# **Module 4:** Operations, Continuity, and Support



Let’s learn about the resources already available to Vermont businesses via organizations that are already doing this work!

# What do we mean?

Fostering collaborative relationships helps to:

- ➔ Increase access to resources
- ➔ Maintain essential functions
- ➔ Reduce potential revenue losses
- ➔ Adapt for faster recovery
- ➔ Build stronger communities



# Resources from the Vermont Small Business Development Center

# ABOUT VtSBDC

**Since 1992,** giving clients the support, guidance, and tools they need to reach their business goals:

- **No-fee** business expertise
- **One-to-one confidential** advising
- **Education** and access to market research & resources
- **All stages:** *start-grow-thrive-transition*

Plus…**prepare for** and **recover from** disasters and other events/external threats that affect Vermont's small businesses

# What else?

- ➔ VtSBDC is funded in part by federal and state grants, making advising available at no fee.
- ➔ There is an SBDC in each state and territory in the U.S.
- ➔ By becoming a client, your advisor can share reports due to access to market research and industry specific software to compare your business to others in your industry.
- ➔ In terms of resilience, we have learned a lot from working with small businesses during the pandemic, the recent floods, in addition to adapting to changes in market/economic conditions.

# A team

## Business Advisors are local, covering each county



### Who are our clients?

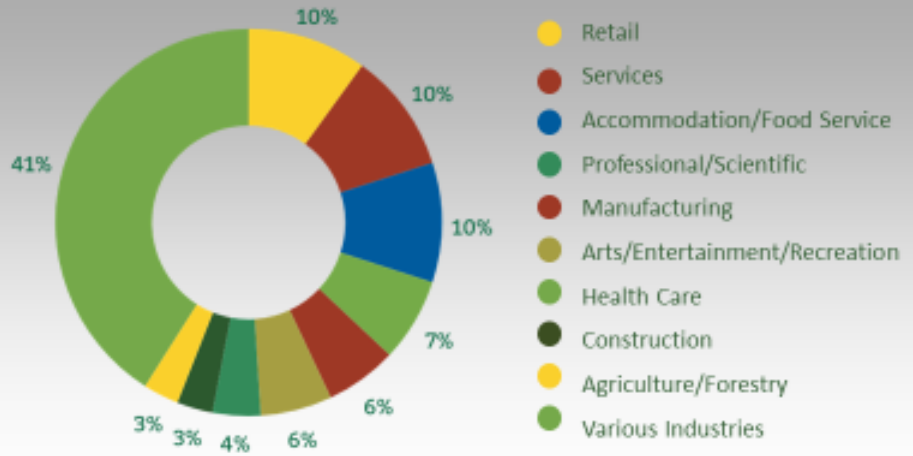
70% are in business

30% are starting a business

# Statewide

VtSBDC
VERMONT SMALL BUSINESS DEVELOPMENT CENTER



# What and How

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## What we do, and how we do it:

**Start:** Pre-revenue and commercialization guidance
Purchasing a business or starting a new division
Research, business modeling, business plans, cash flow, and financial projections



**Grow:** Using financial reports to make decisions
Evaluating the cost of goods sold, and pricing strategy
Developing a marketing plan, including social media
Clarifying mission/market or niche



**Thrive:** Improving operations - management processes and controls
Assessing and responding to challenges, evaluating opportunities
Strategic planning, protecting the business from scams & fraud and disaster preparedness

**Transition:** Build value prior to sale, preparing to sell to another owner(s); valuation exercise

# Business Agility Guide

- WHY…….we created it
- WHAT…..it is (Roadmap, Assessments, Checklists and more)
- WHERE to find it….and HOW you can use it
  - **Online VtSBDC.org/business-agility-guide/**
  - **To request a hardcopy contact us at 802-728-9101**
- WHEN….to refer to our advising team to support it

# Preparedness Checklist

Available here!

