



**HAWTHORNE FOUNDATION, INC.**

# **Emergency Preparedness Plan for OPWDD approved sites May, 2026**

Hawthorne Foundation Inc. provides a variety of services from a wide range of locations in the community and will attempt, subject to the limited resources available to them, to proactively promote, create, and maintain a safe and healthy work environment for our staff. This policy is intended to provide general guidelines, and not all items are mandatory requirements. Nothing herein is intended to create any obligations above any applicable laws or regulations.

**UPDATED May, 2026** This document can be found at [hawthornefoundation.org](http://hawthornefoundation.org)

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## Purpose

- The Emergency Preparedness Plan is designed to provide information for protecting, to the extent that is reasonable and prudent, Hawthorne Foundation Inc. program participants, employees, and volunteers from a variety of emergency situations and man-made or natural disasters that may occur.
- The Emergency Preparedness Plan (hereafter referred to as The Plan or EPP) will be available for all program participants, Employees, and volunteers to review on the Agency website at [hawthornefoundation.org](http://hawthornefoundation.org) under the Emergency Preparedness Section.
- Hawthorne Foundation Inc. and affiliate programs and services may have separate emergency action plans that are individualized to the unique needs of the program location, its participants, Employees, and volunteers. Some programs or services are provided in locations not owned or controlled by Hawthorne Foundation Inc. and affiliated entities and thus not covered by the provisions of this plan and may not have separate plans. An example of this would be if HFI's Day Habilitation enrollees are participating in an off-site community volunteer activity.
- In the event of a widespread emergency, it is recognized that available government resources may be unable to respond to all requests for assistance.
- The Agency's role in any emergency is not to replace or supersede outside emergency providers or regulators but to assist them and/or organize an Agency response when such providers are not available/relevant in each situation.

## Emergency Preparedness Plan Development

- Hawthorne Foundation Inc. has developed this plan utilizing the All-Hazards approach to Emergency Preparedness Plan development.
- In addition, and in keeping with recommended practices, Hawthorne Foundation Inc. has incorporated the following elements into the plan:
  - **Preparedness** - Activities prior to an emergency.  
*Examples: Preparedness plans; emergency exercises/training; warning systems.*
  - **Response** - Activities during an emergency.  
*Examples: Emergency communications, continuity of operations, shelter-in-place.*
  - **Recovery** - Activities following an emergency.  
*Examples: Crisis counseling, emergency housing, building and equipment repair.*
  - **Mitigation** - Activities that reduce the effects of an emergency.  
*Example: Vulnerability analyses, drills and exercises, staff and program participant education.*

## Modifying and Updating the Emergency Preparedness Plan

- Although modifications and updates may occur at any time, the Executive Director, Compliance Officer, Coordinator of Support Services, and the Coordinators of Residential Services and Day Habilitation, will formally review the Emergency Preparedness Plan annually and will recommend modifications and updates to the Senior Leadership Team and Board of Directors. The Senior Leadership Team will review and approve appropriate recommendations. The Executive Director is responsible for ensuring that the Emergency Preparedness Plan is reviewed at least annually and revised as needed.

## Agency Internal Emergency Preparedness Plan Structure and Process

### Administrative Responsibilities

- **Responsibilities of the Executive Director or designee include:**
  - 1) Initiate action under the EPP.
  - 2) Assembling the Agency Incident Management Team (defined below).
  - 3) Immediate decision-making concerning proper Agency response to situations.
  - 4) Activation of the Agency emergency response.
  - 5) Notification to appropriate agencies, if not already made.
  - 6) Communication with law enforcement and media.
  - 7) Annual testing of the Emergency Preparedness Plan.
- **Responsibilities of the Senior Leadership Team include:**
  - 1) Populate the Agency Incident Management Team
  - 2) Yearly review and modification (as necessary) of the Emergency Preparedness Plan.
  - 3) Completion of trainings: Relias Workplace Emergencies and Natural Disasters: An Overview
  - 4) Participation in tabletop exercises/emergency drills.
  - 5) In the event of a large-scale emergency, assign additional staff members to the Agency Incident Management Team.
  - 6) Assign roles, as necessary, to members of the Agency Incident Management Team.
- **Responsibilities of the Agency Emergency Management Team Members include:**
  - 1) Populate the Agency Incident Management Team
  - 2) Yearly review and modification (as necessary) of the Emergency Preparedness Plan.
  - 3) Completion of trainings: Relias Workplace Emergencies and Natural Disasters: An Overview
  - 4) Participation in tabletop exercises/emergency drills.

