



Stafford County Small Businesses, COVID-19 Financial Recovery Response Plan Webinar





Event Hosted By:

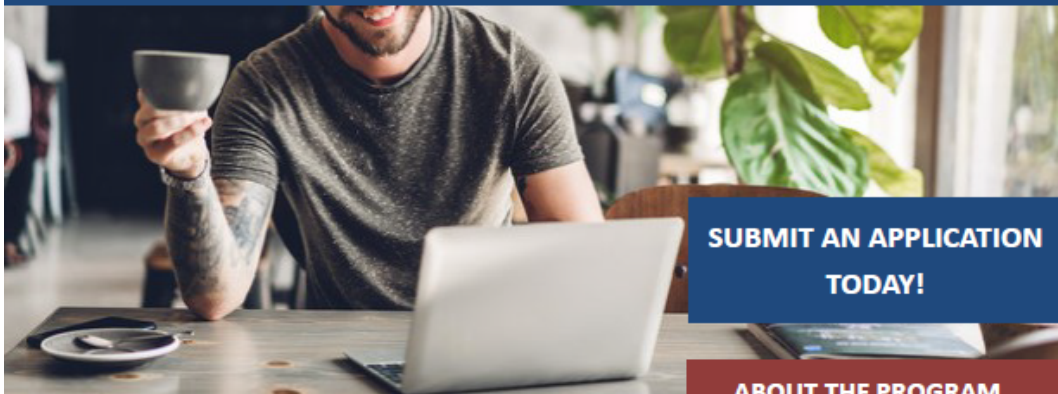


- Josh Summits, Business Development Officer, Stafford County Department of Economic Development and Tourism.
- Kevin FitzPatrick, President, Government Technology Insurance Company.
- Andrew Beardall, General Counsel and Chief Operating Officer, Government Technology Insurance Company.
- David Mills is the Chief Growth Officer, Story Collaborative.

- Kevin Swatt is a Manager in CliftonLarsonAllen (CLA) LLP private industry assurance practice, based out of the Arlington, VA office.
- Rachael O’Leary is a Manager in CliftonLarsonAllen (CLA) LLP out of Oak Brook, IL office.
- Joe DiStefano is the President of REDCO, a non-profit that facilitates the SBA’s 504 Program for businesses across the state.
- Cesar Nader is President and CEO of X Corp Solutions in Stafford, VA.



Josh Summits



**SUBMIT AN APPLICATION
TODAY!**

Micro-Loan Program

Micro-Loan Program

USE OF FUNDS:	Operational working capital; Machinery and Equipment; Leveraging other private capital
AMOUNT OF THE LOAN:	\$5,000 to \$25,000; Loans above \$15,000 require an additional equity (cash) contribution by the applicant or financing by a private lender of at least 10% of the total project costs.
LOAN TERMS:	Loan terms are variable dependent upon their usage. Typical loan terms equal up to 3 years for working / operating capital, up to 5 years for FF&E, and up to 15 years for leasehold improvements.
INTEREST:	Interest rates are generally fixed rates based on the Wall Street Journal Prime Rate (WSJP) +1.0% though may be adjusted during underwriting based on the overall risk associated with the loan.
GENERAL CONDITIONS:	Business must meet the small business size standard (independently owned, net worth ≤ \$5m, average net profits < \$2m, and less than 50 employees) be operating and located within Stafford County, and engaged in an eligible, legitimate business enterprise.


**CONTACT
US:** STAFFORD COUNTY ECONOMIC DEVELOPMENT
JOSH SUMMITS | 540 - 658 - 8664
jsummits@staffordcountyva.gov
StaffordEDA.com

ABOUT THE PROGRAM

The Micro-Loan Program provides low-cost, short-term financing aimed to meet the immediate needs and opportunity of new and/or existing businesses.

The Stafford County Economic Development Authority's (EDA) lending program(s) have three (3) primary economic development goals, eligible applicants must meet at least one of these goals

- New job creation or job retention
- Technology research or innovation
- New market expansion or bringing new income into the community.



