**COVID-19 Business Continuity Worksheet**

1. Have you completed your **business continuity template** to gather the most important information in a short document for purposes of emergency?

***You need to: (a) have critical contact information for the next emergency; (b) know where the office team can relocate on a temporary basis; and (c) know the status of essential services. This last point is critical to allow you to inform your clients which services will be available immediately, which are temporarily paused, and where each service will be located.***

(Download at https://riskalts.com/business-continuity-template/)

1. Have you engaged in **scenario planning** to consider potential futures and what to do now in light of that analysis?

***Scenario planning allows you and your team to reflect on possible futures in order to take better steps right now.***

What scenarios have you explored?

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What additional scenarios should you explore? (*e.g.,* incapacitation of key personnel, new strains of COVID-19 causing additional disruptions, elimination of the disease through vaccine or otherwise)

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1. Have you performed a **risk inventory** to look for threats and opportunities throughout your organization (and the external environment) and prioritized those risks to create a **risk register** to track responses to high-priority risks?

***You want to know risks you face, which are most important, who is taking action, and when and how they will act. Plus, you want your team to have input. That’s what the risk inventory and risk register do.***

(Download our free guide at <https://riskalts.com/ri_guide_complimentary/>)

1. Have you evaluated **relevant public guidelines about reopening**?

***Guidelines can be conflicting and confusing. Start with local guidelines first (where available) to ensure your organization meets those requirements, then supplement with state and national guidance as practical. Whatever you do, don’t let your nonprofit be a vector for disease.***

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1. What **business model pivots** have you put in place so far (“cocooning” [temporary shut-down, etc.], taking things virtual, etc.)?

***It’s important to document now how things have changed during the pandemic. Otherwise, you may move on, forget, and fail to learn from this critical part of your nonprofit’s history.***

*How is your nonprofit doing business differently? Has your mission expanded/contracted? Have your methods for performing services been modified?*

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What have been the practical effects of those pivots on your operations?

Positives:

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Negatives:

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What additional pivots are you considering right now? (Try to generate at least three new ideas)

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Which, if any, pivots are likely to remain in place after the pandemic ends?

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1. Have you engaged in **structured interviews with your clients** or clientele to get their input on what offerings from you would be of greatest value to them right now?

***Client feedback is critical to help your organization channel your funds and human resources, to the highest value services according to actual needs. The feedback allows you to assess what could be put on hold and what needs amplification.***

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1. Have you had a candid **conversation with your banker** about your financial prospects and sought advice from him/her?

***When times are “good’ we often don’t think to address opportunities for additional credit, loans, or use of other financial instruments and strategies. In uncertain times it’s even more critical to have a candid conversation with your banker to see what they recommend.***

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1. What **conversations have you had with your largest current funders** about the continuity of your operations?

***Nationwide, funders have been stepping up to address the unique challenges created by the pandemic. Funders are keen to know how your organization is pivoting to continue your mission, what your most urgent needs are, and how they can support you in new ways. What should you discuss with them right now?***

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1. What **conversations have you had with new potential funders** about the continuity of your operations?

***Sharing your story with potential new is sound outreach. What new conversations should you be having?***

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1. Have you had any conversations with other organizations who serve the same or similar clients about **potential coordination, joint venture, or combination**?

***Opportunities for combinations can range from sharing resources, to coordinating programs, to actual merger.***

If yes, who have you spoken to, and what results have you had so far?

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If not, then with whom should you connect?

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1. Have you had any **conversation with your board of directors about the possibility of winding down** operations?

***This conversation should occur annually even in good times. Are you meeting your mission? Are there better ways to allocate scarce donor resources? In uncertain times, this conversation takes on additional importance.***

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1. Have you had any **conversation with your board of directors about the possibility of consolidation or combination**?

***This conversation is the board equivalent of question 10, above.***

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1. What are between **three to five opportunities that give you continued hope or optimism** going forward (shoot for five)

***Risk management is not about simply managing threats. It’s also about creating and developing opportunities. In uncertain times, it’s more important than ever to look for opportunities for improvement or new activities you can do to serve your community.***

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

14. Of the items you have written down on this worksheet, what are the **top three issues to address right now**?

***You can’t do everything at once, but commit to three items right now.***

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2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_