



COVID-19 Business Restart Toolkit

BROAD OVERVIEW

As Governors begin to ease restrictions on the economy, businesses are going to have to decide when and how they are going to reopen. Most health experts agree COVID-19 is unlikely to be a short-term problem, and as there is no vaccine, the signal to reopen may be unclear. Businesses will have to deal with this uncertainty by managing what will most likely be new regulations, ongoing management and phased stages of opening.

It is important that businesses not only understand the current regulations from local and state agencies, but, more importantly, understand their company, their employees, and their customers. Businesses will need to think strategically about how to re-open, as opposed to just simply opening their doors and resuming regular business.

If you have been following our previous [toolkits](#), you have had the chance to strategize about your business's future. We have been encouraging businesses to look at cash flow ([Crisis Toolkit](#)), strategic planning ([Hibernation Toolkit](#)), and tools for resiliency ([Resiliency Guide](#)). All of this planning has hopefully helped you as you start to reopen during this new normal. If you have not been using these tools, I encourage you to download them. Our goal with this toolkit is to build on those previously published.

As you look to reboot your business you should both look at what you are required to do (state, local, and federal regulations) and what will make your business a success. In the next section, we will discuss how and where you can find the regulations and guidelines for your state and local municipalities, as well as the CDC, OSHA and US Chamber resources. And, of course, your local economic development organization is here to help you navigate it all!

Again, refer to our Crisis and Hibernation toolkits that can help you determine what strategies will work for your business. Planning, marketing, and successful implementation is essential, since we expect to be dealing with an uncertain economy over at least the next 18 months. Creating and implementing a strategy that supports your business goals allows you to start taking control again. Governor Whitmer's Executive Order 2020-59 now allows [retail establishments](#) to provide [curbside pickup and delivery](#). In addition to the actions, you can take to prepare for a full reopening, consider adding these services as part of your ramp up strategy.

As you begin your preparation to reopen your business, think of it in terms [The Safe Six](#) by Cushman and Wakefield. Engage your team and ask them to be accountable for action steps required to restart. [Here](#) is a checklist that can be updated to meet your individual needs

REGULATORY

What is required to reopen and to stay on top of changes?

When seeking to understand state, local, and federal regulations it is important to use reliable sources. This will help you respond to changing regulation and avoid misinformation. Since we are all short on time and energy here are a few strategies for keeping informed:

- Follow agency Facebook pages based on your industry
- Assign an employee to check your sources daily



It can be tempting to avoid health officials; however, those agencies can help you create an environment where employees and customers feel safe and want to patronize your business. Check if your area is doing, or is willing to set up, a “Seal of Approval” system for businesses who comply with health and safety protocol.

News and information is coming fast and changing. It is essential to keep up to date and have a plan to respond to changes in guidance and regulations. You cannot plan for everything, but the more you plan, the better able you will be to adapt to what comes next.

- Regulatory agencies within the state/local region:
 - [State of Michigan](#)
 - [Health Department](#)
 - [County of Marquette](#)
- Guidance in Reopening Michigan:
 - [CDC Guidelines](#)
 - [Executive Order 2020-59](#)
 - [OSHA](#)

INSTALL SAFETY AND CONFIDENCE IN THE WORKPLACE

These are difficult and scary times for all of us and phasing in the restart of your business is no different. We do know that the health and safety of you, your employees and customers are a top priority and while following the guidelines and regulations is necessary, you need to instill confidence that your business is a safe environment to all that enter.

As we think about getting back to work, consider what safety controls need to be implemented to protect employees and customers. [OSHA](#) has guidelines on preparing workplaces for COVID-19, and it is a good starting point.

From an administrative standpoint, what policies need to be put in place to minimize exposure to COVID-19? Examples might include reminding sick workers to stay at home. Establishing shifts to reduce the total number of employees in your facility at any time to ensure employees can maintain social distancing standards, providing information regarding use and care of PPE, having customers and employees answer questionnaires regarding whether they have traveled or have a fever.

It is important to clearly communicate your safety requirements, protocols and expectations to your staff to ensure everyone stays safe and prevents the spread of COVID-19. This can be done by regular employee trainings and updates. Customer guidelines should be shared using appropriate signage.

On the next page, we have listed several action steps you can take now to prepare to reopen in the near future. Securing the necessary supplies should be a priority as they will be in high demand.



