

Step 1: ASSESS	Status
Check health and safety of employees	
Gather financial records and management reports. (See list.)	
Determine current cash on hand	
Forecast cash receipts, cash needs, and cash balance, by week	
Gather and review contracts with landlord, lenders, suppliers	
Identify key person risks	
Review existing operations vs. CDC recommendations	
Determine personal financial position	

Step 2: PLAN	Status
Identify ways to protect existing revenue and find alternative sources of revenue	
Review staffing needs and develop plan to protect employees	
Review lease and develop proposal for landlord	
Review debt obligations and develop proposal for lender	
Review accounts payable and develop proposal for vendors	
Review utilities and prepare request	
Review all other subscriptions, services, and other spend for savings opportunities	
Explore eligibility for loans and grants (e.g., bank, city agency, state agency, SBA)	
Identify actions to mitigate risk of key personnel becoming sick	
Create comprehensive action plan	

Step 3: COMMUNICATE	Status
Create stakeholder list for communications (template)	
Prepare emails and talking points for calls	
Communicate regularly and track	

Step 4: IMPLEMENT	Status
Apply for loans and grants (bank, city agency, state agency, SBA)	
Take steps to secure existing revenue / build alternate sources	
Adjust staffing levels while seeking to protect employees	
Discuss options with landlord	
Discuss options with lenders	
Discuss options with suppliers	
Discuss options with utilities	
Reduce unnecessary subscriptions, services, and other misc. spend	
Manage passwords, business continuity in event key person becomes sick	

Step 5: OPERATE	Status
Ensure employees have access and tools to work from home	
Establish communication protocols and meeting cadence	
Restructure any on-site work to confirm with latest CDC guidance	

If unable to avoid insolvency	Status
Communicate with landlord, lenders, employees, customers, accountant, suppliers	
Sell any inventory, equipment, or other assets that retains value	
Negotiate payments to settle debts / seek waiver on claims against personal assets	
Backup and protect company data	