Workbook

COASTAL VIRGINIA SMALL BUSINESS RESILIENCE SELF-ASSESSMENT AND GUIDE

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COMMONWEALTH CENTER FOR RECURRENT FLOODING RESILIENCY

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Workbook

COASTAL VIRGINIA SMALL BUSINESS RESILIENCE SELF-ASSESSMENT AND GUIDE

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The Coastal Virginia Small Business Resilience Self-Assessment and Guide was developed by Dr. Wie Yusuf and Hannah King of the ODU Institute for Coastal Adaptation and Resilience for The RAFT (Resilience Adaptation Feasibility Tool), and the Commonwealth Center for Recurrent Flooding Resiliency. Questions? Need more information? Contact Dr. Wie Yusuf via e-mail: jyusuf@odu.edu.

This workbook contains self-assessment worksheets to help small businesses evaluate their resilience. Additional resources for building resilience are included in the complete Coastal Virginia Small Business Resilience Self-Assessment and Guide or the online website.

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INTRODUCTION TO THE WORKBOOK

Owning a small business is rewarding . You make your own decisions, set your own hours, and choose your employees and coworkers. You can create your legacy through the business, and if you're successful, make money doing it.

Small businesses, however, are vulnerable to a variety of risks, ranging from smaller scale events such as loss of power and recurrent flooding to large-scale events such as a pandemic or hurricane.

Small businesses, however, are vulnerable to a variety of risks, ranging from smaller scale events such as loss of power and recurrent flooding to large-scale events such as a pandemic or hurricane. Being resilient in the face of these unexpected events requires preparedness and planning. Planning for expected or known events such as exit from the business or anticipating future changes such as the transition to e-commerce and online selling are also important for small business resilience.

Being able to withstand and adapt to change has become a focal point for businesses. Resilient businesses recognize the vital role that planning, preparation, and collaboration play in developing and executing an ability to respond to challenges, adapt to changes, and thrive. The Coastal Virginia Small Business Resilience Self-Assessment and Guide is intended to help you both assess your business' resilience but also to develop a plan of action to build resilience. This accompanying Workbook contains the self-assessment worksheets to provide an initial indicator of your business' resilience to a variety of risks and its long-term sustainability. For each category in the self-assessment, you can obtain recommended actions for improving your small business' resilience and additional resources from the full Coastal Virginia

Small Business Resilience Self-Assessment and Guide or the online website.

The self-assessment worksheets address four broad categories covering the following topics:

1. Business Planning
2. Emergency and Disaster Planning
3. Human Resources and Staffing
4. Insurance and Protection

INSTRUCTIONS

Below is a sample assessment worksheet. The first step is to complete the worksheet by circling the answers that apply to your business. Do this for each worksheet.

Need to address...		Self-assessment (circle your answer)	
☐	**Do you have a written strategic plan for your business?**	No	~~Yes~~
	Does your written business plan contain any of the following?		
☐	Mission statement	No	~~Yes~~
☐	Company overview	~~No~~	~~Yes~~
☐	Industry analysis	~~No~~	Yes
☐	Customer analysis	No	~~Yes~~
☐	Marketing plan	No	~~Yes~~
☐	**Do you have a marketing plan for e-commerce and/or online sales?**	~~No~~	Yes
☐	**Do you have a business leadership and staff succession plan?**	~~No~~	Yes
☐	**Do you have an exit plan for your business?**	~~No~~	Yes

Once you have completed all four sections, think about what the self-assessment, as a whole, says about your business' resilience. Then, go back to the self-assessment worksheets and identify elements that you may want to work on to improve your small business' resilience. Check the 'Need to address' box next to the element(s) you plan to work on. These items comprise your plan of action for enhancing the resilience of your business.

Need to address...		Self-assessment (circle your answer)	
☐	**Do you have a written strategic plan for your business?**	No	~~Yes~~
	Does your written business plan contain any of the following?		
☐	Mission statement	No	~~Yes~~
☐	Company overview	~~No~~	~~Yes~~
☐	Industry analysis	~~No~~	Yes
☐	Customer analysis	No	~~Yes~~
☐	Marketing plan	No	~~Yes~~
☑	**Do you have a marketing plan for e-commerce and/or online sales?**	~~No~~	Yes
☑	**Do you have a business leadership and staff succession plan?**	~~No~~	Yes
☐	**Do you have an exit plan for your business?**	~~No~~	Yes

With this assessment completed, go to the full Coastal Virginia Small Business Resilience Self-Assessment and Guide or the online website to find recommended actions and resources.