Prepping your workspace:

Environmental cleaning

- Deep cleaning should be done prior to reopening
- Those who are cleaning should:
 - Wear gloves
 - Clean surfaces with soap and water if dirty before disinfecting
 - Use EPA-registered household disinfectant, diluted bleach, or alcohol solutions
- Follow [CDC guidelines](#) for detailed information

Safety and Hygiene

- Provide hand sanitization for employees and customers
- Provide required PPE equipment in accordance with your state and local regulations
- Provide disposable wipes so that commonly used surfaces (e.g., doorknobs, keyboards, remote controls, phones, desks, keypads) can be wiped down by employees before each use; provide no-touch trash bins
- Face coverings* should be worn by employees and patrons in accordance with CDC's recommendations, especially when difficult to maintain 6-foot distance
 - Click [here](#) for what kind of mask is recommended, the proper way to wear them and what fabrics to use
- Actively encourage employees to stay home if sick
- Follow social distancing guidelines
 - In establishments where customers wait in a line, non-household customers should remain physically distanced.
 - Does it make sense to install physical barriers, such as clear plastic sneeze guards, do you need to install a drive-through window, or increase ventilation?
- Discourage workers from sharing resources or other work tools and equipment, when possible
- Encourage customers to call for a reservation or appointment, consider using an online wait listing application
- Revisit your business operations to minimize external touchpoints

Signage

- Provide signage at each public entrance to inform all employees and customers that they should:
 - Avoid entering if they have a cough, fever, or feel generally unwell
 - Maintain a minimum of 6 foot distance
 - Sneeze/cough into a cloth or tissue
 - Do not shake hands or engage in any unnecessary physical contact
- Face coverings* should be worn by employees and patrons in accordance with CDC's recommendations, especially when difficult to maintain 6-foot distance. Click [here](#) for what kind of mask is recommended, the proper way to wear them and what fabrics to use

* CDC is advising the use of simple cloth face coverings to slow the spread of the virus and help people who may have the virus and do not know it from transmitting it to others.



- Sample signage can be found here:
 - [Lakeshore Advantage](#)
 - [SBAM](#)

Prepare Your Workspace

- Cubicles should have dividers when people are working in 3 feet of one another
- Avoid face to face desk layouts
- Meeting rooms should be organized to hold no more than 10 chairs with the appropriate spacing and 10 employees at a time. Sitting or standing positions should not exceed the minimum distance required
- Arrange meetings over two or three shifts if needed to reduce the number of people in the office at any given point in time
- Consider using Zoom, Skype, Microsoft Teams or other virtual meeting apps
- Minimize use of paper documents that need to be shared
- Consider [self-screening](#) of employees and customers/patients
Please note: this is a general workplace-screening format and may not meet requirements of specific industries such as healthcare and food service
- Mark off six-feet of space
- Use rope and stanchions to set up a queue
- Create a system for one-way pedestrian traffic patterns
- Consider using plexiglass barriers where applicable

Prepare for Cashless Transactions

If your business is in retail, food service, or other industries that require a product or service charge, you might want to think about how you can accept completely cashless payments.

- Apple Pay
- Paying online
- Paperless receipts
- Ability to have customers swipe/insert their own card

MARKETING AND PROMOTION

As businesses make the decision to open, the COVID ecosystem will shape marketing. This will provide challenges and opportunities. Each business is unique and will function differently within this ecosystem. A few may be able to continue in a similar vein as they had before. Others may need to completely rebrand themselves. Here is a webinar's [slide deck](#) recorded at the beginning of the crisis. Many of the same tools and lessons apply, including questions businesses should ask as they assess marketing.

This crisis has forced many businesses to communicate more openly and directly with their customers. Hopefully, this has caused you to review your marketing. If not, now is a good time, since you are will likely need to change your strategy.



Focus on your core business and remember you are trying to solve a customer-facing problem. (If customer-facing is a new term to you, like it was to me, consult our [Hibernation Toolkit](#)).

Think about your customer with the following mindset:

- What makes your business particularly valuable during COVID-19?
 - Focus on the positive and what makes you great
 - How do you shine in the time of COVID-19?
- How to draw customers back in
 - Focus on your core strengths
 - What has the crisis helped you learn about your business and customers?
- Promotional ideas
 - What have people been missing? What appeals to customers now that can be safely done?
 - Can you provide something unique? Can you collaborate with another business and package an idea?
- What have you learned during this crisis?
 - Keep blend of services including delivery, curbside, etc.
 - How were you able to engage more during the crisis and how can you keep that going?
 - Collaborate with other businesses and associations
- Who are your existing customers? Who could they be?
- Where are your existing customers? Where could they be?
- What are the existing problems and potential new problems consumers are facing?
 - Having kids full time and home-schooling
 - What is the problem and do you have a solution?
- Innovation Equation: Problem + Solution = Opportunity
Example: Hotel with a campground...now becomes a campground with a hotel.
New customer, new source of revenue.

