



#### Southwest Brooklyn Industrial Development Corporation

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As Executive Director of the Southwest Brooklyn Industrial Development Corporation (SBIDC) I am proud to present you with this Small Business Storm Preparedness Plan Template and corresponding Red Hook Small Business Hazard Mitigation Case Study Findings Report. The report reveals the findings from an extensive analysis of the effects of Hurricane Sandy on three case study businesses in Red Hook, Brooklyn. Expert hazard mitigation engineers examined both the physical and operational aspects of the case study businesses and developed mitigation solutions that will help each prepare for the next weather-related event. This report provides a snapshot of the conditions in Red Hook, Brooklyn but shows examples that are applicable to any small business in Brooklyn or greater New York City.

The Small Business Storm Preparedness Plan Template holds a wealth of information, specific tips, and clear guidance for how to prepare your small business for a weather-related event. The template is designed so that you can fill it out based on your own needs and conditions and is useful for any small business, no matter what location you are in or what type of business you have.

Hurricane Sandy hit New York City on October 29, 2012 with impacts that hardly anyone expected. A majority of the businesses in Red Hook sustained major damages and suffered great loss. Electricity was out for a month among myriad other challenges. The storm destroyed many businesses' paperwork necessary for the various disaster financial assistance programs.

Businesses were not prepared. The City was not prepared. We hope that taken together, the Small Business Storm Preparedness Plan and Findings Report will help businesses be better equipped to handle future weather events. We also hope that businesses take this opportunity to continue to build valuable networks to share information and resources.

There will never be another Sandy; the next event will look different. That is why this Small Business Hazard Mitigation Case Study Findings Report and Small Business Storm Preparedness Plan Template have been designed to be useful in a variety of scenarios. Each and every business has multiple plans to handle different aspects of a business, so why not have a plan for an emergency? Now is the time to prepare for the next storm and continue the pattern of growth and development in Brooklyn. Let us work together to prove that Brooklyn is remarkably resilient, adaptable, and better prepared than before.

Sincerely,

David D. Meade

**Executive Director** 

Southwest Brooklyn Industrial Development Corporation

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#### Introduction

The Small Business Storm Preparedness Plan Template was developed by Dewberry Consultants LLC for the Southwest Brooklyn Industrial Development Corporation. New York neighborhoods suffered severe flooding during Hurricane Sandy<sup>1</sup> October 29-30, 2012. In particular, the robust and diverse small business community of Red Hook in Brooklyn suffered extreme losses to property, perishable stock, and merchandise inventory. Flooding resulting from storm surge and inadequate drainage flooded streets and buildings, filling basements, and entering first floors. Debris littered streets and property; power was lost in some areas but restored quickly a block away. Cell phone and internet communication was unreliable. Despite numerous challenges, small businesses, residents, and organizations banded together to clear streets and buildings of debris, raise funds to support business recovery, and provide vital, basic assistance throughout the community.



Figure 1 and Figure 2: Red Hook location map (courtesy of Brooklyn Slate Company) and Red Hook during Hurricane Sandy.

<sup>&</sup>lt;sup>1</sup>Hurricane Sandy was often referred to in the media as Superstorm Sandy. For ease of reading, it will be referred to as Sandy throughout this report.

Numerous studies have shown that at least one in four small businesses never recover from a disaster. Those that do survive need more than a year to fully recover. Making a disaster preparedness plan can help your business better prepare, respond, recover and mitigate operations from increasing natural storm events, particularly floods and coastal storms.

Small businesses form the fabric of vibrant communities. The suite of template forms presented in this Plan are designed as an easy-to-use tool for your business to use for industry-standard disaster planning and recovery methods scaled to small business needs. Use of the forms, provided in MS Excel, will prepare your business for flooding, coastal storm, wind, and severe winter storm hazards. The tool is designed for you to modify, using sections and template forms which apply to your operation. It is designed to help you:

- 1. Assess your hazard risk and potential impacts to your business
- 2. Determine your recovery strategy
- 3. Create a plan for your business that speeds disaster recovery
- 4. Test and revise your plan

Template forms are provided as tables in an MS Excel Digital Workbook as well as in MS Word; they can be filled out by your management team. When completed, they should be shared with employees, then discussed and tested.

The Preparedness Plan document, associated template forms and a report entitled

## Keep in Mind...

Review and update your plan in June and December to keep it current and your staff prepared.

"The Red Hook Hazard Mitigation and Small Business Case Study Findings Report" are available for download on SBIDC's website at www.sbidc.org. The Findings Report introduces natural hazards that affect New York businesses and appropriate permanent and temporary mitigation measures to reduce losses. Three small businesses - an artisan shop, a small manufacturer, and a caférestaurant - are profiled. Specific flood hazard challenges to their buildings and

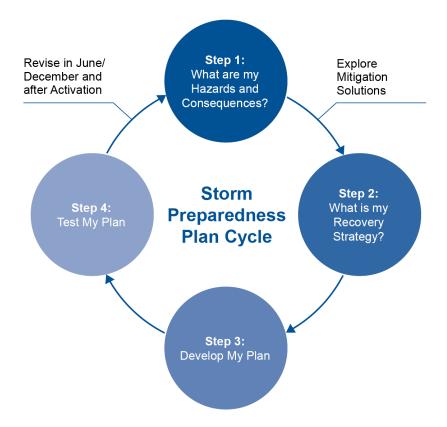
operations are addressed, with practical solutions for permanent mitigation as well as measures that can be taken in advance of approaching storms. The mitigation measures presented in the Findings Report and briefly described at the end of Step 1 in this document may be appropriate for your business.

A suite of template forms to support the storm preparedness measures that are outlined in Preparedness Plan may be found in the attachment section and on the SBIDC website. They are presented as an MS Excel Workbook with labeled tabs for each form aligned to each plan step.

The Small Business Storm Preparedness Plan's four key steps are sequenced to lead you through a process that will:

- evaluate hazard risks to your business,
- envision your recovery strategy,
- make your plan, and
- test the plan.

This should be an effort that each staff member understands and supports as appropriate.



Once your plan is developed, it is important to think about plan activation and how often you should review and test your plan. The following timeline can be used as a starting point for plan activation and the things you should do to stabilize your business in advance of a storm. Every business will have business-specific varying procedures and needs, and each storm presents different challenges.

A disaster timeline is presented with the template forms to help you organize steps to take in advance of a storm. Taking these simple steps to understand your hazards and the risks they pose to your business is the foundation to preparing for the next disaster. Keeping the plan current will position your business for disaster resiliency.



## **Step 1: Assess Hazard Risks and Consequences**



Being aware of the hazards you face, the likelihood of a storm impacting your business, and the subsequent business impacts are the first steps in making your business stronger. This process is called a Natural Hazard Business Impact Analysis, or BIA. By knowing your hazard risks and impacts, you can make mitigation and preparedness investments. When small businesses are aware of their flood and coastal storm risks, they can reduce storm damage and business interruption.

Brooklyn is exposed to flooding from the Hudson River to the west, the Erie Basin

Canal to the southwest, and Gowanus Bay to the south. In addition, poor drainage caused by caused by filling wetlands and low areas during development has increased flooding of buildings and streets during heavy rainfall. Drains in basements connected to the sewer system and to sidewalk access doors increase risk to businesses from flooding.

