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## Emergency Response And Business Continuity Plan

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PUBLIC VERSION  
Personal Contact Information Extracted

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# ERBCP

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# SECTION I

## PLAN OVERVIEW

### INTRODUCTION

The safety and security of students, faculty, staff and the entire Pace Community has always been a top priority of the University's leadership, and is an integral part of our commitment to excellence. Recognizing the increased risks of the world today, Pace University has enhanced its preparedness to deal with emergencies of any sort by upgrading and integrating the various emergency response and disaster recovery plans that have been in place for most of the University's critical operations, and by developing a comprehensive pre- through post-emergency response plan covering all campuses and operations of the University.

The Pace University Emergency Response and Business Continuity Plan is a university-wide plan to be implemented at the campus level. It establishes policies, procedures and an organizational structure for the University's response to and recovery from emergencies that may threaten the health and safety of the Pace Community or inhibit the University's ability to continue its mission-critical operations and activities. The objective of this Plan is to increase the University's ability to react immediately in the most appropriate and effective way to emergencies of all types.

### PLAN STRUCTURE AND OPERATION

The Pace University Emergency Response and Business Continuity Plan has three main components, each of which deals with separate but inter-related aspects of any emergency situation. These components are:

- Emergency Response Policy and Procedure – immediate actions aimed primarily at protecting people and property from injury or damage caused by any emergency situation.
- Crisis Management Policy and Procedure – executive level strategy development and implementation activities aimed at directing and managing all aspects of the response to and recovery from any emergency situation.
- Business Continuity Policy and Procedure – activities, including substantial pre-planning, aimed primarily at assuring that all critical functions and operations continue to be performed during and after any emergency situation.

In an emergency at any campus, the Emergency Response and Business Continuity Plan provides for a structured assessment process and cascaded activation of each of the three main components as follows:

- Senior Pace security staff on site assesses the emergency, takes action to stabilize the situation, directs the initial emergency response activities, and notifies and briefs the President and the Crisis Management Team.
- If warranted, the Crisis Management Team assembles at the Emergency Communication Center on the affected campus or alternative campus, and assumes responsibility for ongoing management of the emergency. While the emergency response proceeds, those close to the situation develop basic information on the nature and scope of damage being caused by the emergency, and the Crisis Management Team makes an initial assessment of the potential impact on University operations. Based on this initial assessment, the Crisis Management Team notifies the Business Continuity Team Leaders of those departments likely to be affected.
- The Department Business Continuity Teams begin as soon as possible a more thorough assessment of the emergency's impact on their departments' operations and initiate contingency plans for the continued performance of the University's critical functions.

The procedures and operation of each of the three main components – the Policies and Procedures for Emergency Response, Crisis Management, and Business Continuity – are described more fully in the following sections.

## DISTRIBUTION AND UPDATE OF PLAN DOCUMENT

One full hard copy of this Emergency Response and Business Continuity Plan document will be kept on file at each of the Emergency Communication Centers for use as needed. Additional copies of this Plan document will be distributed to appropriate personnel who have specific responsibilities in the event of an emergency. The Associate Vice President for General Services and the Director of Risk Management and Insurance will keep this plan document current and will conduct a formal update review at least annually.

## SECTION II

# CRISIS MANAGEMENT POLICY AND PROCEDURE

### POLICY AND OBJECTIVES

The purpose of the Pace University Crisis Management Policy and Procedure is to formalize a plan (the Crisis Management Plan) that establishes policies, procedures and an organizational structure that will provide for the efficient, strategic management of major emergencies at any of the University's campuses.

### ORGANIZATION

In the event of a major emergency an executive level Crisis Management Team will be assembled at the pre-established Emergency Communication Center (ECC) on the affected campus to manage the University's total response and recovery effort. The Crisis Management Team will consist of:

- The President – Acts as highest level of University authority during any major crisis. Makes critical decisions and provides strategic direction to response and recovery activities.
- Provost and Executive Vice President for Academic Affairs – Acts as primary alternate in the absence of the President. Responsible for decisions concerning all IT and academic affairs and programs impacted by a major crisis.
- Executive Vice President for Finance and Planning and Chief Financial Officer – Acts as primary alternate in the absence of the President and the Provost. Responsible for decisions concerning all financial affairs, resources and obligations impacted by a major crisis.
- Senior Vice President and Chief Operating Officer for Westchester Campus– Responsible for decisions concerning administrative, security, facilities, Auxiliary Services, Athletics, Student Affairs-Westchester and HR support of University's response to and recovery from a major crisis.
- Vice President for Strategic Initiatives – Responsible for interactions with government and public agencies and providing input on strategic impact of and response to major crisis.