BUSINESS PLANNING

Need to address…		Self-assessment (circle your answer)	
☐	**Do you have a written strategic plan for your business?**	No	Yes
	Does your written business plan contain any of the following?		
☐	Mission statement	No	Yes
☐	Company overview	No	Yes
☐	Industry analysis	No	Yes
☐	Customer analysis	No	Yes
☐	Marketing plan	No	Yes
☐	Operations plan	No	Yes
☐	Financial plan	No	Yes
☐	Organizational chart	No	Yes
☐	**Do you have a marketing plan for e-commerce and/or online sales?**	No	Yes
☐	**Do you have a business leadership and staff succession plan?**	No	Yes
☐	**Do you have an exit plan for your business?**	No	Yes

Strategic business planning provides a road map for your organization. The strategic or business plan generally projects 3-5 years ahead and outlines how the organization will reach its milestones. A well thought out plan also helps you to step-back and think objectively about the key elements of your business and can inform your decision making regarding preparedness and recovery. Succession planning helps your organization develop employees to ensure it has the right talent for key positions. It enhances resilience by helping your organization remain successful even after a disaster or extreme event that may lead to loss of staff.

EMERGENCY AND DISASTER PLANNING

RISK AND VULNERABILITY ASSESSMENT

Need to address…		Self-assessment (circle your answer)		
☐	**Have you identified and assessed the risks that threaten your business and employees?**	No	Yes	
	Have you identified and assessed the following risks as threats to your business and employees?			
☐	Hurricanes or tropical storms	No	Yes	
☐	Winter weather	No	Yes	
☐	Tornadoes	No	Yes	
☐	Floods	No	Yes	
☐	Cybersecurity	No	Yes	
☐	Power outages	No	Yes	
☐	Phone/internet outage	No	Yes	
☐	Loss of access to building/facility	No	Yes	
☐	Critical equipment failure (e.g., heat or A/C, cash registers)	No	Yes	
☐	**How would you rate your business' vulnerability to flooding?**	High	Medium	Low
☐	**Is there flooding on major roads or areas around your business location?**	No	Yes	
☐	**Have you received any training on risk management?**	No	Yes	

To be resilient, you must understand the risks that threaten your organization and employees, and how vulnerable you are to these risks. Small businesses can be at risk to a variety of hazards ranging from flooding to critical equipment failure. Identification and assessment of vulnerability is an important first step to being resilient. You can then focus your efforts on reducing your vulnerability or mitigating the risks and/or impacts.

EMERGENCY AND DISASTER PREPAREDNESS

Need to address…		Self-assessment (circle your answer)	
☐	**Do you have an emergency or disaster preparedness plan?**	No	Yes
	Does your emergency or disaster preparedness plan contain any of the following?		
☐	Emergency contact information for your employees	No	Yes
☐	Evacuation, re-entry, or shelter-in-place plans	No	Yes
☐	Continuity of operations plan (essential personnel, services, equipment; alternate reporting locations; reopening, critical records access)	No	Yes
☐	Agreements and contracts with suppliers and contractors for critical operations	No	Yes
☐	Mobile communications ready for use in the event of a disaster	No	Yes
☐	Employee communication plan	No	Yes
☐	Communication plan for customers, suppliers, the public	No	Yes
☐	**Are your employees familiar with this preparedness plan?**	No	Yes
☐	**Do you have employees who are cross-trained in tasks outside of their normal job duties to assist with recovery?**	No	Yes
☐	**Do you have reliable information sources for forecasts and alerts about emergencies or disasters?**	No	Yes
☐	**Do you know where to find information about local shelters, evacuation procedures, and other needs in the event of extreme weather or a natural disaster?**	No	Yes
☐	**Do you have a plan for evacuation or sheltering-in-place in the event of disasters or extreme weather events?**	No	Yes
☐	**Do you encourage your employees to participate in emergency or disaster preparedness training?**	No	Yes
☐	**Do you have emergency supplies on site?**	No	Yes
☐	**Do you have backup copies of important documents?**	No	Yes
☐	**Do you have generators on site?**	No	Yes

Disaster preparedness means knowing how your facility, employees, and customers/guests will be able to weather an extreme event or disaster. Disaster preparedness may require upfront planning, training and investment in supplies and equipment. However, failing to prepare can mean millions of dollars in losses and major headache during (and in the wake of) an extreme event or disaster.