**SUBMIT AN APPLICATION
TODAY!**

Gap Financing Loan Program

Gap Financing Loan Program

- USE OF FUNDS:** Property/land acquisition;
Operational working capital;
Machinery and Equipment;
Leveraging other private capital
- AMOUNT OF THE LOAN:** Up to 40% of total project costs;
Minimum loan amount of \$15,000;
Maximum loan amount of \$150,000
- LOAN TERMS:** Loan terms are variable dependent upon their usage. Typical loan terms equal up to 5 years for working / operating capital, up to 7 years for FF&E, and up to 15 years for leasehold improvements. Loan terms, including those for property acquisition shall not exceed those of the private lender(s).
- INTEREST:** Interest rates are generally fixed rates based on the Wall Street Journal Prime Rate (WSJP) +1.0% though may be adjusted during underwriting based on the overall risk associated with the loan.
- GENERAL CONDITIONS:** Business must meet the small business size standard (independently owned, net worth \leq \$5m, average net profits $<$ \$2m, and less than 50 employees), be operating and located within Stafford County, and engaged in an eligible, legitimate business enterprise.

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ABOUT THE PROGRAM

The Gap Financing Program is designed to facilitate the growth, and expansion of your business in Stafford County. The Program provides market - rate gap-based financing to businesses when the applicant is unable to fully finance their proposed project through equity, bank financing, and/or other private and public financing.

The Stafford County Economic Development Authority (EDA) lending program(s) have three (3) primary economic development goals, eligible applicants must meet at least one of these goals:

- New job creation or job retention
- New market expansion or bringing new income into the community
- Technology research or innovation



Stafford's Small Business Coronavirus (COVID-19) Disaster Assistance Grant Fund

Due to overwhelming response and a large number of qualified applicants, the Stafford County EDA Small Business Coronavirus Disaster Assistance Grant Fund is no longer accepting submissions.

Links to assistance for businesses during the Coronavirus situation

- Under Families First Coronavirus Relief Act (FFCRA) certain employers may be required to pay sick or family leave wages to employees who are unable to work or telework due to certain circumstances related to COVID-19. Employers are entitled to a refundable tax credit for the required leave paid, up to specified limits. >>
- Virginia businesses are eligible to apply for the Economic Injury Disaster Loan (EIDL) Program (also called "Phase II") >>
- CARES Act & the Paycheck Protection Program ("stimulus funds" also called "Phase III")
 - Information Sheet >>
 - Apply here >>
- For information on unemployment and other business needs, visit the Virginia Employment Commission >>
- Updates from Virginia Dept of Health (including some info for businesses) >>

Local and State News and Updates

- Governor's Executive Order 55: Stay at Home Order >>
- The Commonwealth of Virginia >>
- Senator Mark R. Warner's Office >>
- Senator Tim Kaine's Office >>
- US House of Representatives: Congressman Rob Wittman's Office >>
- FAQ's from the House Ways and Means Committee on how the federal government is responding to the pandemic >>
- U.S. Chamber Coronavirus Response Toolkit >>
- Virginia Chamber COVID-19 Resource Center website >>
- Virginia Tourism Corporation's Business Assistance Page for the Tourism Industry >>
- Stafford County advisories and information >>
- Contact Stafford ED&T for assistance >>
- Stafford Commissioner of the Revenue >>

Other Financial Resources

[Google's Investment for Small and Midsize Businesses](#)

Google announced \$340 million in ad credits to small and midsize businesses with active Google ad accounts as part of an \$800 million Coronavirus response package. [Click here for details >>](#)

[Facebook Small Business Grants Program](#)

Facebook announced \$100 million program for small businesses impacted by Coronavirus. [Click here for details >>](#)

[Verizon Small Business Recover Fund](#)

Stafford EDT Coronavirus newsletter updates

April 6, 2020: [Join Us Tomorrow: Stafford Small Business COVID-19 Webinar | April 7](#)

April 3, 2020: [Join Us: Stafford Small Business COVID-19 Webinar | April 7](#)

April 2, 2020: [Funds Still Available: Stafford's Small Business Coronavirus Disaster Assistance Grant Fund](#)

April 1, 2020: [Stafford's Update on Coronavirus Information](#)

March 27, 2020: [Stafford Announces Small Business Coronavirus Disaster Assistance Grant Fund](#)