### Agency Incident Management Team

The Agency Incident Management Team shall coordinate Agency responses to incidents as deemed necessary by the Executive Director or their designee, or a Senior Leadership Team member. The Agency's role in any emergency is not to replace or supersede outside emergency providers or regulators but to assist them and/or organize an Agency response when such providers are not

available/relevant in each situation. The Agency Incident Management Team may organize and operate in a manner they deem appropriate for the incident being addressed. Minor or resolved incidents may be handled through the existing program and management structure.

Agency Incident Management Team roles may, but are not required to include the following, as indicated by incident:

**Executive Director** responsible for the overall incident response and decision making.

**Agency Emergency Management Team Members:**

- **All Coordinators for all Affected HFI OPWDD site locations**, responsible for meeting with representatives from OPWDD, if applicable, and with emergency services, under direction of Executive Director.
- **Executive Director**, responsible for preparing public announcements, reports to government agencies, law enforcement, and news releases.
- **Coordinator of Support Services**, responsible for considering issues related to the safety of the staff and those affected by the situation.
- **All IRA Managers, Assistants to the Resident Managers, and Day Hab Program Developers**, responsible for ensuring required tasks are carried out efficiently and safely.
- **Agency Executive Assistant**, responsible for obtaining and organizing needed resources.
- **Compliance Officer**, responsible for planning the upcoming operational period and response to the emergency, under the direction of the Executive Director.
- **Chief Financial Officer**, responsible for documentation of all expenditures related to the emergency.

### Chain of Command

Generally, the Executive Director oversees the incident and if not, a designee will be designated as Incident Commander to ensure a clear chain of command. The Incident Commander may vary as a particular incident unfolds; however, in all cases requiring substantive Agency decisions (e.g., cost, risk, publicity, etc.), the Executive Director should, to the extent practicable and safe, be consulted.

- **There are three variations in the Chain of Command that might occur in an emergency:**
  - I. The Executive Director or designee oversees the situation, without outside assistance.
  - II. The Executive Director or designee summons outside assistance. In such an instance, the emergency service Agency's official (fire/police chief, etc.) would be placed in charge and the **Agency Incident Management Team** would act as a resource to the emergency service official.
  - III. If the Agency is notified of a local/county/state emergency, the supervising entity (local/county/state government, etc.) would be in charge, and the **Agency Incident Management Team** would act as a resource to the entity.

## Emergency Operations Centers

When deemed necessary by the Executive Director or designee or Incident Commander, an Emergency Operations Center (EOC) will be established. The location and scope of the EOC may vary based on the nature of the incident. Unless announced otherwise, the primary EOC location is stated below.

- 5 Bradhurst Avenue, Overcash Building, 3<sup>rd</sup> floor, Hawthorne, NY 10532; (914) 592-8526

The Coordinator of Support Services will periodically review the above location and inventory the equipment available at those sites for command post purposes. A list of such items shall be maintained at the site and via electronic access for the Agency Emergency Management Team.

## Emergency Supplies

The Coordinator of Support Services, in conjunction with other department heads, will prepare and maintain a list of items that may be of use in given emergency situations, such as, without limitation: vehicles, portable generators, cots, portable pumps, tools, extra computers, extra portable telephones, etc. A list of such items shall be maintained at the EOC locations and via electronic access for Senior Leadership and the Agency Incident Management Team.

Additionally, the Coordinator of Support Service will have a copy of all vendors providing services to the Agency, which may be utilized in emergencies. Normal protocols will be that all vendors will be contacted by the Coordinator of Support Services; however, in case of emergency, the Executive Director or designee including the Incident Commander or other senior leadership member may contact vendors.

The Coordinator of Support Services may, on their own, contact approved vendors in an emergency to assist with a variety of issues.