The Federal Emergency Management Agency (FEMA) provides communities,

including New York City, with flood hazard maps based on engineering, modeling and recorded flood levels from past storm events. This information can be accessed at www.region2coastal.com. FEMA has recently created new flood hazard information for New York that shows floodprone areas. The maps are scheduled for release in September 2013.

Following a period of technical review and public comment, the City of New York will adopt the map. Mayor Michael Bloomberg issued an Executive Order on January 31, 2013, that added additional flood protection by requiring reconstruction of substantially damaged residential buildings for one to four Keep in Mind... When thinking about hazard risks, consider many possible consequences, such as power outages or closure of the Metropolitan **Transit Authority. Transit** system closure may prevent your staff from getting to work.

families and by allowing for zoning variances per the FEMA Advisory Flood Elevation Maps for New York City released by FEMA following Sandy. Businesses considering repairs of buildings that sustained damages exceeding 50 percent of the building's

fair market value should check with the New York City Department of Buildings before finalizing construction documents.

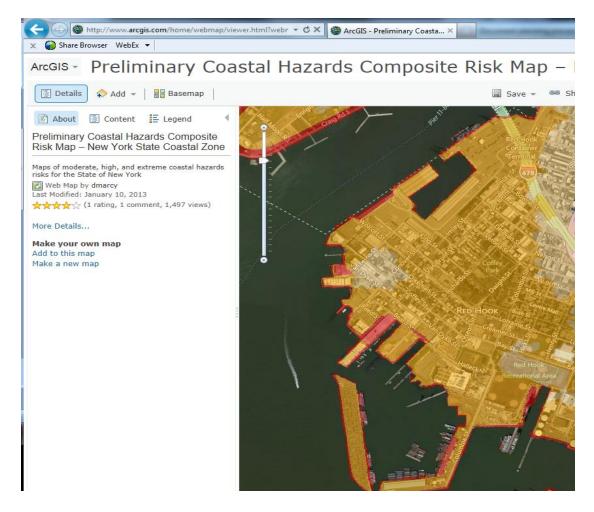


Figure 3: FEMA Preliminary Coastal Hazards Composite Risk Map

The FEMA advisory maps show the floodplain as a shaded area shown in medium orange or red.

The www.region2coastal.com website homepage allows you to see your property's first-floor elevation relative to Mean Sea Level as well as the predicted 1-percentannual-chance, or 100-year, flood elevation. The site also shows other important flood hazard information that can help you predict future flooding for your specific location. A demonstration of how to use this site may be found in Attachment 1.

The primary source of guidance for determining site-specific flood hazards are the Flood Insurance Rate Maps (FIRMs) prepared by FEMA. These maps show the estimated 1-percent-annual-chance, or 100-year, flood level in communities participating in the National Flood Insurance Program. Figure 4 provides a section of a typical FIRM along with an explanation of terms used. The 1-percent-annualchance flood elevation is designated on the FIRM as the Base Flood Elevation (BFE). That term is also used in local planning, zoning and floodplain management ordinances, building codes, and technical standards related to flood mitigation

The preliminary flood hazard information can help you understand your flood risk:

- 1. If you know your lowest level or first floor elevation, found on construction plans and other building documents, you can compare that to the FEMA mapped BFE to predict potential flood heights at your location during a 1percent-annual-chance, or 100-year flood.
- 2. Do you have a basement where you store stock, equipment, office records, and mechanicals? Are utilities and their meters at risk?
- 3. Does water enter your basement from a sidewalk hatch door, basement drain, leaky mortar, or another source?
- 4. Are your doors and windows exposed to wind and water?

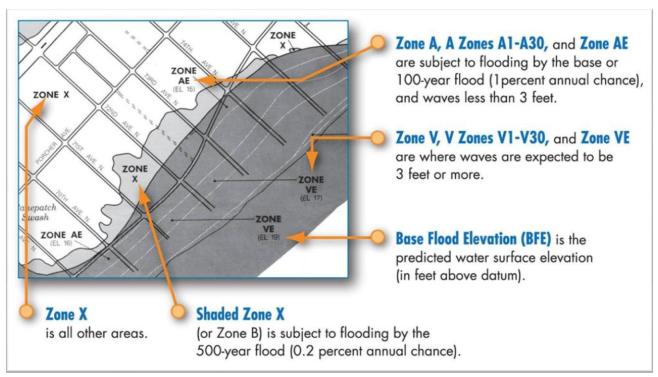


Figure 4: Section of Typical Coastal Area FIRM

FIRM data is the starting point in designing flood mitigation measures. FIRMs are periodically updated based on significant flood events, or major changes in hydrologic or other conditions. New York City FIRMs are undergoing revision as a result of Hurricane Sandy.

Knowing and understanding this information will help you make decisions regarding investment in permanent flood mitigation like door shields, backflow valves, or the elevation of equipment. It can help you outline storm preparedness actions such as relocation of equipment, sandbagging, generator use, and business relocation or temporary business closure.

In advance of coastal storm systems as well as some other weather systems with increased precipitation and flood risk, business owners can stay informed through various websites, smart phone and tablet applications, and news media. The New York City Office of Emergency Management also offers alert services on multiple hazards and emergencies, including flooding, at: http://www.nyc.gov/html/oem/html/home/home.shtml.

To determine how hazards will impact your business so you can form a recovery strategy, it is helpful to think about each hazard, the chance or probability of it occurring, and the impacts on your production and business operation.

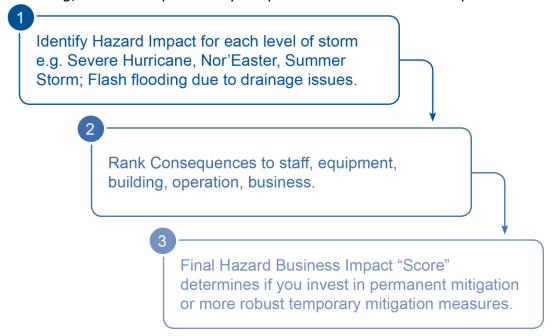


Figure 5: Step 1 Process to Assess Hazard Risks and Business Consequences

Step 1 Forms 1A and 1B (available in the accompanying MS Excel template form package), have been provided to help you answer the question, what are my hazard risks and consequences? The examples that follow apply to flood hazards, but a full suite of forms for wind and winter storm risk and consequence evaluation are provided in the MS Excel Workbook.

Step 1 - Form 1A Production Function takes you through a process to think about each hazard you face and rank the impact of the hazard on your

business's production or service like manufacturing, operating a café, or running a corner grocery/convenience store.

Step 1 Form 1B. Administration Function allows you to consider your business's support functions. Storm events can severely impact the administrative functions of your business. When considering the risks and consequences associated with floods or other hazard events, activities like payroll, accounts payable/accounts receivable, supply ordering, information technology, and other functions should be evaluated. This form is designed to allow you to list and rank these activities much as you did with the previous form (Step 1 - Form 1A Production Function.)

