pandemic
    - World Health Organization Daily Situation Reports
    - CDC Coronavirus COVID-19 Information
    - Ohio Department of Health Coronavirus Monitoring
    - Lucas County Health Department
    - Wood County Health Department
- Monitor local news organizations for community response updates
- Check websites for local school districts daily to monitor status
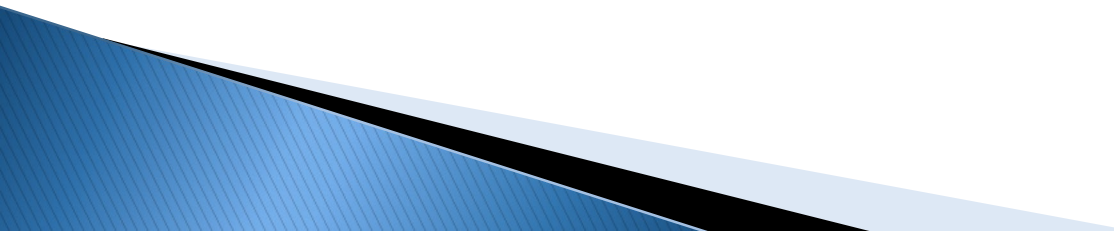- Critically evaluate information on social media

Business Assessment

- What do you do? What do you provide to your customers?
- How will a pandemic affect the demand of your particular goods and services?
- If demand for your business increases or decreases, will you have the staff, inventory, and resources available to meet the demand?
- Are there goods/services that will be essential to your customers during a pandemic?
- Are there other businesses with which you could partner to provide essential goods/services in the event of a pandemic?
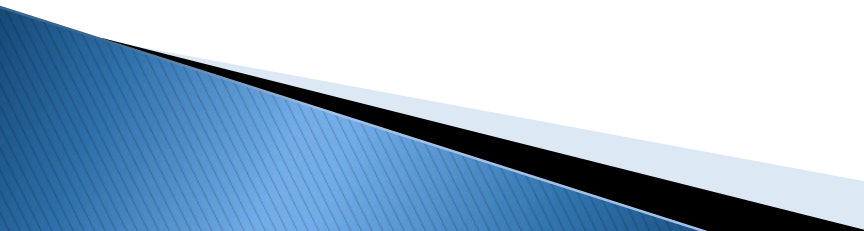
Business Assessment

▸ Are there goods/services that you will absolutely not be able to provide to you during a pandemic?

▸ Are there goods/services that you could eliminate temporarily from your business during a pandemic that could have limited effect on your business?

▸ Are there goods/services that, if eliminated, could have lasting financial impact on you, your business, or your customer base?

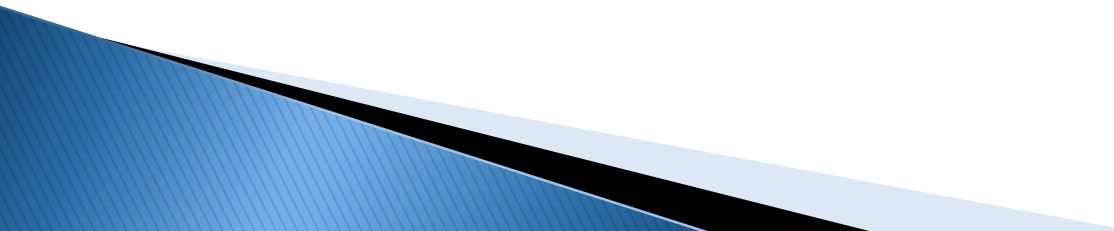▸ What variables could affect your specific business?

Workforce Checklist

- How many part time and full time employees do you have?
- Can your employees work from home?
- Are your employees cross-trained for essential functions?
- What is your current absentee/sick time policy?
- What is your current policy for paid time off?
- Are your employees available if your hours change during a pandemic?
- How many employees have children in childcare or grade school?
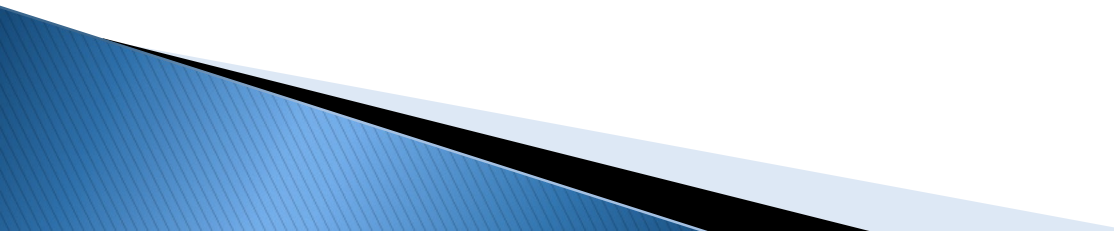- Where are all of the daycares and school districts that serve your employees?

Workforce Checklist

▸ Do you have employees that would have to receive full or partial wages while missing work for either sick family members or lack of daycare?

▸ Which employees could be available if schools and daycares close, but their children or other family members are not sick?

▸ Do your employees have significant others, partners, or spouses involved in healthcare, public health, or emergency response and would be working overtime during the height of a pandemic?