March 24, 2020: [Additional Resources and Updates](#)

March 20, 2020: [U.S. Small Business Administration Declares Virginia as Disaster Area](#)

March 19, 2020: [COVID-19 Business Resources and Updates](#)

March 16, 2020: [March FOCUS Newsletter](#)

Coronavirus Business Resource Page

www.gostafford.com/coronavirus



Andrew Beardall



Expanded Family Medical Leave



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Expanded Family Medical Leave

- Covers ALL employers with fewer than 500 Employees
 - Those Employers with more than 500 could comply do to pressure from a corporate responsibility perspective
- Employees must be employed for at least 30 calendar days
- Extended version adds a new EVENT:
 - 12 weeks of paid family leave for eligible employees who have minor children whose school or place of care is closed due to a public health emergency
- 1st 10 days of leave are not paid
 - After 10 days: 2/3 regular rate of pay up to \$200 per day (maximum \$10k)

What about the Money? Expanded FML

- Employee's Rate of Pay:
 - First 10-days are unpaid
 - Can use accrued PTO; or
 - Take this time as unpaid
 - After the first 10 days
 - 2/3 normal wages for the number of hours scheduled to work (up to \$200 per day and \$10,000 total)
- Employer's Tax Credits:
 - Paid Family leave credit offsets 100% of employer costs for providing mandated paid family leave



Emergency Paid Leave Act



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Emergency Paid Sick Leave

- Employees who are unable to work or telecommute because:
 - Your OWN illness related to COVID-19
 - Under quarantined or isolation Order
 - Self-quarantined through a doctor's order
 - Experiencing COVID-19 symptoms and seeking a medical diagnosis
 - FAMILY MEMBER illness/circumstances related to COVID-19
 - Caring for a family member under an isolation order
 - Caring for a child who is home due to school closing or day care provider closing
 - Experiencing a substantially similar condition as defined by future regulations
 - Full-time employee can receive 80 HOURS of paid sick leave (PT prorated based on average work hours scheduled.)

What about the Money? Emergency Paid Sick Leave

- Employee's Rate of Pay
 - Your OWN COVID-19 illness
 - 100% of compensation up to a maximum of \$511 a day (total of \$5,110)
 - Family Member illness/circumstances related to COVID-19
 - 2/3 compensation up to a maximum of \$200 a day (total of \$2,000)
- Employer's Tax Credit
 - Paid sick leave credit offsets 100% of employer costs for providing the mandated paid sick leave
 - Offsets, uncapped, the employer contribution for health insurance premiums for the employee during the period of leave



Deferral of Employer Social Security Tax Payments



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Social Security Tax Deferral

- Employers may elect to defer payments of employer share of Social Security taxes
- Employer Social Security Tax is paid at a rate of 6.2% of the first \$137,700 in wages for each employee. Employees must be employed for at least 30 calendar days
- Available to any employer regardless of size
- May not be taken if employer is taking a Payroll Protection Program loan

Paying it back

- Applies to Social Security tax liabilities incurred from enactment until 31 December 2020
- Deferred taxes must be repaid over a two year period
 - 50% of deferred amount due by 31 December 2021
 - 50% of deferred amount due by 31 December 2020
- There is no interest on these deferrals
- Early payment is allowed



Employee Retention Credit



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Employee Retention Credit

- Eligible employers receive a credit against employment taxes
- Designed to encourage employers to keep workers on the payroll
- Eligibility
 - Operating a Business in 2020 AND
 - Business operations were suspended due to governmental order, OR
 - Business had sustained a significant decline in gross revenue over the same quarter in 2019

How Does It Work?

- Qualifying Wages
 - For employers with 100+ employees, this credit can only be taken against wages paid when the employee is not working
 - For employers with 100 or fewer employees, this credit can be applied against any employee wages
 - Employer's contribution to health plans are included in wages
- Employer's Tax Credit
 - Credit Applied to company total of Employer FICA
 - Applied after credits from FFCRA



Retirement Plan Impact



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Temporary Changes to Retirement Plans

- No required Minimum Distributions for 2020—not forced to liquidate assets in a down market
- Withdrawals
 - Penalty of 10% waived for up to a \$100,000 withdrawal
 - Amount may be paid back within three years
 - Any tax due on a taxable amount may be paid over three years
- Loans
 - Permitted loan amount is up to \$100,000
 - No payment for twelve months and remaining payments can be paid over 5 years

What about the Money? Do I have to give it back?

