

## CONSIDERATIONS FOR CRISIS SITUATIONS

# Checklist of Critical Issues for Family Offices

Keeping your staff and family informed is critical in times of crisis. Consider the following as you steer your Family Office through unknown territory.

### FAMILY COMMUNICATIONS

- ☐ Establish regular family update calls to keep all family members calm and informed.
- ☐ Talk to the family about taking all health and travel warnings seriously.
- ☐ Brief family members on any health-related directives / guidelines they should know.
- ☐ Advise the family members on what to do if a family member contracts COVID-19.
- ☐ Let the family know of any medical services and support available for them, if needed.
- ☐ Implement a plan to check in regularly with elderly family members to confirm they're taking necessary precautions.
- ☐ Establish and schedule proactive written communications to let the family know the staff is on top of critical issues, and is leveraging FOX for industry updates.
- ☐ Implement a communications plan to hold virtual meetings with family and staff if "work from home" (WFH) policies are required.
- ☐ Let family members know how to communicate with the office when work from home is implemented.

#### LESSONS FROM 2008:

**"Communicate,  
Communicate,  
Communicate."**

### STAFF COMMUNICATIONS AND CONSIDERATIONS

- ☐ Create and communicate office protocols to staff in case a family member or staff test positive for COVID-19.
- ☐ Implement internal crisis management communication and decision-making protocols.
- ☐ Document emergency contact information for all staff members and test systems to ensure everyone can be reached within three hours.
- ☐ Establish work from home options and protocols, including technology. Ready yourself for staff questions about health risks, childcare coverage concerns, and health insurance coverage (including deductibles).
- ☐ Review PTO and sick time policies to offer additional staff flexibility.
- ☐ Stay compliant with the Fair Labor Standards Act by setting clear parameters for part-time and non-exempt employees working remotely.
- ☐ Determine and create policies on what the office can help staff with regarding financial, health, or even food support if the situation worsens.

### CLIENT HOUSEHOLD AND TRAVEL CONSIDERATIONS

- ☐ Implement heightened sanitary practices for staff working in family households.
- ☐ Document updated medical powers-of-attorney for all family members. Provide family access in a secure manner.
- ☐ Collect HIPAA waivers for children covered by parent health plans to allow third-party medical information release to parents in an emergency.

- ☐ Establish and communicate travel guidelines, recommendations for family members, and policies for staff.
- ☐ Ensure travel support plans are in place to enable safe returns for family members traveling or living abroad.
- ☐ Establish a relationship with a personal health care advisory firm in case a medical situation arises. Ask your FOX Relationship Manager if you need referrals.

### FINANCIAL AND INVESTMENT RISK

- ☐ Facilitate Investment Committee contact with all investment managers to understand crisis strategies.
- ☐ Confirm the Investment Committee is monitoring direct investments for industry disruptions for existing investments, and in-process transactions.
- ☐ Inform family members about services that might be suspended / delayed, such as lines of credit, wire transfers, or tax filings.
- ☐ Update the family's cash and liquidity scenarios to account for the existing crisis, including prolonged downward pressure on returns. Identify communication inflection points based on the length and severity of the downturn, if family spending must be modified.
- ☐ Establish business continuity roles with banks and financial relationships to initiate and/or approve wires, transfers, and investments if needed. Ensure limits are appropriate. Work directly with your financial institution to potentially add a second or third administrator.
- ☐ Provide regular updates to the family on prevailing market conditions, possible buying opportunities, and potential courses of action.
- ☐ Engage the Risk & Strategy Committee in analyzing any new business opportunities.

### FAMILY OFFICE TECHNOLOGY AND OPERATIONS RISK

- ☐ Enact your Business Continuity Plan to manage operations.
- ☐ Cross-train office employees on essential functions so the office can continue to operate in the absence of key staff members.
- ☐ Conduct remote staff meetings and communications through providers such as Zoom, GoToMeeting, etc., and soft-phone applications. Train staff on all systems.
- ☐ Test technology and document policies for remote working conditions. Ensure proper network security is in place.
- ☐ Establish how mail collection and bill payment will continue during work from home situations.

### FAMILY ENTERPRISE RISKS

- ☐ Formalize family management roles in the various Enterprise businesses if necessary.
- ☐ Implement a Family Enterprise communication plan to explain to internal and external stakeholders – such as family members, government, regulators, clients, investors, suppliers, partners – what measures are being taken and what can they expect.
- ☐ Determine whether the Enterprise's debt payment schedule is adequate or will need financial restructuring.
- ☐ Source new options for capital and liquidity if necessary.