Check out [Corona Virus Battleplan- Marketing Through the Crisis](#)

HUMAN RESOURCES/MANAGEMENT

As companies and states begin to open up, the COVID-19 emergency will continue affecting the work and personal lives of Michiganders throughout our state. For Marquette County, our [COVID-19 Resources](#) webpage is being regularly updated to share information. Please bookmark this page and check back often. Employees and customers will have very different ways of dealing with the changing regulations. Remember to be aware of the differences. Some things to keep in mind.

- Employees who feel vulnerable need to be and feel safe to be productive
- Employees need to understand the “why” for the regulations
 - Remember everyone is listening to different sources and may have different views about the seriousness of the virus and their own health risk
 - Make it about the value of the community and staying productive



- Encourage empathy from everyone
- Everyone is dealing with more than usual so encourage kindness
- As you bring back employees make sure to spend time onboarding
- Train staff to comply with regulations (see Section on *Prepping Your Workspace* above)
 - Depending on company size, it may be wise to have a person or committee to regulate this
 - Make sure to spend extra time and energy on education and training it will pay off in the long run
- Regulations continue to change so make sure you keep up on these and educate your employees
 - The Michigan Department of Labor is closely following the changing dynamics and policies at the state and federal level. The link to our [State of Michigan Resources](#) will be regularly updated to share updated information. Please bookmark this page and check back often.

You will likely have different staffing needs and may need to change how your organization is structured. This can be a good time to take note of who is stepping up and reward them. Take note of who may be struggling and provide them additional training or reassignment.

- Make sure you are following employment requirements in Michigan, and within the letter of the [new labor laws under the CARES Act](#).
- If you need to ask specific questions, there are resources:
 - For LSCP Investors* you are eligible for “Ask the Expert” and live chat with our strategic partner, [SBAM](#)

FINANCIAL/REPORTING

I am guessing that 2020 has not started out the way your budget planned for? What an understatement! Perhaps you have taken on additional debt in the form of loans or grants. Maybe you have deferred tax payments or are considering a tax credit. No matter what has transpired, now is the time to revisit and revise.

Review your business plan and make adjustments

- Have you cut expenses?
- What changes have you seen in revenue?
- Did you establish a new product or service line?
- Based on reopening requirements, how will your monthly sales figures change?

Manage loan/grant requirements

- Review your loan or grant documents for reporting requirements
- Make sure to follow requirements for any loan forgiveness provisions

Call upon your BAIL team (Banker, Accountant, Insurance provider, Lawyer) for assistance

Monitor your financials closely and make adjustments as needed to stay on track

Now is not the time to “go it alone”. Leverage the support of others, including your local economic development organization, and do not be afraid to ask for help.

* Eligible LSCP Investors as defined by SBAM small business requirements



INDUSTRY SPECIFICS

[Real Estate](#)

[Schools, Universities, and Childcare](#)

[Employers](#)

[Restaurants and Hotels](#)

[Farmer's Markets](#)

[Long-term Care Facilities](#)

[Medical Professionals, Dental and Pharmacy](#)

[Nursing, Home Health, Hospice, Dialysis Care](#)

[Emergency Medical Services](#)

ADDITIONAL LINKS AND RESOURCES

[Corona Virus Battleplan- Marketing Through the Crisis](#)

[Michigan Manufacturing Technology Center- Webinar](#)

[OSHA Guidance on Preparing Workplaces for COVID-19](#)

[MAGNA Smart Start Playbook](#)

[LEAR Safe Work Playbook](#)

[Ten Steps All Workplaces Can Take to Reduce Risk of Exposure to Coronavirus](#)

[Reopen Preparedness](#)

[Vendor List for Reopening](#)

[Employee Rights](#)

[Recovery Readiness: A How-To Guide for Reopening Your Workplace](#)

[Small Business Owner's Guide to Getting Back to Work Safely](#)

- Be vigilant about things changing as this is a fluid situation. Check out the [CDC](#), [OSHA](#) and [Health Department](#) websites that will be updated regularly.

* Disclaimer:

The document is made available to you for informational purposes only and should not be construed as legal, financial, safety, or medical advice. To obtain the most current guidelines for health and safety related to COVID-19, please refer to the Centers for Disease Control, the Federal Government, and your state and local authorities.



Share Great Ideas

If you have implemented a great idea that is working for your business, or heard of one, please share it with us so we can spread the concept to other businesses in the Upper Peninsula.

If you need help applying them to your business or are looking for other generalized business help, please contact one of our team members at the Lake Superior Community Partnership:

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Thank you to our friends at Grow Great Falls Montana for collaborating with us on this Restart Toolkit.

