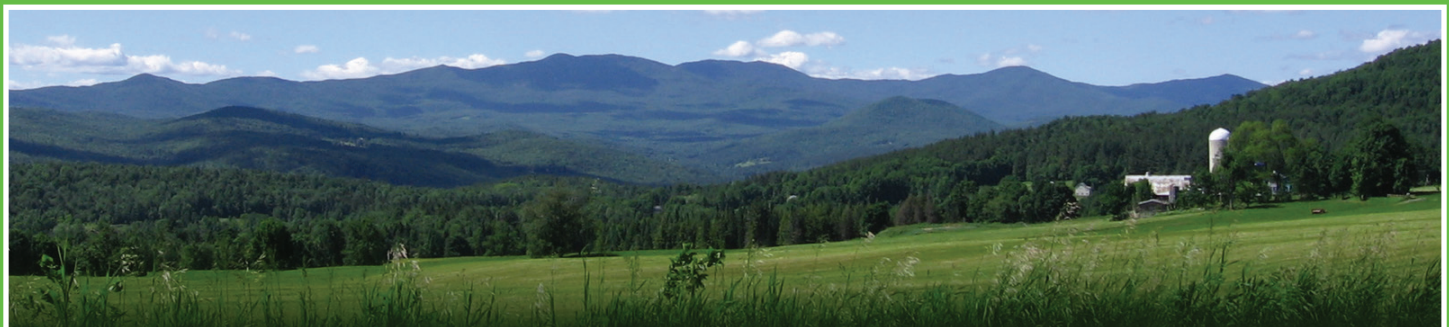


DISASTER RECOVERY GUIDE FOR BUSINESS



VtSBDC
Vermont Small Business Development Center

*You may be in business for yourself –
but you don't have to be in business by yourself*

VtSBDC Disaster Recovery Guide for Business

Welcome to the VtSBDC Disaster Recovery Guide for Business.

We developed this guide while working with Vermont businesses after Hurricane Irene.

It is designed as a working guide that will direct you through the steps as you consider how to proceed post-disaster.

It can also be used in conjunction with your local SBDC Advisor, who is ready to help you walk through all of the steps. Or, if you choose not to work with an advisor, it is set up so you can do the steps by yourself.

We wish you well through this process.

— *The Staff of VtSBDC*

Table of Contents

First Assessment – Personal	Page 1-2
Instructions on Use of the Guide	Page 3-4
Flow Chart	Page 5
First Assessment Post-disaster – Business	Page 7
Preliminary Actions	Page 9-10
Current Financial Position of Your Business	Page 11
Should You Reopen Your Business?	Page 13
What Are Your Chances for Success?	Page 15
Recovery Plan	Page 17
Funding the Reopening of Your Business	Page 19
Sources of Financing	Page 21-22
Reopening Steps	Page 23-26
Closing Comments	Page 27
Worksheets and Lists to Complete	Page 28-68

First Assessment – Personal

Answer the following questions using the charts below. You can also create action steps with dates due and who is responsible if you would like.

Safety

Question	Yes	No	Action and/or Comments	By whom	By when
Adequate clothing					
Adequate food					
Adequate housing					
All employees accounted for (Use the worksheet provided to create a full employee list if you do not have one.) ★					
All employees safe					

Registration – if required.

You will know the level of registration required only after a disaster has taken place. The state may ask you to call a number and let them know that your business has been affected so that they can continue to provide you with information.

If there is a federally declared disaster, there will be instructions coming from the federal authorities on what you need to do.

Question	Yes	No	Action and/or Comments	By whom	By when
Registered with state					
Registered with federal					

Business Insurance

Insurance Agent name:		Phone:		Email:	
Question	Yes	No	Action and/or Comments	By whom	By when
Contacted insurance agent					
Documented damage in a list					
Took photos					

Call your advisor back and they will outline the next steps:

VtSBDC Advisor name:	Phone:	Email:

Appointment

We strongly suggest that you make a follow-up appointment when you call your advisor for the next steps.