- Vice President for University Relations – At the direction of the President, formulates and disseminates information to the general public and Pace community.
- University Counsel – Advise President on responsibilities and authority during crisis operations and legal ramifications of contemplated decisions/actions.
- Associate Vice President for General Services – Crisis Management Team liaison for coordination of all internal and extra-university response activities

The major areas of responsibility and duties of each senior level Crisis Management Team member and Crisis Management Support Team members are detailed in Appendix A of this plan document.

Overview of Initial response strategy:

- The Executive Director of Safety and Security or his designee will initiate basic emergency response activity and establish and maintain liaison with officials from responding emergency services (fire, police and EMS departments). Previously established liaisons with these agencies will facilitate coordination during an emergency.
- The Office of University Relations will act as the liaison to the news media and will provide news releases and other information as approved by the President. This will insure that only those administrators authorized to issue those statements will do so. These offices will also provide a response to inquiries from the Pace Community and the public relative to the emergency.
- The Office of Strategic Initiatives and Government and Community Relations will establish and maintain liaison with assisting public or private agencies (American Red Cross, FEMA, and Office of Emergency Management) to help coordinate mutual aid and assistance.

## OPERATING PROCEDURES

Once the Crisis Management Team assembles at the appropriate campus Emergency Communication Center or an alternate ECC, its members will be responsible for the management of all emergency activities, including development, implementation and review of strategic decisions, and post-event assessments. The President or his designee will take charge of the emergency and may declare a state of emergency throughout the whole campus or a portion of the campus as necessary.



- The procedures outlined in the Emergency Response Plan (Section III of this plan document) will be used by the Crisis Management Team as a guide in the management of any major crisis.
- As the emergency response proceeds, basic information on the nature and scope of damage being caused by the emergency will be provided to the Crisis Management Team by the Emergency Response Leader (senior security staff member).
- The Crisis Management Team will use this information to make an initial assessment of the potential impact on University operations. Departments with operations sited in those areas of the campus(es) likely to be affected by the emergency will be identified using the building schematics and space usage information maintained in the Emergency Communication Center.
- Based on this initial assessment, the Crisis Management Team will notify the Business Continuity Team Leaders of those departments likely to be affected that the assessment phase of their departments' Business Continuity Plan needs to be activated. Contact information for the Department Business Continuity Teams is included in Appendix B of this plan document.
- The Crisis Management Team will continue to direct and manage the Emergency Response and Business Continuity activities through the duration of the emergency, and will monitor and manage ongoing Business Continuity activities until the effects of the emergency no longer impact the University's operations.
- The President or his designee will declare an end to any state of emergency when appropriate.

## SECTION III

### EMERGENCY RESPONSE POLICY AND PROCEDURE

#### POLICY AND OBJECTIVES

The purpose of the Pace University Emergency Response Policy and Procedure is to formalize a plan (the Emergency Response Plan) that establishes policies, procedures and an organizational structure for response to emergencies. The plan identifies clear strategies and the roles and responsibilities of various departments (Safety and Security, Buildings and Grounds, Residential Life, etc.) during the initial response and throughout the emergency. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan. The plan and organization shall be subordinate to State and Federal plans during a disaster declaration by those authorities.

#### ORGANIZATION AND PROCEDURES

The Emergency Response Plan guides the emergency response personnel and resources during a major emergency.

**Emergency Response Leader.** The Emergency Response Leader during the initial stages of the emergency will be the senior member of the Pace security staff who is on duty. His or her responsibilities include:

- Responding to the scene of the emergency to stabilize and direct the initial response.
- Determining if full or partial evacuation of any building is necessary and initiating the evacuation process if warranted.
- Notifying the President and the members of the Crisis Management Team (senior administrators designated by the President – see “Crisis Management Plan” section of this plan document).
- Establish an Incident Command Post and coordinate with responding emergency services personnel.
- Initiating and managing the set up and activation of the campus Emergency Communication Centers.