Going through the process of identifying the hazards that will impact your business the most and most often, will help you to:

- 1. Prioritize mitigation of your business space or building
- 2. Prioritize mitigation of equipment, meters, or other building infrastructure
- 3. Outline ways to mitigate in place in advance of the storm (e.g., sandbag door openings; apply plywood to doors and windows, move assets out of basements and off-site, etc.)
- 4. Create your business recovery strategy, which is discussed in Step 2

Critical Business Function: FLOOD HAZARD											
		St	ep 1: Forn	1 1A. F	Production	on Function	ons				
						In	npact		T	Investigate	
Equipment/ Function Risk	Priority							Overall Hazard	Mitigation Solutions & Investment		
Describe Business Function or Equipment like "operate restaurant" or "Ceramic Kilns" at risk from hazard.	Rank function or assets for necessity to business.	Select Flood Scenario	What is the event likelihood?	Use Dro aspect	op Down list of your busi	Average the ratings. What is your hazard impact?	For "high" and "medium" scores, should mitigation solutions be considered?				
EX Making Widgets	High	Hurricane	Low	High	High	High	Medium	High	High	yes	
Notes:									'		

	Critical Business Function: FLOOD HAZARD												
	Step 1 Form 1B. Administrative Function												
			-					pact			Investigate		
Function Risk	Priority	Scenario	Chance to Happen	Staff Required	Equipment Needed	Staff	Business Building	Operations	Cash Flow	Overall Hazard	Mitigation Solutions & Investment		
Describe the Administrative function like "payroll" or "ordering raw materials and supplies"	Rank function need	Select Flood Scenario	What is event likelihood?	Who performs function?	Equipment needed to perform function	this floor	d event on yo	o rate the impa our business ort functions	act of	Average the ratings for impact.	For "high" and "medium" scores, should mitigation solutions be considered?		
Example: Payroll and Employee Benefits Support	High	Hurricane	Low	Office manager; bookkeeper	Computer, Printer, paper employee records	Medium	Medium	High	Medium	Medium	Yes		
Notes:													

#### **Making Mitigation Investment Decisions**

One of the reasons to work through Step 1: What are my hazard risks and consequences? Is to decide whether to make further mitigation investments or changing your business operating procedures in advance of a severe storm to better protect your property, priority equipment and assets, and supportive functions. Natural hazards are an integral component of New York's environment. Mitigation is defined as:

any sustainable action that protects people and property and ensures continued operation of critical infrastructure so that societal function is maintained during disasters and emergencies.



Figure 6: Permanent mitigation - platform hot water heater above BFE.

A **sustainable** mitigation measure is often a permanent, in-place retrofit of a building or a supporting element of a building in such a way that assures that the building is protected from flooding or other hazards. Examples of permanent, sustainable mitigation measures include elevating heating units and hot water heaters, sealing electrical breaker boxes, and moving critical equipment and stock out of leaky basements to higher, drier locations.

**Temporary** mitigation measures such as placing sandbags or barrier logs in a doorway before a predicted flood are less sustainable measures, as they require property owners or staff intervention to make sure that the mitigation measure works.



Figure 7: Temporary mitigation – door barriers

Both permanent and temporary mitigation is discussed in the accompanying Findings Report, which may be found at www.SBIDC.org.

Investment in mitigation supports people, businesses, and continuing operation of infrastructure, critical facilities, and services like hospitals, public safety agencies, and utilities. Ultimately communities become more disasterresilient. Mitigation measures ideally should be integrated into new site planning prior to

A combination of both types of measures usually can help a business owner achieve a satisfactory degree of protection against severe storms.

construction, but many retrofitting mitigation methods can be installed in small businesses.

The Findings Report details Brooklyn's most prevalent natural hazards, their potential consequences, and an array of mitigation measures that may be suitable for your business. In addition, three small business case studies are provided: an

## Keep in Mind...

It is essential to consult with a licensed contractor or expert tradesman prior to investing in permanent mitigation measures to assure that an appropriate action or device is being used correctly.

artisan fabricating shop, a small manufacturer, and a restaurant/café.

The summary table that follows outlines a variety of flood mitigation measures appropriate for many New York small businesses. Permanent, or "passive," measures are alterations to buildings, supporting utility or mechanical infrastructure, or specialized equipment. These actions usually require very little action on the part of business staff in advance of an approaching storm, but certain measures do require routine maintenance.

Temporary mitigation measures are sometimes called "active" mitigation measures because business staff is required to take action before the storm to temporarily elevate or move key equipment or assets, evacuate the building, or place sandbags at door openings.

Table 1 which follows lists a series of mitigation measures presented by building or business function. A range of costs is provided. Installation of many permanent mitigation measures require permitting through the New York City Department of Buildings, and may require consultation with utility and information technology providers.

This completes Step 1.

**Table 1: Mitigation Measures by Business and Function** 

Storm Hazard Mitigation Measures for Small Businesses in Brooklyn, New York										
\$0 - \$500	\$500 - \$1500	>\$1500	Temporary Measure	Permanent Measure	Notes					
ilding	Mitigati	on								
✓			✓							
	✓	✓	✓	✓						
✓	✓		✓							
✓	✓			✓						
✓	✓	✓	✓	✓						
✓	✓			✓	Requires re-pointing					
		./		✓						
		•								
	✓			✓						
		✓	✓	<b>✓</b>						
	✓				Consult with utility					
	✓				Consult with utility					
	✓	✓			May require permit					
	✓	✓			May require permit					
✓	✓				May require permit					
✓	✓	✓			May require permit					
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					Commute with the					
<b>~</b>	<b>v</b>			<b>*</b>	Consult with provider					
✓				✓	Consult with provider					
✓	✓	✓		<b>✓</b>	Consult with provider					
<b>✓</b>	✓		✓		Line up transportation and crew in advance					
	ilding    v  v  v  v  v  v  v  v  v  v  v  v  v	O05   O05   Small   O05   O05   Small   O05   O05	## S FOR Small Busin    005	ets  Ses for Small Businesses in  OS 1	Company   Comp					

## **Step 2: Developing a Recovery Strategy**



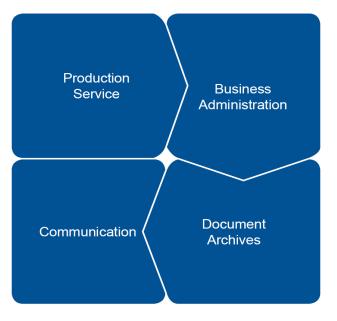
Quick and purposeful disaster preparation and response can reduce business disruptions so that you can resume operations. When you looked at each hazard and its consequences in the Critical Business Function: Flood Hazard table, you ranked the hazard consequences to key business functions, or operational areas as high, medium, or low. The next step in the process is to envision your Recovery Strategy. It can be divided into four key areas as shown on the graphic below; it illustrates business functions that need to be considered to assure swift emergency business recovery.

Your Recovery Strategy helps make sure that every aspect necessary to resume operations is outlined so that your Storm Preparedness Plan is complete and ready to activate during an "advance notice storm" like an approaching hurricane or a winter storm system. It will also help you as you assess your business situation and possible damages or impacts from a spontaneous event like high winds or a spontaneous severe summer storm that causes flash flooding.