Date:	Time:	Location:

Notes:

Instructions on how to use the rest of the VtSBDC Disaster Recovery Guide for Business:

1. We suggest that you get an accordion file with a handle (or some kind of folder that can be closed and easily carried) and gather all your information in one place. You will be referring to this information on a daily basis, and it will need to be mobile unless your facility is useable. And even if you can get into your office, you will want all of the following information in one place that is easily accessible.
2. The guide is designed to help you gather information that you need, make assessments, answer questions, and make the best business decision for you and your company. It is designed as a series of steps.
 - a. We have provided an overview, in the form of a flow chart, of the steps that need to be taken. (See page 5.)
3. The guide is also designed to be your worksheet and has checklists and places to record actions that need to be taken.
4. There is lots of space for notes.
5. If something has a star ★ that means there are additional sheets that will make it easier to gather and organize the information that you will need.
6. We will help you maneuver through the following assessments and action steps by keeping in touch with you in the method most helpful to you (phone, email, and in-person check-ins).

Take the time to answer the questions carefully and give yourself plenty of time and space to make your decisions.

After a disaster the most typical reaction is to get back to normal as quickly as you can. Studies and data show us that the “old” normal is gone and a “new” normal needs to be put into place. Give yourself time to get acclimated.

Businesses have told us that they felt the pressure of all the well-meaning folks around them who want the same thing. But this is your business and your life, and you need to make the best possible decision for yourself and for your family—and that takes time.

As hard as it will feel to complete this workbook, businesses that worked through these steps with the VtSBDC tell us that it was well worth it and that their overall recovery was more successful.

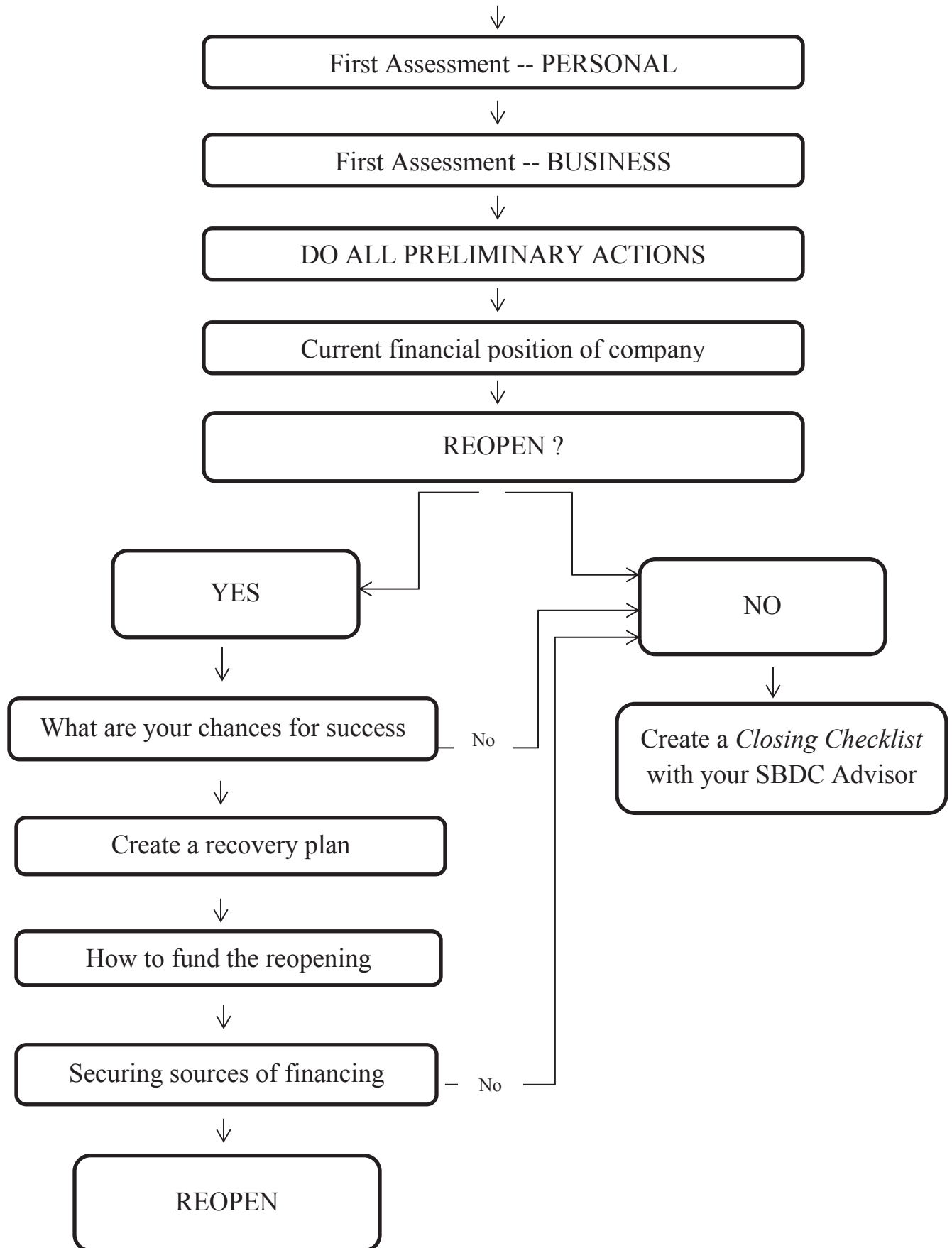
We are here to help you.