- Receiving and following instructions from the President and members of the Crisis Management Team.

Once the Crisis Management Team assembles at the appropriate campus Emergency Communication Center the President or his designee will take charge of the emergency.

**Emergency Communication Centers (ECC).** Response to any major emergency will be managed out of any of the Five Emergency Communication Centers in place and operational throughout the University. The ECC's are multi-use rooms designated for conversion to crisis management sites whenever an emergency occurs. They are centralized, well-supported locations continuously maintained in a state of readiness for activation during an emergency. Cabinets stocked with equipment, material and data necessary to crisis management are located in each of these rooms. The ECC's are located at:

- Pace Plaza Location -B Level Administrative Security office
- 41 Park Row – Room 205
- White Plains Location – Gerber Glass Jury Room (B01)
- Pleasantville – Goldstein Academic Center – First Floor Conference Room (100)
- Briarcliff – West Hall, Room 204

The decision to activate the ECC will be made by the President or the President's designee based on recommendation of and information provided by the Emergency Response Leader. In the event that the ECC on the campus where the emergency occurs cannot be used an alternate ECC will be established on that campus by security personnel. Depending on where Crisis Management Team members are located when a crisis occurs, multiple ECC's may be activated to facilitate remote management of the crisis.

**Notifications.** A master list of University officials' home telephone numbers and cell numbers is kept in a binder in each Emergency Communication Center (**see Appendix A**). The binder also lists emergency service units (fire, police and EMS) as well as government agencies (OEM, EPA, etc.), medical facilities, utility companies (electricity, water, gas, steam, telephone) and contractors (elevator, plumbing, sprinkler, hazardous material cleanup, smoke/fire restoration, electrical). Departmental emergency/business continuity plans call for phone trees to be established to facilitate notifications within

departments. **APPENDIX B** of this manual includes contact information for Department Business Continuity Team leaders.

**Communication.** The most critical aspect of an Emergency Response Plan is communication. Accurate reports from the scene of an incident are essential. The campus community must receive up-to-date instructions concerning emergency response procedures and news of evolving incidents. The Crisis Management Team will provide instruction to University's emergency response personnel and information to the community. The ECC has several redundant methods of communication with the campus community and general public during and after an emergency. Depending on the type of emergency and the type of information to be disseminated, the ECC can use one or a combination of the following methods to provide timely information: Pace-Alert system (via electronic mail, text and telephone calls), University Relations run social media, web site, voice mails, and phone trees. The ECC's have on hand student and staff rosters with emergency contact numbers. These rosters are updated every semester.

**Building Evacuation.** Evacuation is not recommended for all emergencies. In non-fire emergencies, a decision to evacuate should be based on the worst-case scenario, and the decision will be made by the Emergency Response Leader on site. Consideration will be given to the specific threat (bomb threat, explosion, hazardous material incident etc.), its context (time of day, its likelihood etc.) and the recommendation of public safety officials. When the order is given to evacuate a building for any reason established building evacuation procedures will be followed.

**Assembly Areas.** The current evacuation procedures identify specific outdoor locations where occupants will assemble following an evacuation. In the event of a major emergency involving large scale evacuations an appropriate indoor location will be identified by the Emergency Response Leader as the assembly area. The Dean for Students for each campus will assume the role as Lead Administrator at these inside assembly areas.

## SECTION IV

### BUSINESS CONTINUITY POLICY AND PROCEDURE

#### INTRODUCTION

A Business Continuity Plan is not an Emergency Response Plan. The University's Emergency Response Plan is intended to protect, as much as possible, Pace personnel and property from injury or damage during an emergency. A Business Continuity Plan deals with continuing the University's Critical Functions during and after an emergency until the disruptive circumstances caused by the emergency no longer exist or until a permanent operating response is put in place. Critical Functions are those activities that must remain operational to ensure that the University maintains the ability to protect personnel and assets, continue its mission, meet organizational needs, and satisfy regulations. Critical functions include but are not limited to: delivering instruction; housing and feeding students; IT services; collecting and disbursing funds; delivering heat, power and light; maintaining safety and security; etc.