## Do a "Gap Analysis" and Explore **Solutions with your Staff**

A Gap Analysis will show you where

improvements are needed to assure that you can implement a Recovery Strategy as outlined in the Storm Preparedness Plan you will be preparing in Step 3. You and your team should identify every area of your business where you were not protected during Sandy, and then identify strategies to close those gaps. Examples of several Gaps and Strategies common to businesses everywhere, including Red Hook, to close those gaps, follow.



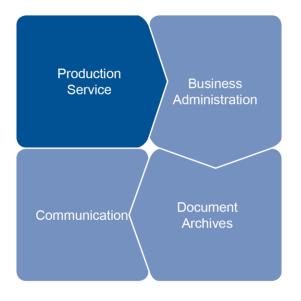
Gap	Solution/Work-Around
	Create communications lists.
Lack of communication	Post completed forms at the workplace.
protocol.	Provide each employee with their appropriate communication lists
	and procedures.
	Investigate permanent mitigation measures like floodproofing your
Essential equipment is not	space or elevating equipment.
	Prioritize mitigation investments.
protected.	Determine emergency procedures to move equipment to a safe
	location or shield it.
	Immediately begin digital archiving of essential records.
	Make sure all future records are backed up electronically and
Business records were lost	scanned.
and the contracted bookkeeper	Store necessary original documents off-site.
lost our records and laptop in	Keep digital back-up off-site - at home, in a safety deposit box, and
the flood as well.	on the "Cloud."
	Discuss document archiving with all your support service providers as
	well as your IT provider.

Detailed discussion topics follow for each critical element of **Step 2: Develop a** Recovery Strategy.

#### **Maintain Production Service**

Your business mission and function may be straightforward -, serving wonderful food in your restaurant, for example. Or it may be very complex such as manufacturing precise, machined, jet components. Your business functions can be discussed by categories specific to your business so that key issues are addressed to ensure that every priority business element is captured in your plan.

1. What affects our ability to do business after a severe flood, coastal storm, wind event, or winter storm?



- 2. Can we do business at an alternative site? If so, what equipment is needed there? Have we made alternative site arrangements?
- 3. How much down time can our customers tolerate before they find another producer, restaurant, or shop?

Working through these questions will guide you to understand the things necessary for basic production. For example, if you're out of neighborhood restaurant supplier cannot reach you but your business is mostly neighborhood walk-in, can you adjust your menu to accommodate what is readily available and still serve as a community hub while generating some revenue?

#### **Business Administration**

When addressing these questions, it can be useful to think about what each employee or team of employees does daily, weekly, or seasonally. For some businesses, production or the service offering is repeated daily or with each shift. Others have weekly, monthly, or seasonal variation.

1. Are there back-ups or work-arounds like temporary processes for each function that can be used until the business is fully operational or until a long-term solution is found?



- 2. Which business functions and processes have legal, contractual, regulatory, or financial considerations after a storm?
- 3. How long can we survive with our location out of service?
- 4. How do we continue payroll for salaried employees, pay the lease or mortgage, and continue other financial transactions?

As you work through administrative issues, consider documenting temporary measures in checklists or in other appropriate formats and sharing them with appropriate team members. These lists will be very specific to your business. Also, remember to include your business support team such as bookkeepers, IT and communications providers, and other professionals in this discussion, as they are essential to swift administrative recovery.

#### **Document Archives**

Related to your business administrative issues is assurance that all critical documents are backed up electronically and available off-site.

- 1. Are essential operational documents backed up off-site such as employee records, utility account information, leases, property title, equipment warranties, etc.?
- 2. Who in the business has access to these documents and can be responsible for retrieval or authorizing retrieval from a third-party professional like the business accountant?



3. Who will begin organizing and archiving records to ensure redundancy?

#### Communication

Reaching every staff member, customer, supplier, and support team member is critical to business survival before, during, and after an emergency.

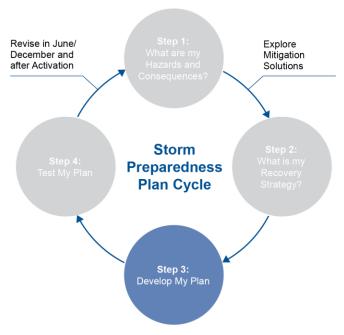
- 1. When we are in danger or affected, who needs to be contacted and how do we reach them?
- 2. Who is responsible for communications?
- 3. How do we keep communications current as events progress?

During Step 3 you will start to organize all of your contacts into communications worksheets.



Creating a vision of optimum disaster recovery for your business, looking at gaps between current operations and what's needed to ensure speedy recovery, and making a plan to close those gaps leads directly to **Step 3: Develop Your Storm Preparedness Plan.** In considering the four major business functions - production, administration, document archiving, and communications - you are primed to start work on your Storm Preparedness Plan. This completes Step 2.

## **Step 3: Develop Your Storm Preparedness Plan**



Creation of your Storm Preparedness Plan is the next essential step to better position your business to sustain a disaster with minimal impact. Making sure employees are ready for serious storms will make the difference in whether your business can effectively recover. Have employees review and update their contact information every six months, and make sure you have updated all of your off-site, redundant records.

### **Develop the Plan Framework**

The Plan Framework captures essential plan elements:

- 1. Plan purpose; responsible party to implement and update
- 2. Responsibilities for Plan Functions with back-up staff
- 3. Full Communications List and Procedures document
- 4. Lists of all Information Technology and Office Support hardware, software, and equipment
- 5. Full documentation of all business equipment
- Business continuity and disaster response procedures and "work-arounds"
- 7. Business relocation and/or shut-down plan and procedures
- 8. Storm cycle Check Lists for 72 48 24 During Storm Damage Assessment – Start Up task assignments
- 9. Revision test- archive/back-up schedule

## Keep in Mind...

Making sure employees are ready for serious storms will make the difference in whether your business can effectively recover.

Preparedness and in-place recovery measures can help minimize disruption and speed business resumption so you can serve your customers. They, along with your suppliers, vendors, and other support entities need to know your status. Sample messages can be found in Attachment 2. Keeping their contact information updated is also necessary.

Form 3: Emergency Communications Critical Business Functions organizes responsible staff who are designated to lead emergency communications with your staff, customers and clients, vendors and suppliers, and general business support entities like bookkeepers, insurance agents, landlords, utilities, third-party IT technicians, etc. As with the Critical Business Function Format and other templates

presented in the Plan, business staff crosstraining and "reach-back" help ensure that a critical function is not dependant on one employee. It is also a priority to keep this template, and off-site redundant copies, current.

**Staff:** As employees are a small business's most critical asset, it is essential to make sure that:

- You can reach employees and they can reach you
- You have current staff contact information that is backed up electronically available off-site

Keep in Mind...

You may want to create a special email account using a free provider that lets staff, as well as suppliers, vendors, and customers know your emergency status.

Two-way staff communication allows businesses to:

- Ensure staff safety and whereabouts
- Know business operation status, closure, or reduced hours
- Understand when and where staff should report
- Know steps to take after a disaster

Step 3 - Form 3A Employee Emergency Communications provides a scalable archive to list each employee and the supervisor and back-up responsible for reaching that employee. The preferred contact method is recorded, and supervisor and back-up contact information is provided to enable employees to reach their team leaders.