7. There are many steps to disaster recovery, and it is important to determine if you can take these steps alone. Please know that most people need help during this process. So who, besides us, can help you? Make a list of these people (with their contact info) below so you have it in this file:

Name:	Phone:	Email:

Notes:

Disaster Recovery Steps



Notes:

First Assessment Post-disaster – Business

The most immediate task after addressing the personal and safety issues is to do a quick evaluation of the situation at the business.

If you have a disaster recovery plan, access it and begin to implement. If not, use the questions below to inform your next steps.

Question	Yes	No	Action and/or Comments	By whom	By when
Facility operational?					
Reopen without significant repairs?					
Inventory damaged or recoverable or need to be replaced?					
Supplies damaged or recoverable or need to be replaced?					
Equipment damaged or recoverable or needs to be replaced?					
Does the building need to be secured against theft/vandalism?					
Does the business have a web site that is still active? a. Should it be shut down? b. Should a message be placed on it telling clients what has happened and to stay tuned?					
Losing money daily? How much? <i>Use the Quick Cash Loss Calculation sheet.</i> ★					
How much do you need to live on? <i>Use Personal Budget Sheet</i> ★					
Access to monies to pay personal bills? <i>Note: If this is a federally declared disaster, as the owner you are also eligible for DUA (Disaster Unemployment Assistance). Ask your ViSBDC advisor for instructions.</i>					

Preliminary Actions:

This is the next series of to-do's that you need to consider and take care of. Each step of this process will build on the last.

Question	Yes	No	Action and/or Comments	By whom	By when
Preliminary damage assessment to insurance company.					
Insurance company has given you payment amount; and date you can expect to receive it.					
List and contact your key stakeholders (include key customers, suppliers & lenders/investors). ★ <i>Use Key Stakeholder sheet.</i>					
Have contacted local, state and federal government agencies.					
Created an accounts payable list by date due – what bills do you owe and when are they due? <i>Use Aged AP sheet if you don't have one from QuickBooks or other accounting source.</i> ★					
Contact vendors about payment schedules. (Ask for best deal.)					
Make decisions about staff in immediate future. Layoff? Refer to unemployment? DUA? Keep some? <i>Use Employee Action List</i> ★					
Postpone purchasing supplies/inventory?					
Cancel orders that you have made? <i>Use Vendor Orders to Cancel List</i> ★					
Customer orders? Can you fulfill them? Have they been lost? <i>Use Customer Orders Action List</i> ★					
Are there standard orders that you fulfill that you need to talk to specific clients about?					
Access to your computers? Working? Is data intact?					

What is the current financial position of your business?

This process is extremely important in helping you decide your next steps. If you need assistance with this section, it is vital that you get it. Your accountant is the most logical place to start. Your bankers will also be willing to help, as will your VtSBDC advisor.

Question	Yes	No	Action and/or Comments	By whom	By when
Have all the business financial records?					
Have your last 3 years of tax returns?					
No available financial information: Use <i>Reconstruction Financial Data sheet</i> . ★					
What is your insurance agent telling you about your policy and what will be covered and what won't be covered? Make a list.					
Determine available cash. Use <i>Aged Accounts Receivable and Sales Chart for the next 30/60/90 days</i> . ★					
Do you have a current balance sheet dated right before the disaster?					
If no balance sheet, contact your accountant.					
Use the financial information to create an accurate picture of the current health of the business. Do this with your VtSBDC Advisor, your accountant, or any financial mentor.					

Notes:

Should you reopen your business?