TEMPLATES

Checklists for Back to Work

1) Workplace Safety

Owner: _____

- Gather all CDC and governmental requirements and guidelines for workplace safety; including physical distancing and hygiene.
- Evaluate which employees should return and when, and which employees should continue to (temporarily?) work from home (e.g. at-risk individuals, non-essential at the workplace, caretakers for at-risk individuals, etc.).
- Develop, communicate, and deploy a return-to-work policy for any employee who had laboratory confirmed COVID-19.
- Make it safe for every employee to express their concerns and fears; for example, by establishing a department or resource for one-on-one employee counseling sessions for issues related to COVID-19.
- Restrict the number of employees on-premise to no more than is necessary and promote remote work to the extent possible.
- Restrict the number of employees in confined spaces, such as elevators and meeting rooms.
- Keep people at least six feet from each other to the extent possible.
- Control workplace entry points and develop access procedures to monitor for health issues and to maintain physical distancing.
- Provide approved hand sanitizer dispensers at key locations, including building entryways.
- Consider special care for high-risk individuals.
- Further develop how to engage and support employees who will continue (temporarily?) to work from home.
- Develop and plan training for all employees for at work and at home safety related to the current situation.
- Schedule a cleaning company to disinfect all buildings and work areas.
- Clean and disinfect all surfaces (doorknobs, desks, keyboards, machines, tools, physical files, etc.).
- Institute and publish protocols and checklists for on going cleaning and disinfecting.
- Establish new policies for food storage and eating at the workplace; with input from impacted employees.
- Consider assignment of non-overlapping work teams to prevent any potential cross-team exposure or infection.
- Develop policies and procedures for prompt identification and isolation of ill employees (fever, excessive coughing, shortness of breath, etc.).
- Deploy and implement protocols to ensure that only healthy employees enter the workplace (in-bound check for fever, coughing, other illness signs).
- Institute washing of hands and surfaces when entering and leaving work.
- Update organizational guiding principles and related messages to include needs for the current situation.
- Ensure availability and use of PPE (face masks, gloves – non-allergenic, etc.).
- Communicate and educate employees on the above and continually reinforce (town halls, emails, newsletters, team meetings, company portal, etc.).

2) Board of Directors and Advisory Board

Owner: _____

- Creation and approval of any new or modified policies.
- Benchmarking of best practices related to the current situation.
- Contingency planning for future disruptions and risks.
- Public companies - defend against unsolicited takeovers.
- Review financial forecasts and cash flow planning.
- Review loan payback status and loan covenants.
- Oversee communication with owners and shareholders.
- Ensure that applications for relevant new federal and state loan and tax incentives are completed.

3) All Department Heads

Owner: _____

- How and when will your employees return to work?
- Will employees have limited or new roles/responsibilities, especially in the first weeks back?
- Provide a new hire orientation for staff added just before or during the shutdown.
- Review all communications for their appropriateness and relevance based on the current state of affairs.

4) Top Management

Owner: _____

- Update or develop contingency plans for outbreak of viral infections, storms, energy outages, and other high severity workplace risks.
- Initiate strategic planning including new SWOT analysis to adjust the business model to best fit strengths and opportunities, e.g. new markets, new products, new pricing, etc.
- Evaluate all new federal and state loan and tax laws have been applied for or executed (CARES Act, EIDL Loans, etc.).
- Consider outreach to community social services and health organizations who are on the front-line of the COVID-19 relief effort, e.g. monetary contributions, donating supplies, and volunteering opportunities.

5) Human Resources Function

Owner: _____

- Attend to all checklist items under the "Workplace Safety" header above.
- Monitor employees and customers for COVID-19 symptoms with a strict reaction policy.
- Monitor local, state, and federal trends in COVID-19 cases diagnosis trends and have a preparedness plan for various infection points.
- Consider establishing as-needed employee counseling resources to specifically address concerns about COVID-19 (e.g. EAP or other professionals).
- Update policies and procedures to address any additions or revisions to benefits (e.g. guidelines around use of sick days, coming to work sick, work-at-home policies, use of vacation / personal time, FMLA, etc.).
- Post new state and/or federal guidelines as required by law.
- Conduct new employee orientations for employees who were added during or after the pandemic.
- Update employee manual with items specific to the COVID-19 pandemic, storms, or other significant workplace impacts.
- Review with, educate and monitor staff personnel activity for EEO, ADA, OSHA, NLRA and Wage and Hour compliance.