	Employee Emergency Communications - Staff Contact List Step 3: Form 3A: Staff Contact List												
	Step 3: Form 3A: Statt Contact List												
Employees to Contact	Contact Method	Primary Phone	Back-up Phone	E-mail	Supervisor Making Contacts	Primary Phone	Back-up Phone	Back-up Supervisor					
				-									
Notes:													

Customers and Clients: Customers and clients will need to know the status of your operations so they can make contingency plans. This is especially critical to manufacturing and service businesses. **Step 3 -Form 3B Customer/Client Contact List** provides a template for customer communication.

	Emergency Communications – Customer/Client Contact List												
	Step 3: Form 3B: Customer/Client Contact List												
Customers to Contact	Contact Name	Contact Method	Primary Phone	Back-up Phone	E-mail	Supervisor Responsible to Contact	Primary Phone						
Notes:													

**Suppliers:** You need to know the status of your materials suppliers, and they need to know whether to stop deliveries and when to resume deliveries. Some businesses prepare email list-serve address groups so they can inform all suppliers, and customers for that matter, of their status via email. Other use cell phones or texts. No matter the preference, what is important is to list each supplier, how to get in touch with them, their contact information, and who in your business is responsible (with back-up) for contacting them. **Step 3 - Form 3C Supplier Contact List** enables you to organize your supplier contacts.

#### Keep in Mind...

- Suppliers need to know your status throughout the event
- Suppliers may be in the same high-flood risk area as your business
- Have alternate or back-up suppliers/vendors in place
- Validate their business preparedness procedures as related to your supply
- Establish notification lists and procedures

# **Emergency Communications - Supplier Contact List** Step 3: Form 3C: Supplier Contact List Back-up Staff to Staff to **Supplied** Contact **Primary** Back-up **Supplier Contact Name** E-mail Contact Material Phone Phone Method Contact Supplier **Supplier** Notes:

**General Business Emergency Communications:** *Step 3 - Form 3D:* **Emergency Communications Critical Business Functions** organizes communication with general business support entities like bookkeepers, insurance agents, landlords, utilities, third-party IT technicians, etc. Do not forget to include essential professionals like plumbers, electricians, mechanics, attorneys, and utility contact information.

#### Keep In Mind...

Maintaining strong, positive relationships at all times with your support team moves you to the top of their list after the storm when you need their specialized services.

# **Emergency Communications - Business Support Contacts** Step 3 - Form 3D: General Business Support Emergency Communications **Business** Back-up Staff to Contact **Primary** Back-up Staff to Make **Contact Name** Contact Support Support Company E-mail Method Phone Phone Contacts Function Business Notes:

#### **Documents**

When buildings are hit by disasters, the contents often are not recoverable. This is especially true of paper and digital or computerized records, documents, and data. Small businesses depend on a variety of documents, designs, specifications, and other business-specific procedures to operate daily. In particular, with stable and mature workforces, "institutional memory" becomes vital to operations. You cannot depend on your expert staff to be available immediately after a disaster if their home is impacted, transportation networks are down, power is out, or it is not safe to enter your building. If the experts you count on are not available, immediate production or operation can be slow, lengthy, or incomplete until your team is back at work.

Preserve Vital Documents and Information: If your records, computer equipment, or both are lost without back-up off-site, you must replace your equipment and software and re-construct your records. As with operational documents discussed previously, numerous types of administrative information necessary for the

business to function are at risk if stored in a floodprone area, especially businesses located in areas designated by FEMA as flood hazard zones.

**Step 3 - Critical Documents and Data** allows you to organize records into general categories to show where and how important business records and information are stored. It is essential to back up records weekly, and use offsite storage, to help the administrative aspect of the business recover rapidly. Check to make sure your service providers like bookkeepers and IT experts are also backing up your records and that you know how and where your information is stored.

Production Documents: Step 3 - Form 3 E **Production Document and Data** provides a sample listing of types of documents necessary for some Red Hook small businesses, especially artisans or manufacturers. Description columns include information format, storage location,

**Essential Concepts** 

Scan and store your tax returns, because the IRS may take weeks or months to provide duplicates that you must provide to financial institutions or the Small **Business Administration for** post-disaster loans or other programs.

**The Production Document** and Data list should be modified to show the unique production documents that are critical to resumption of vour business.

primary back-up format and location, and secondary back-up information.

## **Production Documents and Data** Step 3 - Form 3E: Production Documents & Data **Document Type Primary Backup** Original **Secondary Backup Format** Location Format Location Format Location Customer design drawings & specifications Production quality control records Production equipment inventory Production equipment service manuals Production equipment spare parts resource list

Notes:

Administration Documents: Business recovery can be severely hampered without current records that support administrative functions ranging from payroll to accounts receivable, orders, tax records, permits, etc. Step 3 - Form 3 F Business Operations Documents & Data allows you to list business-specific information necessary for daily operations. This can vary from licenses and permits to leases, deeds, personnel information, designs and specifications, etc. Original, primary, and secondary back-up formats and locations are specified for each item so that your team is aware of exactly where documents are archived. Original deeds, leases, and other critical information should not be kept onsite. The business should take care to customize this list as needed.

# **Business Documents and Data** Step 3F: Business Operations Documents & Data **Document Type** Secondary Backup Original **Primary Backup** Format Format Location Location **Format** Location Business licenses Property lease/deed Employee/HR data Customer orders & contracts Purchase orders to vendors/suppliers Invoicing Accounts receivables Accounts payable Inventory data Revenue Reports Tax returns Notes:

Information Technology Your business IT system may be as simple as one laptop or tablet used on site that you use at the business during operating hours and take home nightly, or it may involve customized software. What matters is that information technology is included in your preparedness plan, with redundant offsite back-ups and a strategy to quickly repair or replace damaged equipment. IT Systems are key components of robust vital records and data archives.

- Ensure records identified on this set of forms are backed up and stored in multiple locations, including off-site
- Regularly back up vital information, data, and records and store the external hard drive and key hard copies in a low-hazard area, safe deposit box, or the owner's home
- Keep a list of current accounts, user IDs, and passwords
- If flooding is possible, elevate or remove computer equipment
- Develop a list of rental or replacement equipment and estimates of costs, delivery times, and other relevant information. Keep this information on Step 3 Form 3I Business Inventory.

Step 3 - Form 3G: Business Information Technology & Administrative **Equipment** should be completed with your IT provider if you have contractual IT support, or with your staff responsible for IT business functions. This form is used to list all computer equipment, hardware, software, and vendor/technical support needed to fulfill your business functions. The template format is scalable depending on system complexity. Each system component should be listed, along with its manufacturer, serial number, date of acquisition, cost, and vendor contact information. The items shown are placeholders showing common hardware and equipment.

Business Information Technology & Administrative Equipment										
		Step 3 - Form 30	: Hardware a	nd Equipmen	t					
	Equipment	Identification	Prin	nary Backup		Vend	or			
Equipment Type	Title	Manufacturer	Serial Number	Date Acquired	Cost	Name	Phone Number			
Local Area Network Server										
Wireless hub										
Desktop computer										
Laptop Computer										
Notebook/net book										
Tablet computer										
Printer										
Scanner/copier										
Switchboard/Main Phone										
Desk Phones										
Remote Phones										
Cash Registers										
Notes:						1				

Step 3 – Form 3 H Software lists off-the-shelf or customized programs for your specific business or your business type. The software form is organized by the function it performs, with boxes for listing specific software name, source, serial number or license, number of licenses, provider, and technical support contact information. Sample software types are shown by function on Form H but you should customize for your business.