#### POLICY AND OBJECTIVES

The purpose of the Pace University Business Continuity Policy and Procedure is to formalize a plan (the Business Continuity Plan) that establishes policies, procedures and an organizational structure for assuring continuity of the University's critical business functions during and subsequent to any emergency. Each division and/or department responsible for performing one or more critical functions will develop a Departmental Business Continuity Plan for the department and establish a structure to administer, update and implement the plan if and when it is needed. The intent of the Departmental Business Continuity Plan is to minimize the amount of disruption any future emergency may cause to the department's critical functions. This is accomplished by:

- establishing an administrative structure within the department to deal with future emergencies;
- investigating and preplanning appropriate responses to various types of potential emergencies;
- identifying and implementing changes to current operating procedures that will reduce the department's susceptibility to disruption from certain types of emergencies;

- coordinating the department's Business Continuity Plan with the plans of other departments that either provide services to or require services from the department;
- formalizing the department's Business Continuity Plan in written form;
- maintaining a high level of knowledge and preparedness within the department of the department's plans for continuing operations during emergencies.

## DEVELOPING A DEPARTMENTAL BUSINESS CONTINUITY PLAN

Appendix C includes a Model Departmental Business Continuity Plan template and all necessary directions, explanations and procedures to assist departments in development of their individual department's Business Continuity Plan. Additionally, the Associate Vice President for General Services and the Director for Risk Management and Insurance are resources to assist departments with the development of their plans.

Once a department's plan is completed, it should be regularly reviewed and updated by the department to be sure it accurately reflects to department's most current activities, plans and personnel.

# APPENDIX A

## CRISIS MANAGEMENT TEAM AND CRISIS MANAGEMENT SUPPORT TEAM, RESPONSIBILITIES AND DUTIES CHECKLIST

The membership and contact information follows:

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Mr. Stephen Friedman  
President

Tel: (212) 346-1097

Choate House: (914) 773-3311

Home Tel:

Cell:

Uday Sukhatme

Provost and Executive Vice President of  
Academic Affairs

Tel: (212) 346-1956 (NY)

Home Tel:

Cell:

Mr. William McGrath

Senior Vice President and Chief  
Operating Officer for Westchester  
Campus

Tel: (914) 773-3133

Home Tel:

Cell:

Dr. Robert C. Almon

Executive Vice President and Chief  
Financial Officer

Tel: (212) 346-1227

Home Tel:

Cell:

Mr. Robert Keating

Vice President for Strategic Initiatives

Tel: (212) 346-1855

Home Tel:

Cell:

Ms. Frederica Wald

Vice President for University Relations  
and Chief Marketing Officer

Tel: (212) 346-1396

Home Tel:

Cell:

Mr. Stephen Brodsky

University Counsel and Secretary

Tel: (212) 346-1274

Home Tel:

Cell:

Mr. Frank McDonald

Associate Vice President, General  
Services

Tel: (914) 923-2798

Home Tel:

Cell:

## **Crisis Management Support Team:**

Ms. Cindy Heilberger  
Chief of Staff, President's Office  
Special Assistant to Board of Trustees  
Tel: (212) 346-1249  
Home Tel:  
Cell:

Dr. Marijo Russel-O'Grady  
Associate Vice President, Dean for  
Students, New York  
Tel: (212) 346-1306  
Home:  
Cell:

Dr. Lisa Bardill-Moscaritolo  
Associate Vice President, Dean for  
Students, Westchester  
Tel: (914) 773-3860  
Home:  
Cell:

Ms. Robina Schepp  
Vice President Enrollment Management  
Tel: (212) 346-1302  
Home  
Cell:

Mrs. Elizabeth Garti  
Associate Vice President for Human  
Resources (Employee Relations,  
Staffing and Recruitment &  
Organizational Learning and  
Development)  
Tel: (914) 923-2781  
Home Tel:  
Cell:

Mr. Matt Renna  
Associate Vice President for Human  
Resources (Compensation, Benefits &  
HRIS)  
Tel: (914) 923-2738  
Home Tel:  
Cell:

Ms. Clare van den Blink  
Vice President for Information  
Technology and Chief Information  
Officer  
Tel: (914) 923-2750  
Home Tel:  
Cell:

Ms. Jennifer Bernstein  
Vice President for Development and  
Alumni Relations  
Tel: (212) 346-1634  
Home Tel:  
Cell:

Ms. Angelica Ferreira  
Associate Vice President for Budget and  
Planning  
Tel: (914) 923-2823  
Home Tel:  
Cell:

Dr. Susan Maxam  
Associate Vice President for UG  
Education – Division for Student  
Success  
Tel: (914) 773-3399  
Home Tel:  
Cell:



Ms. Vanessa Herman  
Assistant Vice President for  
Government and Community Relations  
NYC Office Tel: (212) 346-1025  
Home Tel:  
Cell:

Dr. Neil Braun  
Dean, Lubin School of Business  
Tel: (212) 618-6600 (NY)  
(914) 773-3843 (PLV)  
Home Tel:  
Cell:

Dr. Harriet Feldman  
Dean, College of Health Professions  
Tel: (914) 773-3245 (PLV)  
Home TelCell:

Dr. Andrea M. Spencer  
Dean, School of Education  
Tel: (914) 773-3258 (PLV)  
(212) 346-1345 (NY)  
Home Tel  
Cell:

David Yassky  
Dean, School of Law  
Tel: (914) 422 4512  
Home:  
Cell:

Dr. Amar Gupta  
Dean, Seidenberg School of CSIS  
Tel: (914) 773-3750  
Home:  
Cell:

Dr. Nira Herrmann  
Dean, Dyson College of Arts & Sciences  
Tel: (914) 773-3408 (PLV)  
(212) 346-1517 (NY)  
Home Tel:  
Cell:

Ms. Arletha (Lisa) Miles  
Affirmative Action Officer  
Tel: (212) 346-1310  
(914) 773-3856  
Home Tel:  
Cell:

Mr. Vincent Beatty  
Executive Director of Safety & Security  
Tel: (914) 773-3604  
Home Tel: Cell

Mr. William Link  
Director of Physical Plant Westchester  
Tel: (914) 923-2842  
Home Tel:  
Cell:

Mr. Ibrahima Bagate  
Director of Physical Plant New York  
Tel: (212) 346-1782  
Home Tel:  
Cell:

## RESPONSIBILITIES AND DUTIES CHECKLIST

MEMBER POSITION RESPONSIBILITIES	DUTIES CHECKLIST
<p><b>President</b> Act as highest level of University authority during any major crisis. Makes critical decisions and provides strategic direction to response and recovery activities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain log of significant events, messages, and phone calls and pass on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Assess situation; obtain information and periodic updates from Crisis Management Team</li> <li><input type="checkbox"/> Decide if a state of emergency must be declared and/or activate the <i>Emergency Communication Center (ECC)</i></li> <li><input type="checkbox"/> Establish communications with University Board of Trustees, the Office of the State Board of Regents, and other Federal, State and local officials as the situation warrants.</li> <li><input type="checkbox"/> Authorize the following protective or precautionary actions as appropriate:               <ul style="list-style-type: none"> <li>o <i>Partial or total campus evacuation (evacuations for site-specific emergencies may also be ordered by the Emergency Response Leader or the highest ranking University or community law enforcement officer on duty)</i></li> <li>o <i>Sheltering, campus closure and/or re-opening; declared curfew</i></li> <li>o <i>Cancellation and reservation of classes and all other events.</i></li> </ul> </li> <li><input type="checkbox"/> Issue any necessary public statements personally or through the <i>University Relations Office</i>.</li> <li><input type="checkbox"/> Seek advice/direction from the Provost and all VP's concerning actual or potential effect of the crisis or disaster situation on critical mission of the institution.</li> <li><input type="checkbox"/> Establish target date for resumption of full or limited administrative and academic schedules.</li> <li><input type="checkbox"/> Order de-activation of campus state of emergency when all phases of emergency have concluded.</li> </ul>