6) Sales & Marketing Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Review customer communications for their appropriateness and relevance based on the current state of affairs.
- Update company website home page to include anticipated and final start-up information and associated news.
- Place exterior signage to keep customers safe and informed.
- Email to customers and prospects with changes that affect them and status updates. Include new customers from online sales during the physical shutdown.
- Promote information and news on social media.
- Update Google My Business profile with current 'open' days and business hours.

7) Engineering Function Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Determine if the pandemic has created, diminished, or destroyed the value of products and how this can be addressed.
- Establish new work instructions and work site designs that consider best safety practices for employees.
- Determine if new technologies are available to mitigate risks (automatic handwashers, transfer equipment to minimize person-to-person exposure, etc.).

8) Maintenance and Facilities Functions

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Establish new protocols or reinforce existing cleaning protocols.
- Investigate how a known contaminated site will be cleaned and approved for return to work.
- Consider labeling workspaces, room, machines, equipment, furniture, etc. with green labels indicating ‘Sanitized’ and the date verified.
- Validate or reconfigure work cells to ensure adequate distancing of employees and minimal handling of parts, containers, tools, etc.
- Verify planned maintenance tasks are not past due, and any exceptions are prioritized for completion based on production risk.

9) Operations and Logistics Functions

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Verify that operators are certified (or re-certified) to perform their assigned job.
- Consider having employees review key procedures and work instructions to ensure key steps are not forgotten or missed.
- Ensure work cells are clear of expired, unmarked, foreign, and suspect parts and supplies.
- Inspect all on-site materials and clearly label as conforming, suspect, or non-conforming (e.g.: raw materials, work-in-process (WIP) and finished goods).
- Update scheduling, warehouse, and logistics activities with material counts and status so that they can plan production accordingly.
- Segregate all suspect or non-conforming materials for disposition.

- To minimize risk, perform trial production runs and certify both key process elements and all relevant product characteristics.
- Increase supervisory and management process verifications to ensure standards and instruction are being followed (e.g., Layered Process Audits).
- Conduct safety audits for both COVID-19 and non-COVID-19 actions to remind everyone that all safety items require continual adherence and diligence.

10) Quality Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Develop methods to confirm workplace and product cleanliness.
- Update control plans and work instructions to include supervisory confirmation of cleaning.
- Collect health check and cases found data and present to management.
- Implement re-start product containment procedures to validate that processes are meeting all customers critical requirements.

11) Procurement / Supplier Quality Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Notification of startup timeline.
- Notification of demand forecast and initial new orders.
- Ensure payments to suppliers are current or create a plan to get current.
- Key suppliers should re-certify that their process is in control and fully operational.
- If a supplier changes a process or substitutes materials/components, request and review evidence that the result does not impact your requirements or those of your customers.

12) Finance & Accounting Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Conduct a business impact analysis to re-size financial plans to match the current reality and best assumptions.
- Model alternative financial scenarios for the next 12 months.
- Increase frequency of monitoring Key Performance Indicators (KPIs) and cashflow events, including payroll and payables forecasts.
- Consider actions to maximize available cash and open credit lines, including exploring available COVID-19 inspired loan programs.

13) Lessons Learned

Owner: _____

Assess what worked well during shutdown/slowdown; and what aspects should be halted, and which continued.

- Virtual meetings or online training when they are as or more effective than in person.
- Online storefronts when they are cost-effective and beneficial to customers (or new customers).
- Review new processes that have been defined or developed to determine if they can be better defined or improved.
- Capture lessons learned and build them into departmental and organizational contingency plans. Consider: employee safety, customer care, quick shut-down, working from home, restart, and other aspects.

14) Improve Contingency Planning for Future Problems

Owner: _____

To better prepare for future significant business disruptions, evaluate what went well and what could be done better regarding your organization's contingency planning:

- The existence and content of your organization's Preparedness and Response Plan and other Contingency Plans.
- Assignment of responsibilities and authority of a crisis management team.
- Crisis management team training.
- Periodic practice of those contingency plans.
- Availability and effectiveness of emergency situation communication tools, e.g. email, text, social media.
- Warehousing or early procurement of emergency supplies to protect health (e.g. thermometers, hand sanitizer, antibacterial cleaning solutions, surface wipes, masks, gloves, etc.).
- Timely receipt of communications from the CDC, World Health Organization, federal and local governments, and from your organization's headquarters and top leadership and processing of that information.
- Speed and accuracy of initial and on-going messages to employees.
- Preparedness of employees to work effectively from home.
- Other.

We hope this checklist will help you quickly resume operations in a way that protects your employees and customers, while permitting you to continue what you do best. Keep apprised of the most recent developments nationally and locally and adjust your plans accordingly.

If you have any questions or would like deeper guidance on any aspect that we've covered, please give us a call. We are here to help.

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