Business Information Technology & Administrative Equipment							
Step 3 - Form 3H: Software							
Software				Technical Support			
Software Function	Title	Source	Serial Number	No. of Licenses	Provider	Phone Number	Email
Manufacturing process control							
Inventory tracking							
Customer order tracking							
Customer design and specifications							
Employee data							
Payroll							
Accounts payable							
Accounts receivable							
Notes:							

#### Equipment

Your business equipment, whether production equipment, restaurant components, furniture, or fixtures, is essential to running your business. If any key element is damaged or destroyed, having an "at hand" inventory will help you and your team quickly order replacement parts or new equipment. **Step 3 – Form 3 I Equipment Inventory** provides a place to archive all equipment by name, source, purchase date, and value. This documentation can also help expedite the insurance claim process.

Equipment Inventory									
Step 3 - Form 3 I - Equipment Inventory									
Equipment Ide	Equipment Identification		Purchase/Lease			Supplier			
Item Name	Manufacturer	Serial Number	Date Acquired	Cost	Source	ource Contact Name			
Notes:									

#### **Ensure Business Financial Stability**

Your business is at great financial risk following a disaster event. Many small businesses never recover from disasters because of the post-disaster financial impact. This is one of the areas you considered in Step 1 when you thought about the *impacts* of various hazard events on your business operations. Financial preparation prior to a disaster can position a business to recover more rapidly in several ways. As we complete the **Step 3: Develop Your Plan** part of the Storm Preparedness Plan Cycle, it is time to make sure financial impacts to your business are addressed.

#### **Essential Small Business Financial Considerations**

- Have an emergency cash fund available for supplies, equipment, or temporary relocation.
- Have credit available to cover extra post-disaster expenses.
- Make a budget: know what bills must be paid to suppliers, vendors, creditors, etc.
- In advance of storms, know who to contact to clarify payment extension policies for delayed payments.
- Have a post-disaster payroll policy

Insurance is an expensive investment for individuals and small businesses. Many learn after disasters that their coverage was minimal or did not cover any restoration, repair, or recovery expenses. Post-disaster Federal programs are intended to give business owners a "hand up," not to make businesses "whole," as many small businesses discovered after Sandy. Some insurers offer contingent business income coverage that will pay for expenses, loss of net business income, and income interruptions due to damages to the business or related business functions.

#### **Essential Small Business Insurance Considerations**

- Establish regular meetings with your insurance agent to maintain a clear understanding of coverage.
- Policies change with minimal notification.
- Floods are not covered by general business or renter's insurance policies.
- "Contents" requires a separate policy for flood insurance. It is available to renters.
- Consider business disruption coverage.

This completes Step 3.

**Step 4: Testing the Plan** 



Once the plan has been drafted with communication forms and records organized and archived, it is time to assure that your staff is familiar with the plan and their role before, during, and after a disaster.

Once you have archived critical staff and business contacts and made sure key equipment and records information have been documented with duplicative records stored off-site, you will be ready to share the plan with your team. Employees will have ideas that will make your plan stronger and more practical to implement. It should be reviewed and updated twice annually, at

the beginning of the summer and winter storm seasons.

#### **Plan Review Check List:**

- a. Meet with managers/supervisors/shift leaders to review, discuss, and revise the plan. This step is "scalable," or can be "sized" appropriately to the size of your business and how you are organized.
- b. Meet with staff to get their input. Make sure the plan covers everything necessary to meet your Recovery Strategy outlined in Step 2.
- c. Finalize the plan. Make appropriate procedures checklists, communications forms, and other information available to the primary and back-up staff responsible for that activity or task.
- d. Practice as needed during "peace time" in advance of the summer/fall hurricane and Nor'easter season and in December in advance of the winter storm season. Things to "practice" include:
  - 1. Turning off utilities
  - Activating communication procedures including editing messages
  - 3. Using a new generator
  - 4. Mapping temporary evacuation or elevation of equipment, stock, or other important assets

- 5. Clarification of the 72 48 24 EVENT Damage Assessment -Recovery - Open for Business Disaster cycle tasks for each staff member
- 6. Assure back-up staff roles
- 7. Make sure records are current and backed-up off site and that several staff have access as needed
- 8. Solidify relationships with the support experts you will need onsite quickly after a disaster: electrician, plumber, equipment expert, and licensed general contractor.

The preparedness plan should be revisited twice annually, in June in advance of summer severe storm and hurricane season, and again in December before winter storm season. If you experience a disaster or emergency, once things have stabilized you have a great opportunity to review what happened and revise your plan. The Red Hook Hazard Mitigation Case Study Findings Report, available at www.sbidc.org, follows three Red Hook Case Study businesses through their normal operations, Superstorm Sandy impacts, and evaluation of building and operational mitigation measures. This report may give you helpful insights into general mitigation measures appropriate to your business as well as priority mitigation options for the businesses that identified their vulnerabilities as part of the Red Hook mitigation and storm preparedness project.

This completes Step 4.

## **Activating the Plan**

#### What Businesses can expect: Pre-Storm

While every storm differs in warning time, complexity, and damage, having a Preparedness Plan that aligns to a timeline of tasks to perform in advance of the storm and once you access to your property can help you better protect your business and restore operations swiftly. The following timeline of activities provides suggested things to do at each time interval. You will want to customize the forms in the MS Excel Workbook that accompany this Plan to reflect the needs of your business.



96 - 72 HOURS IN ADVANCE. During this time, the path and intensity of an approaching storm is still uncertain. This is the time to:

- ✓ Review plans
- ✓ Implement "just in time" review of shut-down procedures
- ✓ Test staff, client, supplier, and support team notification systems.
- ✓ Ensure vendor contracts are in place to promptly remove debris and/or snow

72 - 48 HOURS IN ADVANCE. During this time, uncertainty remains but the storm path and potential intensity should be more refined. You will hear about hurricane, flooding, or winter storm emergency response plans, evacuation, and potential transportation system closures through local media.

- ✓ Supplies need to be secured
- ✓ Confirm staff assignments
- ✓ Staff should implement their personal and family preparedness plans.
- ✓ Start the emergency building and business shut-down procedures
- ✓ Move valuable assets to high ground or off site.
- ✓ Ensure back-up of digital records to off-site storage
- ✓ Implement communication procedures

✓ Communicate a decision making process with all key team leaders and employees.

36 HOURS IN ADVANCE. As final State and City emergency preparations are being made, evacuations have begun and supplies and local emergency managers may be staging resources. You will hear multiple briefings in the media from State and local emergency managers and the Mayor's office. Your business should be conducting all unmet just-in-time protection measures, staff training, implementation, or clarification needs at this time.