As horrible as a disaster can be for your business and for your financial situation, what we have learned from other businesses that have gone through this process is this: The ones who took the time to pause and assess their current state of mind (as well as all the financial and physical situations) were grateful. They felt that they made better more informed decisions about the future. Pause now and ask yourself (and your family) the following list of important questions. *The final, toughest question: Should I go back into business?*

Question	Yes	No	Comments/Qualifiers/Additional Info
Happy running the business before the disaster?			
Condition of the business pre-disaster?			
Making the profit you wanted?			
Exit plan before the disaster? a. Age? b. Health? c. Anyone to leave the business to?			
Prefer being your own boss?			
Good at/like managing staff?			
Considered other opportunities?			
Rather reopen a different business?			
Make changes to the existing business if you decide to reopen?			
Prepared for the potential extra demands that recovering your business will place on you, both personally and financially?			
Willing to take on more debt?			
Walk away if you could?			
If I didn't reopen, what would I do?			
Should I reopen?			

What are your chances for success?

Sometimes there are factors that impact your decision that are out of your control. This is especially true if this is a natural disaster that has affected your area. Now is the time to analyze the potential demand for your product or services post-disaster by answering the following questions.

Question	Yes	No	Comments/Qualifiers/Additional Info
Is your business vital to the community (e.g., grocery store, gas station, drug store)?			
Is your business the type that everyone needs to recover their homes and businesses (e.g., home improvement store)?			
Key customers and/or suppliers been affected by the disaster?			
Have they found other sources so that you will have to “get them back”?			
Disaster led to other businesses in your area closing, and if so, have you determined how this may impact your business?			
Economic climate of the area: a. Pre-disaster? b. Post-disaster?			
Were you keeping up with the industry?			
Can your business change easily to react to outside forces?			
Can you reopen quickly?			
Will you be the first business to reopen in your area?			
Can you wait to reopen and still be viable when you do?			

Notes:

Recovery Plan:

If you decide to reopen, you still need to ask some additional questions before you proceed. You now need to make a recovery plan. This will be done in the following steps.

Question	Yes	No	Action and/or Comments	By whom	By when
Developed your recovery objectives? <i>Use Recovery Goals Worksheet.</i> ★					
Established a recovery team with clear responsibilities from the recovery plan?					
Can team members work off site?					
What are all the requirements to reopen your business? <i>Use Recovery Plan Worksheet.</i> ★					
Adequate resources (staff, finances, etc.) to bring the business up to normal operating levels?					
Cost to execute your recovery plan? <i>Use Cost Estimations for Re-opening.</i> ★					
Incorporated lessons from running your business prior to the disaster into your recovery plan?					
Incorporated your analysis of the market conditions post-disaster into your recovery plan?					
Financial goals you want to achieve (net profit margin, ROI, etc.)?					
Addition of new product lines or removal of existing product lines?					
Addition of new services or a reduction of services?					
Can you reduce operating costs?					
Can you adopt new technologies & processes?					
Should relocation be an option?					

Notes:

Funding the reopening of your business

At this point, it is crucial that you consider the following questions.

And once you have done that, you need to think about sources of funding in the next section.

Question	Yes	No	Action and/or Comments	By whom	By when
Afford to reopen your business?					
Completed cash flow and profit and loss forecasts? <i>Use 3 Month Cash Flow ★ Worksheet.</i>					
Used these forecasts to run “what if” scenarios to measure how your cash flows will be impacted by unexpected events?					
How do you intend to fund the reopening of your business: from existing business sources, your own resources, other investors, banks, lenders, or a mix? (See next section.)					
Forecasts and your financial statements show whether the business can afford to use internal or external sources of financing to fund the reopening?					
If no to above, can you adjust your recovery plan so that it is affordable?					
Cannot afford your recovery plan; stop to consider exiting the business again at this point.					
Review all existing debt-financing arrangements to ensure that the finance facility and structure fits the new needs of the business.					
Make sure you have all updated info on the amount of your insurance coverage.					

Sources of Financing:

If you need money to reopen and to cover operating expenses for a time, answer the following.