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## Master Disaster Preparedness Checklist

Name _____

Date Taken _____

CLICK TABLE TO ADD INFO

| DISASTER PREPARATIONS | BY WHOM | BY WHEN | DONE |
|---|---|---|---|
| Emergency Action Plan – what are you going to do? Make an outline of first steps and actions...you will be grateful to have thought these first actions through. Especially important are the employee emergency action steps, including an evacuation plan if needed.<br>**NOTE:** This action plan is the immediate plan in the face of an emergency and what you should have prepared so that you can look at recovery. For what happens the day after the disaster see the Disaster Recovery Guide. | | | |
| Established Chain of Command. | | | |
| Emergency contact list of employees and key customers. | | | |
| Established employee contact protocol. Account for possible phone and internet service interruptions. | | | |

# The Advising Team

## Geographic Coverage

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# Stay Connected

**Website:** VtSBDC.org

**Phone:** Main # (800) 464-SBDC or (802) 728-9101

**Keep updated on social (Facebook, Instagram, LinkedIn)**

**@VtSBDC**

**QUESTIONS?**

# Resources from Efficiency Vermont

# Who we are

- Statewide energy efficiency utility
- Reduce the cost of energy for all Vermonters
- Help families, businesses, and institutions understand and make better use of energy and reduce greenhouse gases









Efficiency Vermont

# What we do

- Direct support through incentives, training, and technical advice
- Market transformation through supply chain engagement
- Partnership with energy service providers









Efficiency Vermont

# Collectively, this work has a big impact.

**Over $3 billion**
Lifetime savings from 2000-2021

**Over 13 million metric tons of $CO_2e$**
Lifetime avoided from 2000-2021

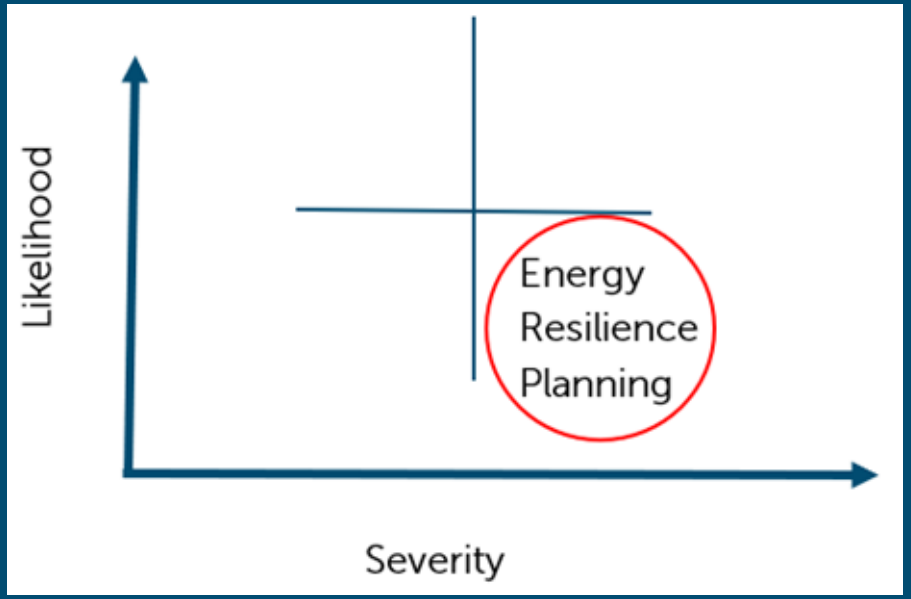
**2.8 million cars**
Equivalent impact of GHG emissions avoided

**38% lower**
Vermont's average energy bills, below the national average

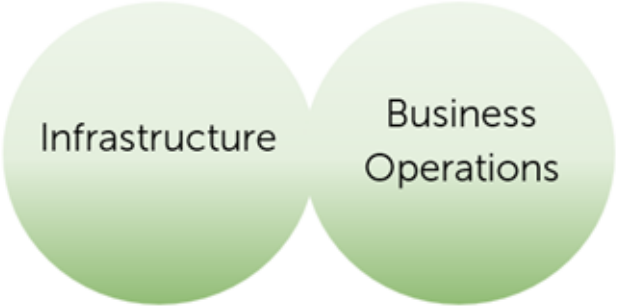
**9,832 jobs**
Vermont's energy efficiency jobs – 58% of the clean energy workforce

**482 businesses**
Efficiency Excellence Network members

**Energy Resilience** – Protect from loss of life-safety and catastrophic economic loss



# Business Areas




# Risk Vectors

Natural
Technological
Human-caused



Even if you work remotely, the building is still what is protecting you from harm and disruption from natural and other disasters.