- Amount to borrow
 - Business eligible for a loan equal to 2.5x their average monthly payroll costs
 - Maximum of \$10 million
- How to spend it (and get it forgiven)
 - Payroll
 - Employee benefits
 - Rent
 - Mortgage
 - Utilities
- Forgiveness
 - The loan can be forgiven by the SBA if the money is spent in the above categories within 8 weeks of the origination date
- Restrictions
 - Do not fire anyone
 - Do not reduce payroll
 - Hire folks back that you have fired



Rachael O'leary & Kevin Swatt

Payroll Protection Program

Rachael O'Leary, CPA and Kevin Swatt, CPA

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor



Create Opportunities
We promise to know you and help you.

Key Points

- Available for businesses with less than 500 employees (exceptions apply)
- Loan terms – 1% interest for a 2 year term
- Loan forgiveness if funds are used as specified
- Application process with bank – SBA lender
- Stay up to date:

<https://www.claconnect.com/COVID19>





Rachael O'Leary CPA
Manager – Tax
rachael.oleary@CLAconnect.com
630-368-3657

Kevin Swatt, CPA
Manager – Assurance
kevin.swatt@CLAconnect.com
703-825-2186





Joe DiStefano

Managing Existing Debt Obligations and Lender Processes



Managing Existing Obligations

- Existing SBA 7a and 504 Loan Obligations
- Other Existing Debt Obligations
- Lender Processes for P3



Existing SBA 7a and 504 Loan Obligations

6 Months Automatic Debt Forgiveness / Payments Made by SBA

- Recently approved stimulus under the CARES Act
- Includes existing 7(a); including Community Advantage, 504, and Microloan borrowers
- Includes existing loans and new loans originated through 9/30/2020



Other Existing Business Loans, Credit Cards and Lines of Credit

Lenders are providing debt relief and loan modifications. Typically for 90 days, but can be longer if needed. Varies by bank:

- Full P&I payment deferment
- Reduced payment (e.g. interest only)
- Lowering interest rate
- Extending loan term to reduce payment



Non-Credit Obligations and Other Considerations

Consider your non-credit obligations. Revisit fixed and variable expenses. Reducing these can be a quick and meaningful way to immediately reduce your cash outflows:

- **Preserve Cash/Revisit Capital Investments.**
- **Review Payables and Receivables**
 - Term Extensions
 - Audit
 - Customer-specific focus
- **Utilities**
- **Rent**



Lender Processes (P3 Applications)

- SBA Announcements Vs. Reality
- Infrastructure and Turnaround Times
- Helpful tips:
 - Apply to your bank FIRST
 - Apply to only ONE bank
 - Be patient – the program and its processes are evolving





Kevin FitzPatrick



Insurance Carrier Premium Deferrals



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Premium Relief

- Most major carriers are helping with premium deferral options
- Typical range is between 60 to 120 days
- Depending upon the carrier it can be on a case-by-case basis
- In most cases, there is zero interest and no late payment penalty
- Relaxed Eligibility
- Important – please check with your tax advisory if deferring a payment will impact part of your PPP Loan Forgiveness





David Mills

9

THINGS YOU CAN DO **right now**



1 MAKE YOUR CHANGES CLEAR

Make sure customers aren't confused about when you are open, what you have changed, and what services are still available. Update your Google My Business Page and Facebook Details.

1

2



2 MAKE PERSONAL CONNECTIONS

Personally connect with every customer, prospect and former customer. Making personal contact with your customers to ask about their welfare and share resources is something they will remember. You'll hear about important needs and stay connected in a personal way.



3

3 REVIEW YOUR CORPORATE VALUES

If you have clearly stated corporate values, find gaps and opportunities for better incorporating those into your messaging. The Brand Story that you tell, especially right now, has to line up with your corporate values.

4

4 ADD COMMS CHANNELS

This is the time to become more available virtually. Don't restrict communication, but expand it by adding chat, using better phone connections, or opening a new social channel.