CONTINUITY OF OPERATIONS PLANNING

Need to address…		Self-assessment (circle your answer)	
☐	**Do you have a continuity of operations or recovery plan?**	No	Yes
	Does your continuity of operations or recovery plan address the following?		
☐	Essential personnel	No	Yes
☐	Essential services	No	Yes
☐	Essential equipment	No	Yes
☐	IT and technology	No	Yes
☐	Alternate reporting locations	No	Yes
☐	Reopening	No	Yes
☐	Access to critical records	No	Yes
☐	**Are your employees familiar with this continuity of operations or recovery plan?**	No	Yes
☐	**Do you have at least 3 months of emergency operating funds?**	No	Yes
☐	**Do you have insurance that adequately covers losses (such as from flood, wind, theft, liability, fire, catastrophic loss, and loss of income)?**	No	Yes
☐	**Do you have a plan/strategy for re-entry to your physical location following disasters or extreme weather events?**	No	Yes
☐	**Have you coordinated your re-entry or re-opening plan with local officials?**	No	Yes
☐	**Do you have agreements in place with service providers that you can execute during and after a disaster (such as for debris or snow removal, generator fuel, etc.)?**	No	Yes
☐	**Have you received any training on business continuity?**	No	Yes

Continuity and recovery planning plays an important role in ensuring your business can still operate during and after an extreme event, disaster, or other serious disruption. Business disruption costs money – lost revenues and extra expenses mean reduced profits. Having a plan and being able to put it into immediate action can mean the difference between staying open and shutting down for a few days (or even weeks and months). Up to 40% of businesses affected by disasters never re-open (Source: Insurance Information Institute).

COMMUNICATIONS

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Need to address…		Self-assessment (circle your answer)	
☐	**Does your business have a process or plan for communicating with employees about emergencies and disasters?**	No	Yes
	Does your employee communications process or plan include any of the following?		
☐	Email lists	No	Yes
☐	Employee telephone directory	No	Yes
☐	Text message/text message system	No	Yes
☐	**Do you have emergency contact information for your employees?**	No	Yes
☐	**Does your business have a process or plan for communicating with customers about emergencies and disasters?**	No	Yes
	Does your customer communications process or plan include any of the following?		
☐	Email lists	No	Yes
☐	Company website or other online business listings	No	Yes
☐	Social media	No	Yes

Your employees, customers/clients, and vendors are among your business' most valuable assets. Two-way communication is central before, during, and after a disaster. It is important to set up communications plans in advance of a severe weather event, emergency, or disaster, and to have back-up communications in place.

HUMAN RESOURCES AND STAFFING

Need to address…		Self-assessment (circle your answer)	
☐	**Do you have enough staff for normal operations under regular working conditions?**	No	Yes
☐	**Does your business struggle to hire employees?**	No	Yes
☐	**Does your business struggle to ensure employees have the right skills for their jobs?**	No	Yes
☐	**Does your business struggle to retain employees?**	No	Yes
☐	**Does your business have a strategic hiring process?**	No	Yes
☐	**Do you have access to an adequately trained workforce?**	No	Yes
☐	**Do your employees have reliable transportation to and from work?**	No	Yes

Your employees among your most important assets, but hiring and keeping the right group of employees can be challenging for small businesses. The cost of hiring, training, and retaining employees can add up. For example, the entire interview process takes an average of 24 days, and the average cost of a bad hire equals 30% of that employee's first year potential earnings. Small- and mid-sized companies spend $1,888 on training and development, on average, per employee. The average cost of employee turnover is 33% of the worker's annual salary. Regardless of your size, developing your team requires being strategic in how you recruit, select, on-board, train, and retain employees. A well-planned hiring process ensures you have the right employee who fits your business. The better the hiring process, the greater the likelihood that your employees will stay with your business.

INSURANCE AND PROTECTION

Need to address...		Self-assessment (circle your answer)	
	Does your business have any of the following insurance?		
☐	Flood	No	Yes
☐	Wind	No	Yes
☐	Fire	No	Yes
☐	Catastrophic loss	No	Yes
☐	Loss of income or business interruption	No	Yes
☐	Equipment breakdown	No	Yes
☐	Cybersecurity	No	Yes
☐	General liability	No	Yes
☐	Umbrella liability	No	Yes
☐	Product liability	No	Yes
☐	Professional liability	No	Yes
☐	**Do you know what is covered by your insurance?**	No	Yes
☐	**Do you know where or how to obtain information about government recovery assistance programs?**	No	Yes
☐	**Have you undertaken actions to physically protect your facility, employees, and other assets?**	No	Yes
☐	**Have you put in place cybersecurity measures to protect your data and digital assets?**	No	Yes

Insurance is an important resource for getting your business up and running again following a disaster or extreme event. Therefore, it is important that you have adequate insurance coverage. Inadequate insurance coverage can lead to major financial loss if your business is damaged, destroyed or simply interrupted for a period of time. However, there are many other resources available to help you recover. Identifying these resources in advance of a disaster or extreme event will facilitate recovery.

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