For many of you, the building and its energy systems are a key element in allowing your business to get back on its feet sooner than later in a disaster situation.

# 3 Stages of Losses




# Loss Typologies

| Tangible | Intangible |
|---|---|
| Property Features | Income |
| Building Shell | Labor |
| Building systems | Personal Time |
| Equipment and Appliances | |
| Other Goods and Materials | |

# Time Spent on Recovery Results in Labor Losses

$$L = W\ x\ h$$

L = individual hourly employee's total labor cost
W = wage inclusive of fringe benefits and compensated time off
h = hours spent on recovery efforts

$$S = (Y \div H) \times h$$

S = individual salaried employee's total labor cost
Y = yearly salary inclusive of fringe benefits and compensated time off
H = hours expected to work annually
h = hours spend on recovery efforts

$$C = \Sigma L + \Sigma S$$

C = total labor losses
L = individual hourly employee's total labor cost
S = individual salaried employee's total labor cost

# Benefits of efficiency-focused investments in your building and energy systems:

- Decreased carbon emissions
- More control over equipment
- Retaining conditioned temperature for longer
- If have a backup source – efficient equipment will allow backup to last longer
- Weatherization – temperature stabilization
- Humidification and cooling as added benefits.
- Cost Savings
  - Ex: operation costs from weatherization
  - Less costs when rebuilding (less to replace)
  - Less closed-door time losing income



Is being energy efficient, **by default**, being resilient?



# During Recovery

**Things to consider If replacing equipment:**

- Equipment placement
- Equipment efficiency
- Fuel or power source

**Explore all resources:**

- Tax credits – federal
- Grants  - state and federal
- Incentives – from utilities



# Energy Resilience Planning with Efficiency Vermont includes:

Technical Assistance with Energy Consultants

Detailed analysis at each step of framework
- Overall site analysis
- Electric & fuel energy sources analysis
- Critical load analysis

Results delivered with each step

Final Emergency Response Plan, including recommended strategies to achieve your goals:
- Identify no cost/low-cost capital projects
- Reduce critical loads through efficiency
- Partner connections - i.e. storage options with customer DU
- Contractor connections

Annual evaluation of plan

## The Framework

Learn more here!

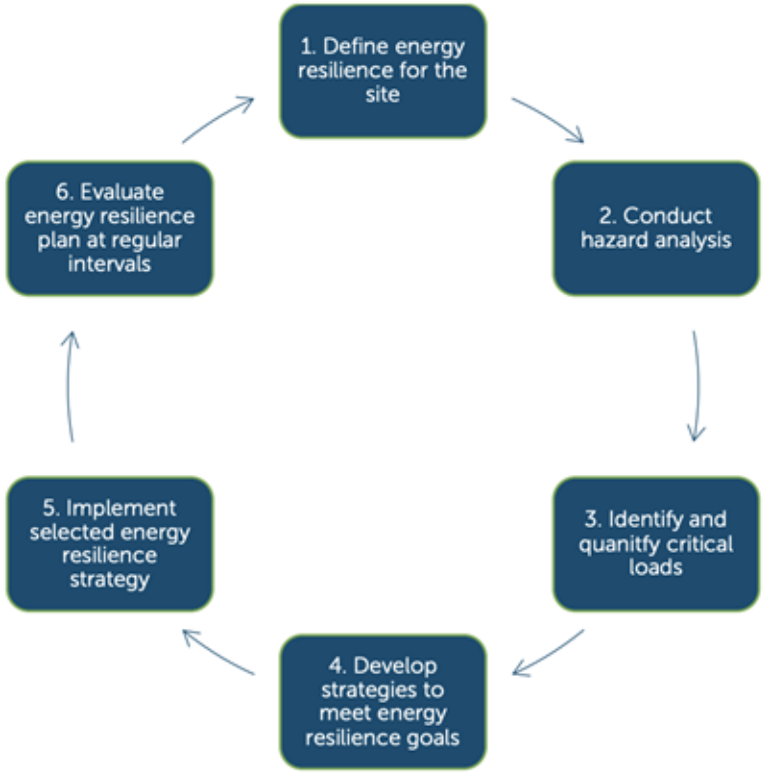



Figure 1. Efficiency Vermont's Energy Resilience Planning Framework

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