Question	Yes	No	Action and/or Comments	By whom	By when
Even if you can fund the reopening of the business from existing sources, have you analyzed whether it is better to use external sources of finance? a. SBA Disaster Loan b. State Loan options					
Are there monies available from local charities/business organizations/non-profit organizations? a. Make a list of potential sources. <i>Use Grants and Alternative Funding Sources List.</i> ★ b. Gather application forms if required. c. Once you are certain you are going to reopen, fill out and submit applications.					
Have you spoken to your bank about your recovery plan and your funding needs?					
Can existing lines of credit be accessed (and increased if necessary) to fund the reopening of the business?					
What collateral do you have available to offer?					
If you are seeking debt financing, determine: a. What you will be using the money for? <i>Use Sources and Use Worksheet.</i> ★ b. What length of the loan term? c. Total of what you need					

Question	Yes	No	Action and/or Comments	By whom	By when
Can you financing the reopening of your business from your own resources?					
Can you access money from other sources? a. Family b. Friends c. Other investors					

Notes:

Reopening Steps:

Now consider the answer to each of the following questions. Make a to-do list using the action column. If necessary, assign the task to someone, with a clear due date. There are headings to make this longer list easier to manage.

Question	Yes	No	Action and/or Comments	By whom	By when
Employees:					
Staffing needs? Take a look at the jobs that existed before and make sure your needs are the same. What should change? a. Make a list of jobs that need to be filled. <i>Use Jobs Needed to Re-open Worksheet.</i> ★					
Re-hire key employees? a. Match with jobs list above.					
Need to hire new employees? a. Write job descriptions. b. Begin hiring process.					
Location:					
a. Reopen existing location? b. Move temporarily? c. Move permanently?					
Any changes in the status of the location due to the disaster from the local or federal government that should be considered? a. For example, if it was a flood are you now in a newly designated flood plain?					
What is the status of other business and their plans? a. Will you be the first to reopen? (Is the whole area is going to be perceived as closed. Is it time to reopen?) <i>Use Local Business Assessment List.</i> ★					
Are your needs being met by the current location? a. Is it big enough? b. Too big? c. Layout correct? d. If there were renovations on your wish list, is now the time to do them?					

Question	Yes	No	Action and/or Comments	By whom	By when
Major Equipment:					
Make an assessment. <i>Use the Equipment Assessment List.</i> ★					
Equipment in working order?					
Given the new conditions (or any changes you are considering) should you replace equipment?					
Insurance covering equipment replacement needs?					
Consider which is best for equipment: a. Purchase (and how to finance)? b. Lease?					
Expertise readily available to install the equipment?					
Wait time for equipment replacement? a. How will this affect reopening?					
Any new equipment needs?					
Inventory:					
What needs to be replaced?					
Insurance coverage?					
Before reordering, check past sales data: a. What was selling? b. What was not?					
Will the post-disaster market change your customer's needs? a. New items to order.					
Marketing:					
Before creating reopening plan, assess marketing efforts before the disaster for their effectiveness. a. Type b. Message c. Cost d. Working: yes/no Apply this assessment to new media plan.					

Question	Yes	No	Action and/or Comments	By whom	By when
Reopening ad plan: a. Traditional media b. Social media c. Online media <i>Use the Media List for Reopening.</i> ★					
Price/Budget for media plan. a. Add cost to above list.					
Reopening event? a. Work with local chamber of commerce. b. Appropriate press releases.					
What changes need to be made to the website to reflect the reopening plan?					
Are there any promotions being done in your local area by government or others that you can take advantage of?					
<i>Pricing:</i>					
Have you undertaken a break-even analysis to determine whether the prices you charge are making the profit you want to achieve? Do this product by product with your SBDC advisor or accountant.					
Compared your pricing to your competitors?					
<i>Business Licenses:</i>					
Are all licenses up to date?					
Do you have copies?					
Replace all copies that were destroyed.					
Same applies to all permits.					
<i>Accounting & record keeping:</i>					
Has all of your accounting been restored?					
Was it efficient and effective pre-disaster?					
Meet with CPA and bookkeeper to discuss any changes that should be made before reopening.					

Question	Yes	No	Action and/or Comments	By whom	By when
Are you backing up off site? a. If not, set up.					
Make sure that you are recording all expenses (including any out-of-pocket) for any disaster repair and reopening expenses.					
Legal Obligations:					
Has your ability to file and pay such returns/forms/obligations been delayed?					
Have your reconstructed financial records given you the necessary information and evidence to be able to complete such returns?					
Insurances:					
Review your insurance coverage to see whether it is adequate and whether there are any gaps in your coverage.					
Do a new assessment with your agent.					
Do you need any special (e.g., flood) insurance now? a. Cost?					
Thank-you:					
Keep track of everyone who has helped you. <i>Use Thank You list.</i> ★					
When there is time, send thank you notes.					