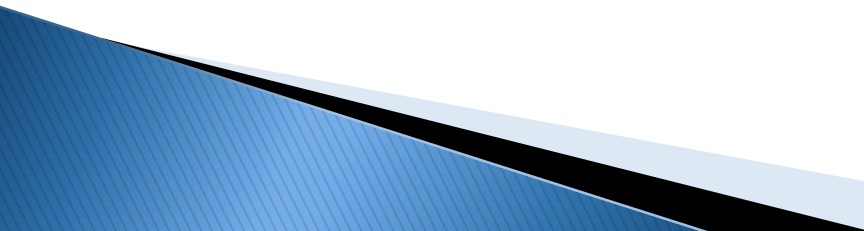▸ How and when will you communicate any pandemic-specific policies or changes to your employees?

Customer Checklist

- Who are your customers?
- Determine which customers use which goods/services
- Rank all of your customers according to their use of your goods/services both overall and by category
- Determine which customers will decrease/increase use of your goods/services
- Determine if there is an opportunity to increase your customer base in the height of a pandemic because your competitors are either closed down or functioning at a limited capacity
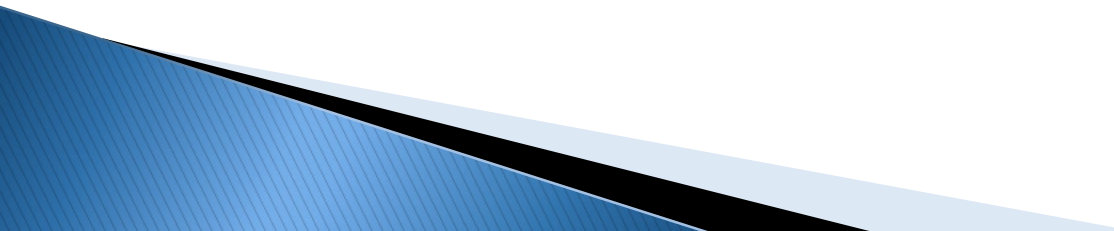
Customer Checklist

- Determine which customers might close down or function at a limited capacity
- Determine which customers you could potentially lose short term or long term
- Determine which customers you will be able to serve and which customers you will be unable to serve if you are functioning at a limited capacity
- How and when you will communicate with your customers before, during, and after a pandemic
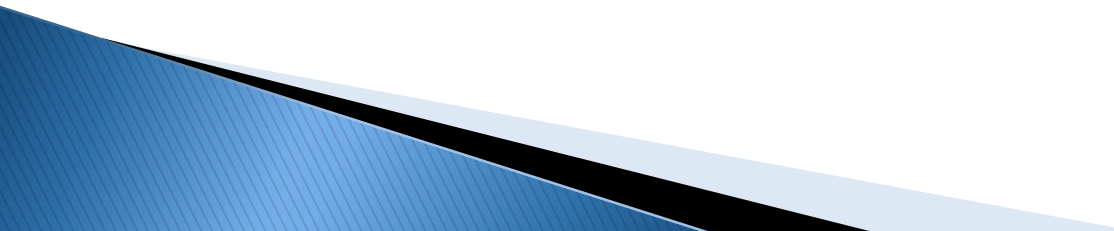- What are the variables specific to your business?

Supply Chain Checklist

- Make a list of all of your vendors and suppliers
- Ask them if they have a pandemic response plan, and establish a communication plan/timeline
- Will your vendors have service delivery limitations? (hours, goods, services)
- Will your needs as a customer be a priority for your vendor?
- Will a pandemic likely increase or decrease the demand of your vendor's goods/services?
- Are there other vendors you can turn to if your vendor is unable or unwilling to provide goods/services?
- Are there vendors who you will not need in the height of a pandemic?
- Are there vendors whose goods/services will be essential during the height of a pandemic?
- What are the variables that could affect your needs?

Inventory Checklist

- Assess inventory today
- Assess inventory needs before, during, and after the pandemic
- What will you need more/less of?
- Is your inventory perishable/shelf life/expiration date?
- Do you have a disposal plan for lost inventory?
- Does your insurance cover lost inventory specifically as a result of a pandemic?
- How will you address inventory shortages?

Financial Planning

- What are the business' fixed costs?
- What are the business' variable costs?
- Will there be any impacts to payroll or benefits?
- Is there potential to lose customers short or long-term?
- Is there potential for employee turnover?
- Is there potential to lose vendors/suppliers short or long-term?
- Is there enough capitol to meet obligations (costs and debts) short term if there is no revenue or a decrease in revenue?

Financial Planning

- Will changes in revenue during the height of a pandemic impact the company's ability to meet short term and long term obligations (debt)?
- Does the company have credit available to fill in the financial gaps?
- Is it better to close or operate at a limited level during the height of a pandemic?

Plan for 1 – 12 weeks of impact

When do you close?

- This tool kit cannot answer that question, only you can
- This tool kit cannot guarantee outcomes or mitigate financial loss, but only seeks to help small business owners to ask the right questions, gather the right data, and come to your own conclusions

Other resources

- https://www.ready.gov/pandemic
- https://www.fema.gov/media-library-data/1537897784532-95e513b308bdcfb52711a97a9882507c/brochure_pandemic_ncp_508_082918.pdf
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