5

5 TAKE PART IN HELPING

The best ways for you to help are by extending resources that you already have to those who don't normally get to access them,

OR,

Invite your customers to join you in helping. The local causes that you get behind help customers to feel that they are making a difference too. Flexing power to help is way better than feeling powerless.

Understand that "Doing Good" isn't separate from "Doing Well." People will remember, and you can build new relationships as you serve.



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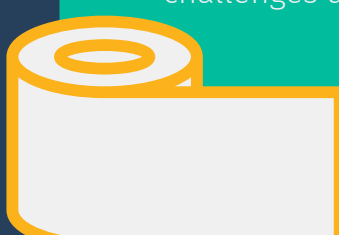
6 TELL STORIES OF HOPE

When someone on your team or in your community is doing something that makes a difference, champion their efforts in your communication channels. It doesn't need to be all about you, and it offers encouragement that people can really use right now.

7

7 SHARE SOMETHING THAT MAKES PEOPLE SMILE

A laugh goes a long way. Sharing the humor (think toilet paper memes) makes all of the challenges a little bit better.



8 INVEST IN YOUR BRAND STORY

[Read about how to capture your Brand Story in an authentic way.](#) Take this opportunity to review the corporate story you're telling, and begin envisioning how it can become more authentic and impactful for your prospects.



8

9 START YOUR RECOVERY PLAN NOW

Begin working toward your bounce-back now. The companies that make prepare now will recover more quickly.

9

bit.ly/bouncebackplan

bit.ly/brandstoryworkshop

(888)652-0119
story-collaborative.com





Cesar Nader



X Corp Solution COVID-19 Contingency Strategy

“Every day is a Monday in XCorp”



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Contingency Plan Matrix

	CAT 1	CAT 2	CAT 3	CAT 4	CAT 5
	Normal Operating Schedule	Modified Work Schedule	NRGSP Stop Work	RGSP Stop Work	Corporate Team Force Reduction
Gov Action	None	Modified Work Schedule	Stop Work Order for NRGSP	Stop Work order for RGSP	N/A
Personnel	At Work	Work remote or on site as directed	Directed not to Work	Directed not to Work	Directed not to Work
Operations	No Impact	No Impact	Partial Impact	Severely Impact	Extreme Impact
Contracts	100% Billable	100% Billable	Billing Affected	Contract terminated	Reuction to skeleton crew
Payroll	No Impact	No Impact	PSL, PTO, LWOP, Furlough	PSL, PTO, LWOP, Furlough	PSL, PTO, LWOP, Furlough



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Executive Summary

	XCorp		Subs		Totals	
	FTEs	%	FTEs	%	FTEs	%
CAT 1	0	0.0%	0	0.0%	0	0.0%
CAT 2	143	94.1%	71	100.0%	214	96.0%
CAT 3	4	2.6%	0	0.0%	4	1.8%
CAT 4	5	3.3%	0	0.0%	5	2.2%
CAT 5	0	0.0%	0	0.0%	0	0.0%
	152	100.0%	71	100.0%	223	100.0%



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Phases - Timerline

- Phase One: 23 March – 30 April
One month
- Phase Two: 01 May – 31 July
Three Months
- Phase Three: 01 Aug – 31 Dec
Six Months



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Category 1 – Normal Operations

Description:

Standard Operating Procedures.

Schools, Retail, Local, State & Federal Gov't are open for normal day to day operations. XCorp is aware of the event (pandemic).

Leadership is closely observing and developing mitigations as the event evolves.



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Category 1 – Plan of Action

Scenario	Trigger	Response	Who to Inform	Key Responsibilities		Timeline	
				Who	What	What	When
Category 1	None*	Message: awareness of event (pandemic); closely being observed & developing mitigations as the event evolves.	Employees	CEO	Oversee plan	Calming Email	Immediately
				Human Resources	PR; internal inquiries	Answering Questions	Ongoing
				Operations (Sr Ops Mgr)	Messaging to Program Managers, Subcontractors & Customers	Disturbing CEO message	Immediately
				Program Managers	Reassure employees	Disturbing CEO message	Ongoing
			Parent Companies, Sub Contractors and Customers	Contracts	Coordination with Operations	Disturbing CEO message	Immediately
				IT	Observe	Observe	Ongoing
				FSO	Observe	Observe	Ongoing
				Business Development	Observe	Observe	Ongoing
				Legal	Observe	Coordination with CEO and HR	Ongoing

*Schools, Retail, Local, State & Federal Gov't are open for normal day to day operations.