## Continuity of Operation/Data Backup Plan

### Data Backup Plan

Hawthorne Foundation Inc. will work with its IT provider, Net Connect to ensure that all servers, email, and related platforms are backed up regularly during an emergency and tested for recovery.

### **Contingency Operations**

In the event of a disaster, the Agency will move critical operations to another location. Since a complete copy of Agency data is stored offsite, Agency personnel will work with the IT provider to bring the virtual environment online in the colocation center.

## **Building Security Controls**

### **RECEPTION**

- A visitor is defined as a non-employee or Contractor.
- All visitors should be welcome to have a seat while you contact the party they are meeting with.
- All visitors will be accompanied by the employee they are meeting from the reception area to their meeting location.
- All reception staff have been trained to screen all visitors without access codes before opening doors. If/when reception staff become concerned about a visitor, they are instructed to call 911. Day Habilitation has a program aide who signs people in and out. The IRAs have a sign in book at the entrance of each home.

## Crisis Communications

### **A. INTRODUCTION and PURPOSE**

When a crisis occurs, the need to communicate is immediate. The following information outlines the roles, responsibilities, and procedures for key employees who will guide the organization in promptly and accurately sharing information with key constituents and the media during a crisis, with the goal of limiting the crisis' impact.

Since a crisis may occur without warning, this plan is designed to be flexible to accommodate contingencies of various types and magnitudes. Hawthorne Foundation Inc.'s Crisis Communication Process provides a crisis management structure along with specific response procedures that should be put into effect the moment a crisis develops.

Prompt, orderly, organized, and appropriate Hawthorne Foundation Inc. management of crises and the communication necessary will provide substantial and immediate assistance and resources. The goal is to maintain the trust, confidence and goodwill of key constituencies, including employees and contractors, program participants, families, external stakeholders and communities in which we operate. Key contacts will be established to appropriately manage and respond to crises.

Depending upon the situation, the Crisis Management Team may have to convene at a previously determined Emergency Operations Center. This procedure is laid out within this **Emergency Preparedness Plan**.

### **B. CRISIS SITUATIONS**

Within Hawthorne Foundation Inc., "crisis" is defined as any incident that could seriously harm Hawthorne Foundation Inc.'s employees, contractors, program participants, family members, Agency operations or Agency reputation. The origin or impetus of a crisis does not matter as much as how a team reacts to it and how quickly. A crisis is defined by time, not severity of an incident and is determined by the impact on "business as usual." The crisis has ended when the team can return to "business as usual."

The Senior Leadership Team and assigned staff will manage the escalation of events, identify and recommend corrective actions and facilitate communication based on the evaluation of various criteria, including:

- Magnitude of incident.
- If injuries or fatalities occurred.
- Timeframe of the disruption.
- Level of internal and/or external resources required for recovery.
- Impact to Employees, contractors, people served, communities, and the reputation of Hawthorne Foundation Inc.

The crucial tools for managing a crisis are the facts of what happened. Those facts must be accurate when they reach decision-makers. This is the responsibility of all Hawthorne Foundation Inc. employees. Employees should be trained to report to their managers the facts of all incidents that have crisis potential. False alarms are preferable to missed alerts to impending problems. All Hawthorne Foundation Inc. employees have a responsibility to notify their supervisor or the appropriate internal authority staff member whenever there is any indication that a crisis may be developing.

Program management has the responsibility of notifying the Senior Leadership Team of incidents that could adversely affect the Agency. The following are examples – but not a complete list -- of possible emergency circumstances that could require notification:

1. Facility Fire/Severe Damage
2. Major Environmental Incident
3. Serious Program Participant Incident, Injury or Death
4. Serious Employee/Contractor Incident, Injury or Death
5. Kidnap/Extortion
6. Major Protest/Demonstration
7. Terrorism
8. Work Stoppage/Labor Action
9. Local/National Controversy Affecting Working Conditions

Some crisis communications situations may not fall under some definitions of the term “emergency,” since they may not threaten the health or safety of people served or Employees, but they are a threat to the reputation and brand of the organization and may require a “crisis communications” approach. This could include:

1. Criminal actions by Hawthorne Foundation Inc. employees outside and separate from Hawthorne Foundation Inc. facilities but which could affect the trust of Hawthorne Foundation Inc. staff and operations.
2. Outreach by people served or families to media, to complain or accuse Hawthorne Foundation Inc. of something that could damage our reputation.
3. Announcements regarding major Agency developments that could negatively affect employee trust or morale, such as layoffs or shutdowns.