Notes:

So...you made it.

Congratulations.

No matter whether you have moved on to a new chapter in your career or you have decided to reopen, we wish you well.

If you have decided to reopen (or you are going to open a new business in the future), remember that the VtSBDC offers one-on-one, confidential, no-cost business advising, and we hope to be able to continue to work with you.

We strongly suggest that you keep this workbook and all materials related both to the disaster and to your recovery process. In working with clients post-disaster, we have gone back to their material time and time again as the basis for new opportunities.

Also, we have other materials on disaster prevention. As you reopen and get settled it will—sooner rather than later—be time to make your disaster preparedness plans.

Notes:

WORKSHEET SECTION

Quick Cash Loss Calculation

Daily:

Typical Daily Sales / Revenues	x	# of Days Closed	=	Total Estimated Revenue Lost
	x		=	

OR

Monthly:

Typical Daily Sales / Revenues	x	# of Days Closed	=	Total Estimated Revenue Lost
	x		=	

Notes:

Family / Personal Budget

Expense	Monthly Amount
Auto Fuel	\$
Auto Insurance	\$
Auto Payment	\$
Auto Repair & Maintenance (tires, oil changes, etc.)	\$
Cable TV	\$
Charity	\$
Child Care	\$
Clothing	\$
Credit Card Payments	\$
Dues & Subscriptions	\$
Electricity	\$
Entertainment	\$
Gifts	\$
Groceries	\$
Health Insurance	\$
Heat (gas, oil, etc.)	\$
Home Repair	\$
Household Expenses	\$
Internet	\$
Laundry & Dry Cleaning	\$
Life Insurance	\$
Medical & Dental	\$
Miscellaneous	\$
Mortgage Payment	\$
Personal Care (hair, etc.)	\$
Property Taxes	\$
Other Debt	\$
Rent	\$
Retirement	\$
Savings	\$
School Expenses	\$
Telephone & Cell	\$
Tuition	\$
Vacations	\$
Vet/Pet	\$
Water & Sewer	\$
Other:	\$
Other:	\$
Total	\$
Subtract: Other Family Members' Contributions	\$
Your Needed Contribution	\$

Notes:

Key Stakeholders

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Key Stakeholders

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Aged Accounts Payable

Amount Due

Vendor	0-30	31-60	61-90	90+	Total
Subtotal Aged Accounts Payable (page 1)					

Aged Accounts Payable

Amount Due

Vendor	0-30	31-60	61-90	90+	Total
Subtotal Aged Accounts Payable (page 2)					
Subtotal Aged Accounts Payable (page 1)					
TOTAL					

Employee Action List

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Employee Action List

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Name:				
Job Title / Function:				
Contact #:	Email:			
Keep: <input type="checkbox"/>	Layoff: <input type="checkbox"/>	Plan to Rehire: <input type="checkbox"/>	Referred to Unemployment: <input type="checkbox"/>	to DUA: <input type="checkbox"/>
Action/Notes:				

Vendor Orders to Cancel

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor Orders to Cancel

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Custom and/or Standing Customer Orders to Cancel

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Custom and/or Standing Customer Orders to Cancel

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Cancelled: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Action/Notes:	

Reconstructing Your Financial Records *(This material is adapted from IRS.gov.)*

Business Records

- Inventories – Get copies of invoices from suppliers. Whenever possible, the invoices should date back at least one calendar year.
- Income – Get copies of bank statements. The deposits should closely reflect what the sales were for any given time period.
 - Obtain copies of last year’s federal, state, and local tax returns including sales tax reports, payroll tax returns and business licenses (from city or county). These will reflect gross sales for a given time period.
- Furniture and fixtures – Sketch an outline of the inside and outside of the business location. Then start to fill in the details of the sketches. (Inside the building — What equipment was where? If a store, where were the products/inventory located? Outside the building — shrubs, parking, signs, awnings, etc.)
- Building – If you purchased an existing business, go back to the broker for a copy of the purchase agreement. This should detail what was acquired.
 - If the building was constructed for you, contact the contractor for building plans or the county/city planning commissions for copies of any plans.
- Tax records – Immediately after the casualty, file Form 4506, Request for Copy of Tax Return, to request copies of the previous four years of income tax returns. To obtain copies of the previous four years of transcripts you may file a Form 4506-T, Request for Transcripts of a Tax Return. Write the appropriate disaster designation (such as “HURRICANE KATRINA”) in red letters across the top of the forms to expedite processing and to waive the normal user fee.
- Insurance Policy – Most policies list the value of the building to establish a base figure for replacement-value insurance.
 - If you are unsure how to reach your insurance company, check with your state insurance department. http://www.naic.org/state_web_map.htm
- Vehicles – Kelley’s Blue Book, NADA and Edmunds are available on line and at most libraries. They are good sources for the current fair market value of most vehicles on the road.
 - Call the dealer and ask for a copy of the contract. If not available, give the dealer all the facts and details and ask for a comparable price figure.
 - If you’re still making payments, check with your lien holder.