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Category 2A – Mod work status

Customer Driven

Description:

Customer is instituting a modified work environment. This may be due to facility closure/social distancing requirements. This includes a various options such as telework and port/starboard. A contract modification may be required.

All staff are 100% billable.



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Category 2A – Plan of Action

Scenario	Trigger	Response	Who to Inform	Key Responsibilities		Timeline	
				Who	What	What	When
Category 2a	Facility Closure/Social Distancing (Customer Contract Modification)	Telework	Employees and Subs	CEO	Oversee plan	Oversee Plan	Ongoing
				Human Resources	Message Drafter	Email	Within 24 hours of Announcement
				Operations (Sr Ops Mgr)	Coordination with COR	Distrubting HR email	Within 48 hours of Announcement
				Program Managers	Develop a remote work plan	Distrubting HR email	Immediately upon receipt from Ops
		Contracts		Coordination with KO	Sign/Negotiate Contract Mod and Return to KO	Immediately	
		IT		Remote IT equipment?	Collect Requirements	Within 24 hours	
		FSO		Observe	Observe	Ongoing	
		Business Development		Observe	Observe	Ongoing	
		Legal		Message Drafter/HR	Advise	Ongoing	
		Port/Starboard Onsite					

Modified Working Conditions, however; 100% Billable.



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Category 2B – Mod work status

Individual Driven

Description:

Directed quarantine due to exposure. The employee is capable of working remotely and the customer agrees that this is acceptable. XCorp monitors for positive or negative tests.

All staff are 100% billable.



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Category 2B – Plan of Action

Scenario	Trigger	Response	Who to Inform	Key Responsibilities		Timeline	
				Who	What	What	When
Category 2b	Quarantine	XCorp: Email from Employee to XCorp; Sub: Email from Employee to Parent Company to XCorp	Customer	CEO	Oversee plan	Oversee Plan	Ongoing
				Human Resources	Coordination with Ops/Contracts/Legal	Conference Call	Immediately
				Operations (Sr Ops Mgr)	Coordination with PM/COR	Face to Face Meeting with COR	Immediately
				Program Managers	Develop a remote work plan	Face to Face Meeting with Ops/COR	Immediately
		Email from XCorp to COR	TBD based on Scenario; Case by Case; Dependent on other employee exposure	Contracts	Observe	Observe	Ongoing
				IT	Remote IT equipment?	Collect Requirements	Within 24 hours
				FSO	Observe	Observe	Ongoing
				Business Development	Observe	Observe	Ongoing
				Legal	Coordination with HR	Advise	Ongoing

Modified Working Conditions, however; 100% Billable. Employee environment driven.



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Category 3A – Stop Work Order to Not-Required-Gov Site Personnel (NRGSP)

Customer Driven

Description:

The contracting staff has been reduced. This is due to Customer Facility shutting down. Non-Gov Site Personnel (NGSP) tasks are not allowable to be performed offsite. A contract modification will be required.

A portion of billables will be impacted.



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Category 3A – Plan of Action

Scenario	Trigger	Response	Who to Inform	Key Responsibilities		Timeline	
				Who	What	What	When
Category 3a	Customer Facility Shuts Down (Contract Mod)	PTO	Employee (s), Parent Company, HR, Ops, IT, FSO	CEO	Business Decision	Sustain Employee (s)	Immediately
				Human Resources	Coordination with CEO	Implement PTO/LWOP or Furlough plan	Immediately
				Operations (Sr Ops Mgr)	Coordination with HR	Manage PTO/LWOP or Furlough Plan	Immediately
		Program Managers		Coordinate with Sr. Ops Manager	Manage PTO/LWOP or Furlough Plan	Immediately	
		Contracts		Observe	Observe	Ongoing	
		IT		Manage Equipment	IT Outprocessing	Upon Departure Date	
		FSO		Manager Clearance	Exit VAR/Remove JPAS	Upon Departure Date	
		Business Development		Observe	Observe	Ongoing	
		Furlough		Legal	Coordination with CEO/HR	Advise	Ongoing

Modified Working Conditions, not 100% Billable. Reduction in Non Mission Essential Workforce



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Category 3B – Confirmed Case by a Required Gov-Site Personnel (RGSP)

Individual Driven

Description:

Directed quarantine due to exposure. The Required Gov-Site Personnel (RGSP) cannot work remotely, due to customer not authorizing. XCorp monitors for positive or negative tests.