24 HOURS IN ADVANCE. Now all of your preparedness plans should be activated and implemented. Keep in mind that storm conditions set in before the actual impact of the storm, whether that is hurricane landfall or the start of snow. Storms may stall, change course, or increase/decrease in intensity prior to impact. Once you have activated your response plan and everything is in place, there may be a period of time where you are simply waiting for the storm to hit. Incidents of panic may exist in your neighborhood or among your staff as stress builds from the waiting or families and friends cannot be reached due to loss of power or jammed communications networks.

- ✓ Any unmet needs should be addressed.
- ✓ Staff (and family) who will be staying at the business if it is safe during the storm will be arriving.
- ✓ Implement last-minute communication procedures or update status as appropriate. If you are using social media, there is an expectation, especially from those outside the potential storm impact area, of frequent status updates.
- ✓ Monitor the storm and utility and Metropolitan Transit Authority status

#### What Businesses can expect: Post-Storm

FIRST 24 HOURS POST-EVENT. Once severe weather has subsided and it is daylight, you can begin assessing the damage to your facility and the status of staff and resources. Search and rescue operations may be conducted in your neighborhood by public safety officials, and community damage/impact assessments may also be underway. Staff will be anxious to connect with loved ones and to know the status of their homes.

During this time consider the following:

- 1. Conduct impact assessment and prioritize needs. It is during this time that evacuation/shut-down decisions may be made, contingent on operational capacity.
  - a. Take pictures of all damages; date-stamp the photos if your camera or phone has that capability.
  - b. Check on neighbors and nearby businesses
  - c. Pool resources to save energy and costs

- d. Be aware of City debris placement policies; city officials may not be ready for debris disposal curbside or in alleys
- e. Report utility and IT outages. Web-based reporting, if you have service, will be more effective than calling
- 2. If you have immediate needs for food, water or shelter, you may contact the American Red Cross at 1-800-REDCROSS (1-800-733-2767) or the United Way by dialing 2-1-1 from a landline phone. Please see the following site for additional information: http://www.211us.org/status.htm.
- 3. Inform staff, clients, suppliers, and support businesses of your business status. Find family and staff members with the FEMA National Emergency Registry and Locator System (only activated during major disasters) or with the Red Cross Safe & Well Listings.
- 4. Contact your team of contractors, electricians, plumbers, or mechanics to address issues found during your damage assessment.
- 5. Remove debris once the City has informed the public that it is ok to place debris curbside for pick-up. Make sure your crew is wearing protective clothing, gloves, helmets, and footwear.
- 24 48 HOURS POST-EVENT. Depending on the severity of the event and the amount of time it takes to clear roads and open transportation networks for safe travel, staff may or may not be able to report to work. In addition, they may be impacted by closed schools or day care and other community support services that are discontinued. For example, if banks are closed and it is pay day, can you pay staff in cash? Will you provide administrative leave to staff that need to take time off from work to meet with insurance claims processors?
- 48 72 HOURS POST-EVENT. Businesses should plan for the worst and still be able to be self-sufficient during this time. What to expect during this time can vary significantly, depending on the severity of the storm event and the state of community resources. If there is significant damage to community infrastructure, including widespread power outages and damage to homes making them not habitable, you will continue to have delays in reopening your business, even if you have not had significant onsite impacts. Communication with your staff, clients and customers, suppliers, and support companies is essential to continue to make decisions and predict when your business operations can resume. If your facility is damaged requiring repairs and will not be operational within the week, you need to continue to update your "community" on your status.

For less severe events, you may be able to begin demobilizing and standing down your storm response, returning assets to their normal positions and removing temporary mitigation measures. At this time, it is likely for a severe event that the Governor has requested and received a Presidential Declaration of Disaster. Your State and City of New York status is available at www.FEMA.gov and will be widely

reported in the media. Once the declaration is received, you can register for FEMA and Small Business Administration (SBA) program support at www.FEMA.gov or disastercustomerservice@sba.gov.

**72 HOURS ONWARD AFTER EVENT.** If the event is severe enough and you have not yet demobilized, you will continue to be handling the above mentioned issues

but perhaps at a higher level of intensity. Fuel will be in high demand by all, making generator use at your business a challenge unless you are on natural gas that has not been disabled. Generator use also leads to concerns about carbon monoxide poisoning. Generators may have been running long enough now that maintenance tasks will need to be performed (i.e., change filters, change/add oil). Staff may be growing weary, and if schools are still closed,

Keep in Mind... Do not allow anyone on your property without proper identification and credentials

child care/elder care for family members of staff will continue to be a concern.

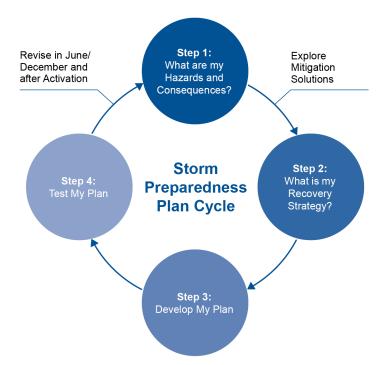
Some disaster declarations are not immediate, as officials from New York City, the State of New York, and FEMA have to verify that damages and the extent of the storm meet Federal thresholds for disaster program eligibility. The City will conduct an initial damage assessment, which can be followed by a Preliminary Damage Assessment where City emergency management officials are joined by State, FEMA, and SBA staff to view damage in your neighborhood. If they visit your business, be sure to show them the major damage, as the teams have many sites to visit gather data to validate the request for disaster assistance.

Once a Federal Disaster Declaration is obtained by New York, contact the SBA, which administers a variety of post-disaster loan programs. Early contact can hasten support. Questions about SBA loans should be directed to the SBA at 1-800-659-2955 from 8AM - 9PM (EDT), Mon - Fri or by email at: disastercustomerservice@sba.gov.

## **Small Business Next Steps**

You have now been introduced to the process to prepare your business to better weather storms such as floods, hurricanes, nor'easters, and severe winter systems. Once you have created your storm recovery strategy, you will be ready to complete suite of template forms provided at www.sbidc along with the digital version of the Small Business Storm Preparedness Plan document. The Workbook of forms has been designed for you to modify, using sections and forms which apply to your operation. These materials were designed to help you:

- 1. Assess your hazard risk and potential impacts to your business
- 2. Determine your recovery strategy
- 3. Create a plan for your business that speeds disaster recovery
- 4. Test and revise your plan



Investment in mitigation of your location and operations will help reduce damage, shorten recovery time, and give you peace of mind that you have taken positive measures to protect assets and your staff. The Red Hook Hazard Mitigation and Small Business Case Study Findings Report, also available at www.sbidc.org, examines typical building and business storm vulnerabilities and options for permanent and temporary mitigation measures to lessen storm impacts.

Finally, if the plan must be activated, suggested steps and tasks were outlined in the last section to allow you to shut down business operations in a measured, practical manner during an "advance notice" event and bring the business back up to operation safely after the storm has passed.