For assistance and additional information, use these resources:

- IRS Disaster Assistance Hotline at 1-866-562-5227
(Monday through Friday, from 7 a.m. to 10 p.m. local time)
- IRS Publication 2194, Disaster Resource Guide for Individuals and Businesses
- IRS Publication 584, Casualty, Disaster, and Theft Loss Workbook – This can help individuals make a list of stolen or damaged personal-use property and figure the loss. It has a room-by-room listing to help recreate an inventory and figure the loss on one’s home and its contents and one’s motor vehicles.
- IRS Publication 584-B, Business Casualty, Disaster, and Theft Loss Workbook – This is available to help businesses list stolen or damaged business or income-producing property and to figure the loss.
- Your tax professional

Aged Sales Forecast and Accounts Receivable Chart

Sales	0-30	31-60	61-90	90+	Total
Total Sales					

Accounts Receivable	0-30	31-60	61-90	90+	Total
Subtotal Accounts Receivable					

Recovery Goals Worksheet

Business Goal	To Do	By When	By Whom
<i>e.g. re-evaluate product lines</i>	<i>create sales by product list</i>	<i>XX/XX</i>	<i>Sales Manager</i>

Recovery Goals Worksheet

Business Goal	To Do	By When	By Whom

Recovery Plan Worksheet

Business Activity	Recovery Action	To Do	By When	By Whom
<i>e.g. close for 1 month</i>	<i>temp layoff</i>	<i>notify employees</i>	<i>XX/XX</i>	<i>me</i>

Recovery Plan Worksheet

Business Activity	Recovery Action	To Do	By When	By Whom

Cost Estimations for Reopening

Expense	\$	Explanation
Cleanup		All costs related to cleanup (make separate list if necessary)
Advertising		Promotion for reopening the business
Inventory Replacement		The amount of inventory needed to be replaced
Building Construction		The amount per contractor bid and other
Furniture and Fixtures		Use actual bid on all F & F
Equipment		Use actual bid on all equipment
Installing Fixtures and Equipment		Use actual bids and other
Lease/Rent Payment		Amount to be paid before reopening in new location
Licenses and Permits		Check with city or state offices
Miscellaneous		All other
Professional Fees		Include CPA, attorney, engineer, etc.
Remodeling/Decorating		The amount per contractor bid and other
Services		Cleaning, etc.
Signs		The amount per contractor bid and other
Supplies		Office, cleaning, etc. supplies
Unanticipated Expenses		Include an amount for the unexpected
Other		
Other		
Other		
TOTAL START-UP DOLLARS		Total amount of costs before reopening

Notes:

QUICK 3 Month Cash Flow

Quick Cash Needs Assessment - 90 days

	Month 1	Month 2	Month 3	TOTAL
Total Income				
Total Cost of Goods Sold (COGS)				
Gross Profit				
Expense				
Advertising & Marketing				
Credit Card Processing Fees				
Dues & Subscriptions				
Liability Insurance				
Loan # 1				
Loan #2 (Bank)				
Loan #3				
Office Expenses				
Payroll				
Payroll Taxes				
Owners Draw				
Accounting				
Legal Fees				
Rent				
Repairs and Maintenance				
Taxes				
Utilities				
Total Expenses				
Profit / Loss				

Cash on Hand	
P/L Month #1	
P/L Month #2	
P/L Month #3	
Total Cash Flow Projected	

Notes:

Grants and Alternative Funding Sources List

Name of Source:	
Contact #:	Email:
Address:	
Applied required?: Yes <input type="checkbox"/> No <input type="checkbox"/> Completed & Sent:	
Application Requirements/Notes:	
Received \$	Date:

Name of Source:	
Contact #:	Email:
Address:	
Applied required?: Yes <input type="checkbox"/> No <input type="checkbox"/> Completed & Sent:	
Application Requirements/Notes:	
Received \$	Date:

Name of Source:	
Contact #:	Email:
Address:	
Applied required?: Yes <input type="checkbox"/> No <input type="checkbox"/> Completed & Sent:	
Application Requirements/Notes:	
Received \$	Date:

Name of Source:	
Contact #:	Email:
Address:	
Applied required?: Yes <input type="checkbox"/> No <input type="checkbox"/> Completed & Sent:	
Application Requirements/Notes:	
Received \$	Date:

Grants and Alternative Funding Sources List

Name of Source:	
Contact #:	Email:
Address:	
Applied required?: Yes <input type="checkbox"/> No <input type="checkbox"/> Completed & Sent:	
Application Requirements/Notes:	
Received \$	Date:

Name of Source:	
Contact #:	Email:
Address:	
Applied required?: Yes <input type="checkbox"/> No <input type="checkbox"/> Completed & Sent:	
Application Requirements/Notes:	
Received \$	Date:

Name of Source:	
Contact #:	Email:
Address:	
Applied required?: Yes <input type="checkbox"/> No <input type="checkbox"/> Completed & Sent:	
Application Requirements/Notes:	
Received \$	Date:

Name of Source:	
Contact #:	Email:
Address:	
Applied required?: Yes <input type="checkbox"/> No <input type="checkbox"/> Completed & Sent:	
Application Requirements/Notes:	
Received \$	Date:

Sources and Use Worksheet

Sources of Financing	\$
Investment of Cash by Owner #1	
Investment of Cash by Owner #2	
Bank Loans to Business (short-term)	
Bank Loans to Business (long-term)	
Bank Loans (personal)	
SBA Disaster Loan	
Grant #1	
Grant #2	
Grant #3	
Donations	
Other	
Other	
Total Sources of Financing	

Uses of Financing	\$
Land	
Buildings	
Equipment	
Remodeling	
Inventory	
Cleanup	
Working Capital	
Other	
Other	
Donations	
Other	
Other	
Total Uses of Financing	

Notes:

Jobs Needed to Reopen Worksheet

Job Title / Description	Current Employee	Returning Employee	New Employee	# of hours	Salary / Hourly Wage	Confirmed

Jobs Needed to Reopen Worksheet

Job Title / Description	Current Employee	Returning Employee	New Employee	# of hours	Salary / Hourly Wage	Confirmed

Local Business Assessment

Business	Open	Closed	Reopening

Local Business Assessment

Business	Open	Closed	Reopening

Equipment Assessment List

Equipment Name	Working	Destroyed	Needs Repair	Necessary to Reopen	Repair	Cost \$	Insurance Coverage Y/N	Date Available for Use	Replace	Cost \$	Insurance Coverage Y/N	Buy	Lease	Date Available for Use

Equipment Assessment List

Equipment Name	Working	Destroyed	Needs Repair	Necessary to Reopen	Repair	Cost \$	Insurance Coverage Y/N	Date Available for Use	Replace	Cost \$	Insurance Coverage Y/N	Buy	Lease	Date Available for Use

Media List for Reopening

Type of Media/Placement/Location	Copy Written		Ad Designed	Cost per Placement	Date #1	Date #2	Date #3	Date #4	Date #5	Date #6	Total Cost
<i>e.g. Facebook Posting: Reopening soon</i>				0	xx/xx	xx/xx	xx/xx	xx/xx	xx/xx	xx/xx	0
<i>e.g. Newspaper Ad: Daily Times</i>	x	x		\$250	xx/xx	xx/xx	xx/xx	xx/xx	xx/xx	xx/xx	\$750
Total Cost											

Media List for Reopening

Type of Media/Placement/Location	Copy Written	Ad Designed	Cost per Placement	Date #1	Date #2	Date #3	Date #4	Date #5	Date #6	Total Cost
Total Cost										

Thank You List

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Thank You List

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

Contact Info	Reason to Thank	Type of Thank You	By Whom	Done
Name				
Street Address				
City/State/Zip				
Email				

The VtSBDC Disaster Recovery Guide for Business has been funded in part through a Cooperative Agreement with the U.S. Small Business Administration and their Portable Assistance Program. All opinions, conclusions, and/or recommendations expressed herein are those of the author(s) and do not necessarily reflect the views of the SBA.

VtSBDC

Vermont Small Business Development Center