Sick RGSP is/are NOT billable.



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Category 3B – Plan of Action

Scenario	Trigger	Response	Who to Inform	Key Responsibilities		Timeline	
				Who	What	What	When
Category 3b	Mission Essential Personnel Quarantine	PTO	Employee (s), Parent Company, HR, Ops, IT, FSO	CEO	Business Decision	Sustain Employee (s)	Immediately
				Human Resources	Coordination with CEO	Implement PTO/LWOP or Furlough plan	Immediately
				Operations (Sr Ops Mgr)	Coordination with HR	Manage PTO/LWOP or Furlough Plan	Immediately
		Program Managers		Coordinate with Sr. Ops Manager	Manage PTO/LWOP or Furlough Plan	Immediately	
		Contracts		Observe	Observe	Ongoing	
		IT		Manage Equipment	IT Outprocessing	Upon Departure Date	
		FSO		Manager Clearance	Exit VAR/Remove JPAS	Upon Departure Date	
		Business Development		Observe	Observe	Ongoing	
		Furlough		Legal	Coordination with CEO/HR	Advise	Ongoing

Modified Working Conditions, not 100% Billable. Reduction in Workforce Mission Essential Workforce



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Category 4 – Stop Work Order to Required-Gov Site Personnel (RGSP)

Customer Driven

Description:

The Required-Gov Site Personnel (RGSP) has been reduced. This is due to Customer Facility shutting down. RGSP tasks are not allowable to be performed offsite. A contract modification will be required.

A portion of billables will be impacted.



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Category 4 – Plan of Action

Scenario	Trigger	Response	Who to Inform	Key Responsibilities		Timeline	
				Who	What	What	When
Category 4a	Customer Facility Shuts Down (Mod Contract)	PTO	Employee (s), Parent Company, HR, Ops, IT, FSO	CEO	Business Decision	Sustain Employee (s)	Immediately
				Human Resources	Coordination with CEO	Implement PTO/LWOP or Furlough plan	Immediately
				Operations (Sr Ops Mgr)	Coordination with HR	Manage PTO/LWOP or Furlough Plan	Immediately
		Program Managers		Coordinate with Sr. Ops Manager	Manage PTO/LWOP or Furlough Plan	Immediately	
		Contracts		Observe	Observe	Ongoing	
		IT		Manage Equipment	IT Outprocessing	Upon Departure Date	
		FSO		Manager Clearance	Exit VAR/Remove JPAS	Upon Departure Date	
		Business Development		Observe	Observe	Ongoing	
		Furlough		Legal	Coordination with CEO/HR	Advise	Ongoing

**Modified Working Conditions, Only a certain % of Mission Essential Staff are Billable. ____ % of Staff Not Billable.



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Category 5 – Corporate team Force Reduction

Description:

Corporate staff is not able to maintain minimum required operating systems. This may be executed along with other categories.

Recution according to draw down of field personnel



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Mitigation Strategies

- PTO
- LWOP
- Granting of Additional Leave
- Employer pays for 30 days of salary
- Employer pays for 15 days of salary
- CEO donates remainder of salary
- Percentage of salary reductions (PoP dependent on circumstances)
- Corporate Layoffs (~Phase 3-4)



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Succession & BackUp Plan

- CEO (most senior leader steps up)
- HR Alphonso followed by Lisa
- Ops Brad followed by Rich
- Contracts Nadeen followed by Allison
- BD Donna followed by Brad
- Recruiting Rich followed by Alyssa
- FSO/IT Lucas followed by Richard (augment consultant)



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Question & Answer



Thank you!