#### **Resources for Small Business Owners:**

More information for small business preparedness planning and emergency preparedness measures including temporary hazard mitigation can be found at:

www.sbidc.org

http://www.dhses.nv.gov/oem/

www.nvc.gov/oem

www.disastersafety.com

www.sba.gov/prepare

www.fedex.com/us/smallbusiness/FERC smallbus pdf 120809.pdf

https://www.osha.gov

www.preparemybusiness.org

http://www.fedex.com/us/smallbusiness/FERC smallbus pdf 120809.pdf

www.ready.gov/business

www.redcross.org/prepare/

www.nfib.com/business-resources/disaster

### **Hazard Mitigation Resources for Small Business Owners**

The FEMA's Building Sciences experts have developed a series of publications featuring discussion and specifications for many building and building support system mitigation options appropriate for small businesses. Many of the publications titled as homeowner or residential guides will have helpful information appropriate to some New York small business buildings or mechanical systems. Prior to making any investment in mitigation of your building or its support systems, you should consult with the New York City Department of Buildings and a licensed contractor.

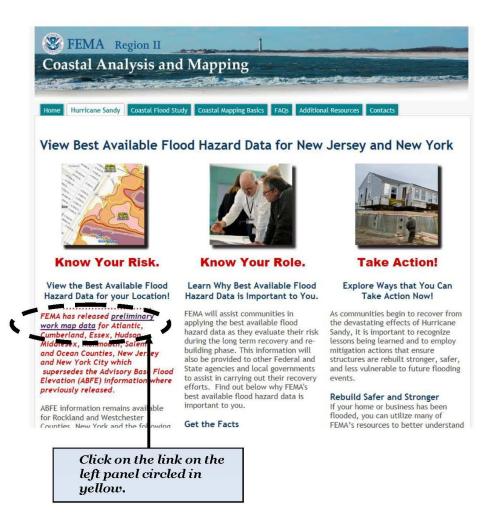
These publications are downloadable from <a href="www.fema.gov">www.fema.gov</a> if you place the specific document in the Search line on the site's homepage:

- FEMA 15 Design Guidelines for Flood Damage Reduction
- FEMA 54 Elevated Residential Structures
- FEMA P-55 Coastal Construction Manual
- FEMA 102 Floodproofing for Non-Residential Structures
- FEMA 116 Reducing Losses in High Risk Flood Hazard Areas A Guidebook for **Local Officials**
- FEMA L-233 Taking Shelter From the Storm Building a Safe Room for Your Home or Small Business (brochure)
- FEMA 247 Against the Wind:Protecting Your Home from Hurricane and Wind Damage
- FEMA 257 Mitigation of Flood and Erosion Damage to Residential Buildings in Coastal Areas
- FEMA 259 Engineering Principles and Practices of Retrofitting Floodprone Structures
- FEMA P-312 Homeowner's Guide to Retrofitting
- FEMA 347 Above the Flood Elevating Your Floodprone House

- FEMA P-348 Protecting Building Utilities from Flood Damage
- FEMA P-499 Home Builder's Guide to Coastal Construction
- FEMA 543 Design Guide for Improving Critical Facility Safety from Flooding and High Winds
- FEMA P-550 Recommended Residential Construction for Coastal Areas: Building on Strong and Safe Foundations
- FEMA P-798 Natural Hazards and Sustainability for Residential Buildings
- FEMA L-780 Building Science for Disaster-Resistant Communities: Wind **Hazard Publications**
- FEMA L-781 Building Science for Disaster-Resistant Communities: Hurricane **Hazard Publications**
- FEMA L-782 Building Science for Disaster-Resistant Communities: Flood **Hazard Publication**
- FEMA P-804 Wind Retrofit Guide for Residential Buildings
- FEMA P-936 Floodproofing Non-Residential Buildings

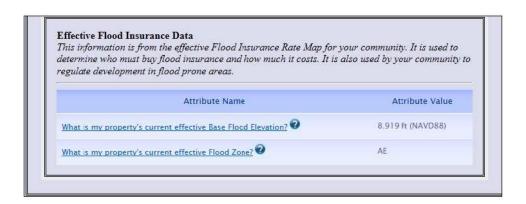
#### Attachment 1

The following shows how to access your business's FEMA flood hazard information. The city and public are reviewing the maps, which have not been formally adopted. This information may be found at www.region2coastal.gov.





The satellite view and site-specific flood hazard data will be shown.



## **Attachment 2: Communications Sample Messages**

# Internal Small Business Employee Emergency Messaging if Employees Cannot be Reached through Call-down Procedures

Notification System	Message Template				
Internal Website, Phone Answering Message, Face Book, Other Social Media	Pre-event:  Message Alert for [date here]: [COMPANY NAME] is aware of [impending event] that is scheduled to impact [states/offices] on [this date]. We will continue to monitor the situation and reach out to the appropriate managers as needed. Please check with your immediate supervisor for additional response information, and call ###-###### or check back for updates.				
	After an Event Message—Operations Not Affected: This message is being left on behalf of [NAME, TITLE]. Today is [date/time] EST. We are working under normal operating conditions at this time.				
	After an Event Message —Operations Affected:  Message Alert for [date/time]. This message is being left on behalf of [NAME, TITLE]. We are temporarily offline. Employees are instructed to contact their immediate supervisor for additional details. Thank you.				
Twitter for Employees-only Messaging limited to 140 characters. Note: Twitter messaging will	Pre-event Message:  [COMPANY NAME] is monitoring [name of event]. Please check with your immediate supervisor for response information and call #### for updates.  After an Event Message —Operations Not Affected:  This message is being left on behalf of [NAME, TITLE]. Today is [date/time] EST. We are working under normal operating conditions at this time.				
continue with status updates within your staff "community."	After an Event Message —Operations Affected:  Message Alert for [date/time]. This message is being left on behalf of [NAME, TITLE]. We are temporarily offline. Employees are instructed to contact their immediate supervisor for additional details. Thank you.				

## **External General Emergency Status Communications to Small Business "Community"**

Notification System	Message Template
Phone Answering Message, Face Book,	After an Event—Operations Affected:  Hello, this is [name and title]. This message alert is for [date here]. Due to the [event], the [COMPANY NAME] will be temporarily offline so that we can ensure our colleagues and workplace are safe. We appreciate your patience as we work through this event. Please call back for updates.

## **Attachment 2: Communications Sample Messages**

# Internal Small Business Employee Emergency Messaging if Employees Cannot be Reached through Call-down Procedures

Notification System	Message Template				
External Website Message	After an Event—Operations Not Affected: When [COMPANY NAME] operations are running at normal levels, the external website should have a message indicating that operations are normal.				
	After an Event—Operations Affected:  Message Alert for [date here]: Due to the [event], the [COMPANY NAME will be temporarily offline. We appreciate your patience as we work through this event. Please call ###-###### or check <a href="https://www.Name.com">www.Name.com</a> for updates.				
Twitter Messaging limited to 140 characters	Pre-event Message:  [COMPANY NAME] is monitoring [name of event]. Please check in with us as to our operating hours and stay safe. Call ###-###### or check www.Name.com. for updates.				
Note: Twitter messaging will continue with status updates within your	After an Event Message —Operations Not Affected: This message is being left on behalf of [NAME, TITLE]. Today is [date/time] EST. We are working under normal operating conditions at this time.				
"community" of customers, suppliers and support services. This occurred during Red Hook's Sandy Recovery. If you use Twitter, be sure to keep your status current.	After an Event Message —Operations Affected: [Business name] is closed due to [event name]. Please check back with us at ###-##### or www.Name.com for updates. Thank you.				