### **C. GUIDING VALUES**

- During a crisis, Hawthorne Foundation Inc. needs to be accessible, prompt and transparent.
- Hawthorne Foundation Inc. deals with a crisis with facts and truth. We plainly do what is right – always. During a crisis, we must be overly aware and in tune with our Agency values and enforce them.
- All crisis communications should occur with the leadership, board, partners, necessary vendors, regulators and employees prior to notifying the media and/or communicating with the general public.
- If we do not have an answer for a particular question, we will say so and then find the appropriate answer.

### **D. EFFECTIVE CRISIS MANAGEMENT**

How a crisis is handled in the first few hours can determine how we will fare the crisis, and ultimately, how we will be viewed. All crises should be handled case-by-case. Still, it is important to remember that facts dissolve rumor and speculation.

In a crisis, people expect trust, and restored trust is our goal. Acknowledging and affirming the problem shows we care and are willing to take action, allows us to minimize damage, and when possible, proves we have taken steps to make sure the crisis does not recur. This means taking responsibility and, if necessary, apologizing.

A crisis team needs to deal with *perception* as much as it does with reality. **Therefore:**

- If bad news is going to come out, it should all come out from the Agency, proactively and preemptively.
- Share bad news with stakeholders first.
- Answer tough questions before they're asked.
- Protecting the integrity and reputation of the Agency is the No. 1 goal. Never try to lie, deny, or deceive.
- If we can't answer a question, say so and say why you can't answer.
- Ignoring a situation often makes it worse.

#### **E. CRISIS MANAGEMENT TEAM**

This senior management group sets policy, provides direction and resources during crisis situations and convenes to manage the response strategy. The role of this team is to develop a plan of action and designate who the spokesperson should be in a given situation.

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##### **Susan Heitker, Compliance Officer**

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##### **Darlene McGuirk-Morey, Director of Human Resources**

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##### **Cynthia Burgos: Director of Quality Assurance**

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Cell: 914-398-8515

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##### **Diego Caceres: Coordinator of Support Services**

Direct Line: 914-592-8526 x3020

Cell: 914-432-6929

Email: [diegoc@hfadm.org](mailto:diegoc@hfadm.org)

### **Back-up Designation/Contact Information**

Members of the Crisis Management Team will appoint alternates to fill in for members during their absence or when additional resources are needed. Contact information should be submitted to the Executive Director. Each member of the Emergency Management Team is responsible for updating management and response team contact information within this plan and for circulating any changes to the Crisis Management Team.

## **F. CRISIS MANAGEMENT NOTIFICATION PROCEDURES**

### **Step 1: Notification**

- Notification must be made directly to a person, not to voicemail or via email.
- The employee who is first aware of a crisis immediately contacts the person to whom he or she reports or their authorized backup.
- Program Management notifies the Executive Director.

### **Step 2: Convening Response Teams**

- Executive Director determines whether the group needs to meet.
- If no meeting is required, appropriate members of the Crisis Management Team are notified of the crisis, always including the Communications team.
- The Crisis Management Team activates the appropriate incident-specific action plan to provide guidance and direction.

### **Step 3: On-site Action**

- To be determined by the nature of the incident.

### **Step 4: Crisis Communication Response**

#### **Crisis Communication Response Priorities**

When allocating resources to respond to specific incidents, use the following priorities:

Priority 1: Respond to the incident itself.

Priority 2: Assist the victims, their families and others directly affected.

Priority 3: Notify appropriate authorities and agencies.

Priority 4: Assist those indirectly or involuntarily affected.

Priority 5: Determine the appropriate positioning or messaging for key stakeholders.

Priority 6: Share information.

#### **Positioning**

Once the plan is set in action, we will begin communicating to all affected constituencies, starting with employees/contractors. To decide on a position, it is important to view the crisis from the eye of the public and to consider the wide range of consequences (e.g., legal, financial, media/publicity, community relations, effects on administration and effects on operations).

