COVID-19
(Managing Operations in Times of Crisis)

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Strengthening our communities.
• All lines are muted.

• Feel free to ask questions by typing your question in the Q&A box.

• If you lose your Internet connection, reconnect using the link e-mailed to you.

• The presentation and recording are available on the COVID-19 Resources Hub located on the Prosperity Indiana member portal (www.prosperityindiana.org/page-18228)
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WELCOME

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Strengthening our communities.
Carey W Craig, Capacity Development Manager
PROSPERITY INDIANA
SNAPSHOT

• Founded in 1986 as the Indiana Association for Community Economic Development

• “Prosperity Indiana builds a better future for our communities by providing advocacy, leveraging resources, and engaging an empowered network of members to create inclusive opportunities that build assets and improve lives.”

• RESOURCES, ENGAGEMENT, ADVOCACY, and PROGRAMS
• How would you characterize your organization?
  • A) Arts and Cultural
  • B) Community and Economic Development
  • C) Education Services
  • D) Foundation
  • E) Government
  • F) Health Services
  • G) Human or Social Services
  • H) Legal Services
  • I) Other
Response needs time. And focus.

OODA LOOP

OBSEERVE  ORIENTATE

ACT      DECIDE
RISK MANAGEMENT
External Risks

• What are external risks?
  • Factors outside your organization over which you have no control
  • That could cause harm to your mission or bolster opportunity
  • Requires a unique risk management approach

• How to view External Risk
  • How will this external risk effect our organization’s objectives?
  • What mission-critical processes must continue?
  • How will we resume our normal business functions?
What is Risk Management?

- Periodic
- Continuous
- Not about listing all potential risks
What makes external risks SO hard to manage?

• It’s virtually impossible to predict the LIKELIHOOD or SEVERITY of an external risk.
• Your best course is to PREPARE to act; but your actions won’t be necessary if the risk never materializes.
• You have NO control over these risks.
Adapt

• How will the organization continue with its critical business functions?
• What can the organization do now, so it isn’t caught off guard later?
• Is there something the organization is already doing that it can adjust if this risk occurs?
Ponder

- What are the likely repercussions of an external risk event?
- What are our critical business functions?
- What opportunities exist for growing organizational capacity?
- Don’t try to make one single exhaustive list.
Prepare (cont’d)

• Build a flexible framework!
• Flexibility is your friend
• Communicate
• Identify key roles and responsibilities
Prepare

• Build a flexible framework!
• Flexibility is your friend
• Communicate
• Identify key roles and responsibilities
• Maintain essential records
  • Know where the plan is stored!
  • Know where organizational documents are kept.
  • Ensure redundant backups
Practice

- Test the resilience of your plan – often.
- Identifies gaps without high-stakes
- Builds muscle memory
• Was your organization ready for this pandemic?
  • A) Yes
  • B) Sort of
  • C) No
PLANNING
Business Continuity Planning

• What is the purpose of the plan?
• What is the scope of the plan?
• What procedures does the organization follow to ensure the continuation of mission critical functions?
• How should the organization communicate?
• How will the organization train?
• How will the plan be maintained?
• Did your organization have a business continuity/recovery plan before the pandemic?
• A) Yes
• B) Sort of
• C) No
The Business Continuity/Recovery Plan

• Types of impact
  • Negligible
  • Marginal
  • Critical
  • Catastrophic
The Business Continuity/Recovery Plan

• Planning Team
  • Board Members (Executive Committee), CEO/Executive Director, Executive-Level or Mid-Level Managers
  • If your organization has a small staff, then think about engaging everyone on the team
  • The plan should identify which board or staff members are responsible for which areas – operations, finance, programs, etc.
  • Create the plan, know the plan, communicate, and practice the plan
The Business Continuity/Recovery Plan

• List critical assets and infrastructure
• List of critical vendors and suppliers
• Organization by-laws for quick reference / Strategic Plan
• Board of Directors and Committee Charters
• Employee benefits overview
• Contact lists of all board members and staff – how will they be notified? (phone-tree, e-mail blast, automatic notification system, etc.)
POLICIES
Policies

• Good management – structure
• Everyone in the organization is on the same page – consistency
• Adaptable to situations – what are the work hours?
• Policies for handling contacts, projects, and files of staff members impacted by the crisis so that nothing gets lost in the shuffle – continuity
• Policies for handling liability
• Did your organization have a telework policy prior to the pandemic?
  • A) Yes
  • B) Sort of
  • C) No
• Is your organization providing flexibility to employees with children at home?
  • A) Yes
  • B) No
COMMUNICATION
Communication

• Establish a clear position
• Be honest, and be seen as trustworthy
• Be concise
• Be consistent – stay on message
• Look forward to the solution
• Take advantage of your organization’s good reputation
Communication (cont’d)

• Meet regularly with staff – have fun, don’t just talk about work
• If you manage staff, maintain an open-door policy via e-mail or other communication tool
FINANCES
TECHNOLOGY
Technology

• Does your organization have the technology required to work remotely?
• What about staff who might not have access to the Internet at home?
• Can technology issues be handled remotely?
• Has your organization been able to get a handle on technology needs/issues during this pandemic?
  • A) Yes
  • B) No
COLLABORATION
Collaboration

• Work toward common goals
• Establish cross-sector partnerships early
• Institute agency liaisons
• Promote one another
• Is your organization collaborating with other community partners on a response to the pandemic?
  • A) Yes
  • B) No
WHAT’S NEXT?
Closure

• What were the early warning signs of the crisis?
• Could we have recognized it sooner?
• What were the organization’s weaknesses and vulnerable points?
• How effective were our communications?
• Did we have the right people on our response team?
• How well did our leaders and staff function?
• What could we have done differently?
• How can we better prepare for a similar situation in the future?
QUESTIONS?
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