All communications and messaging should be consistent throughout, internal and external, except for any proprietary or logistical organization information.

### Internal Communications

- Senior Leadership Team
- Board of Directors
- Next Levels of Leadership
- Staff
  - o Impacted
  - o Not Impacted
- Impacted Contractors/Vendors

Channel	Owner(s)	Details
Employee Email	HR Director	Back up: Marketing/ Community Outreach Specialist
IRIS	Program Coordinators	Back up: HR

## **External Communications**

- Elected officials (Local, state, federal)
- State regulators
- Other regional agencies
- Constituents/Vendors/Providers
- Media
- Community partners
- Neighbors to Hawthorne Foundation Inc. property
- General public

## **G. COMMUNICATION WITH MEDIA**

Media reports can be our conduit to disseminating our messaging, making media relations an essential part of any crisis plan. All official communication will be made either through approved statements or by authorized spokespersons directly to members of the media.

**The Executive Director is designated as the primary spokesperson to represent the Agency**, make official statements, and answer media questions throughout the crisis. If the Executive Director is unavailable or if additional resources are needed, the Director of Human Resources will be designated as the back up spokesperson.

In addition to the primary spokesperson and the backup spokesperson, staff members who will serve as technical experts or advisors should be designated. There should be an authority or technical expert in their field and be available to supplement the knowledge of the spokesperson. The Executive Director shall appoint such experts/advisors as deemed necessary.

## **Media Statement Guidelines**

- Origin and scope of the crisis:
  - What happened
  - How it happened
  - The cause of the crisis
  - Who/what was responsible
  - Injuries
  - Cost of the damage
  - Actions being taken to correct the issue and end the crisis
  - Assurance that Hawthorne Foundation Inc. is focused on the health and safety of everyone involved and taking every precaution to prevent further injury or destruction.

## **Media Spokesperson Guidelines**

- A major role of media relations in a crisis is to educate the media, so they understand the situation and how we are handling it. A media spokesperson will observe the following:
- Always defer first to first responders, law enforcement, and regulators. (Identify their spokespeople so all statements can be coordinated.)
- Explain what is being done to remedy the situation.
- Be open, honest, and tell the full story. This is our story to tell – if we don't tell the truth, we risk someone else doing that and then we lose control of the situation.
- Will not guess or speculate. If we don't know the answer, a spokesperson will say so and offer to track it down. Will not discuss illegal activity at any time. If it is assumed, a spokesperson will indicate, "Police are investigating. We are cooperating." Refer all questions to the appropriate law enforcement Agency.
- Provide written materials that give reporters background information.
- Level set with key facts - do not assume reporters know.
- 

## **H. SOCIAL MEDIA**

During a crisis, Employees should be reminded of the social media policy, code of conduct and who is handling media inquiries. During a crisis, official social media posts regarding the crisis will come from the organization's social media accounts only.

### **Best social media practices during a crisis**

- Check to make sure that no content is scheduled to be posted on social media accounts until the end of the emergency. If content is scheduled, hold or delete it.
- Understand and monitor any advertising set to run during the crisis and pull back, if appropriate.
- Use social media to regularly update followers on the situation – after you've alerted employees and others internally. Actively link to written statements and updates.
- If you receive private messages on accounts, reply by referring the individual to the main source of information.

## **Weather and Other Emergency Closings**

### **Methods to Announce Emergency Closing**

When Hawthorne Foundation Inc. programs/sites need to close due to weather or other emergencies, six systems of notification are available:

- Calls to staff, caregivers, or participants.
- E-mail and Social Media Communication.
- IRIS Notification System.
- An alert on the Agency website
- News Channel 12 (at discretion of Executive Director)

### **Designated Emergency Closing Administrators**

- Emergency Closing Administrators have been designated for programs/sites that may require emergency closures.
- Listed below are Emergency Closing Administrators and their programs/sites that may require emergency closures.
- The Executive Director makes the final determination regarding site closures and delays with input from the staff listed below:

**Anna Chopra**

**Hawthorne Foundation Inc. Day  
Habilitation**

**Shannique Leung-Hall**

**Coordinator of Residential Services**

**Diego Caceres**

**Coordinator of Support Services**

**Amanda Doll and Kelly Hobbins**

**Westchester School Age and Pre-K Programs**

**Randall Glading**

**Manhattan School Age Program**

**Gail Nachimson**

**Administrative Offices, 5 Bradhurst  
Avenue, Hawthorne, NY**

## Emergency Notification Guidelines

The IRIS notification system can be utilized to provide notification for all incidents or situations deemed appropriate, including, for example:

- **Residential Site** – In the event of an Incident near a residential site, notification can be authorized by the Coordinator of Residential Services or the Executive Director
- **Day Program** – In the event of an Incident near a Day Program, notification can be authorized by the Coordinator of Day Services or Executive Director
- **Administrative Building** – In the event of a Hazardous Materials Incident near an Administrative Building, notification can be authorized by the Executive Director or Coordinator of Support Services.

### Missing Person Alert

- In the event of a Missing Person from a site the Coordinator of Residential Services, Coordinator of Day Services, or the Executive Director can authorize the emergency notification to be sent out.

### Weather Emergency near Site

- In the event of a Weather Emergency near site, the Executive Director will authorize an emergency alert for any or all affected HFI sites.

### Any Other Emergency or Incident

- In the event of any other emergency or incident deemed appropriate, the Executive Director or their designee can authorize the emergency notification to be sent out.

## Emergency Contact Numbers

Consult the site-specific plans for additional localized contact numbers

Type	Agency	914-592-8526
Fire	Fire Emergency	911
Police	Police Emergency	911
Aid	American Red Cross	<a href="tel:(203)869-8444">(203) 869-8444</a> for Westchester County; <a href="tel:(877)733-2767">(877) 733-2767</a> for Manhattan
Aid	Crisis Services	<b>Call or Text 988 or Chat to Lifeline</b> <a href="https://www.988lifeline.org">988lifeline.org</a> for Westchester County; in Manhattan, call 911
Aid	National Poison Control Center	1-800-222-1222
Auto - Service	Scarsdale Ford	<a href="tel:(914)472-9500">(914) 472-9500</a>
Government Agencies	Westchester County Department of Health	<a href="tel:(914)813-5000">(914) 813-5000</a>
Government Agencies	OPWDD DDSO	(845) 947-6000
Government Agencies	NYS Justice Center for the Protection of People With Special Needs	1-855-373-2122
Highway Department	Westchester County Highway Department	<a href="tel:(914)813-5000">(914) 813-5000</a>
Highway Department	New York State Dept. of Transportation, Valhalla office	<a href="tel:(914)592-6557">(914) 592-6557</a>
Government Agencies	Westchester County Social Services, Peekskill office	<a href="tel:(914)995-3333">(914) 995-3333</a>
Utility - Electric	ConEdison	Call 911 then call <a href="tel:1-800-752-6633">1-800-752-6633</a>
Utility – Natural Gas	ConEdison	Call 911 then call <a href="tel:1-800-752-6633">1-800-752-6633</a>
Utility – Telephone	Optimum	(855) 780-9059
Utility – Internet	Optimum	(855) 780-9059

**HOSPITALS**

<b>Name</b>	<b>Street Address</b>	<b>City</b>	<b>Zip</b>	<b>Phone Number</b>
New York Downtown Hospital	170 William Street	New York, NY	10038	212-312-5000
Westchester Medical Center	100 Woods Road	Valhalla, NY	10595	914-493-7000
White Plains Hospital	41 E. Post Road	White Plains, NY	10601	914-681-0600
New York Presbyterian Hudson Valley Hospital	1980 Crompond Road	Cortlandt Manor, NY	10598	914-737-9000
Phelps Hospital/Northwell Health	701 N. Broadway	Sleepy Hollow, NY	10591	914-366-3000
CityMD Urgent Care	305 N. Central Avenue	Hartsdale, NY	10530	914-219-0161
AFC Urgent Care	359 N. Central Avenue	Hartsdale, NY	10530	914-448-2273
Immediate Medical Care MD	240D S. Highland Avenue	Ossining, NY	10562	914-502-0881
AFC Urgent Care Yorktown Heights	1980 Crompond Road	Cortlandt Manor, NY	10598	914-930-5550