MEMBER POSITION RESPONSIBILITIES	DUTIES CHECKLIST
<p><b><i>Provost and Executive Vice President for Academic Affairs</i></b>  Act as primary alternate in the absence of the President. Responsible for decisions concerning all academic affairs and programs impacted by a major crisis.</p> <p><b><i>International Operations</i></b></p> <p>Assess impact of <b>crisis at “Pace”</b> on international students and scholars at Pace and on those scheduled to come to Pace at the time of the crisis.</p> <p>Assess impact of <b>crises “abroad”</b> on Pace students studying abroad in the country/area of the crisis, on Pace travel courses in or headed to that destination, and on Pace faculty and staff doing official business in that area.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain log of significant events, State Department warnings, messages and phone calls and pass on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Serve as lead representative in matters related to academic interface with ECC operations.</li> <li><input type="checkbox"/> Assess monetary, class scheduling and staffing effects of a disaster on academic areas.</li> <li><input type="checkbox"/> Coordinate the use of academic space in providing mass care facilities.</li> <li><input type="checkbox"/> Assist in determining security requirements for academic areas.</li> <li><input type="checkbox"/> Assist in dissemination of information related to the disaster to the academic community.</li> <li><input type="checkbox"/> Coordinate the use of foreign language interpreters if needed.</li> <li><input type="checkbox"/> Assess impact of crisis on academic departments and initiate activation of departmental business continuity plans and Academic Continuation Plan as necessary.</li> <li><input type="checkbox"/> Preserve research activities and other related programs interrupted by an emergency incident.</li> <li><input type="checkbox"/> For <b>crisis at Pace</b>, arrange for the International Students and Scholars Office to coordinate with ELI, Student Affairs, Enrollment Management, and Deans/Administrators (who are serving as official hosts of International guests).</li> <li><input type="checkbox"/> For <b>crisis abroad</b>, coordinate with Director of Study Abroad to identify Pace students in the area of crisis. Communicate with the affiliate institutions abroad, our students abroad, and their family members.</li> <li><input type="checkbox"/> Respond to and advise crisis management team on US State Department Actions and Warnings in the areas abroad where Pace students/faculty/staff are present and participating in official Pace-sponsored activities.</li> <li><input type="checkbox"/> For <b>crisis abroad</b>, update crisis management team on actions Taken by US State Department and by host institutions abroad to assure the safety of Pace students, faculty, and staff.</li> </ul>

MEMBER POSITION RESPONSIBILITIES	DUTIES CHECKLIST
<p><b>Senior Vice President Administration and Chief Operating Officer for Westchester</b></p> <p>Acts as primary alternate in the absence of the President and Provost. Responsible for decisions concerning administrative, security, facilities and HR support of University's response to and recovery from a major crisis.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Poll other Crisis Management Team members to assess potential or actual impact of the crisis or disaster at hand.</li> <li><input type="checkbox"/> Assure that all Office of Administration departments are operating in emergency response mode to support the emergency response and business continuity operations of all departments and divisions, and coordinate these support operations with financial support systems</li> <li><input type="checkbox"/> Assess impact of crisis on Office of Administration departments and initiate activation of departmental business continuity plans as necessary.</li> </ul>
<p><b>Executive Vice President for Finance and Planning and Chief Financial Officer</b></p> <p>Responsible for decisions concerning all financial affairs, resources and obligations impacted by a major crisis.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Poll other Crisis Management Team members to assess potential or actual monetary impact of the crisis or disaster at hand and assess requests for reimbursement or their finance issues.</li> <li><input type="checkbox"/> Develop and maintain a tracking system for all events tied to reimbursement to assure maximum financial recovery for the University.</li> <li><input type="checkbox"/> Assure that all Finance and Planning departments are operating in emergency response mode to support the emergency response and business continuity operations of all departments and divisions.</li> <li><input type="checkbox"/> Assess impact of crisis on Finance and Planning departments and initiate activation of departmental business continuity plans as necessary.</li> </ul>
<p><b>Vice President for Strategic Initiatives</b></p> <p>Responsible for University interactions with government and public agencies and providing input on strategic impact of and response to major crisis.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Establish and maintain contact with appropriate government and public agencies (e.g. FEMA, DHS, Red Cross, etc.)</li> <li><input type="checkbox"/> Respond to and advise Crisis Management Team Members on legislative action taken by government agencies.</li> <li><input type="checkbox"/> Advise/consult with other Crisis Management Team members to assess strategic implications of current crisis and assure that implications are considered during decision making</li> <li><input type="checkbox"/> Assist President in developing overall strategic plan for response to and recovery from crisis.</li> </ul>

MEMBER POSITION RESPONSIBILITIES	DUTIES CHECKLIST
<p><b><i>Vice President for University Relations</i></b>            At the direction of the President, formulate and disseminate information to the general public and Pace community.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls and log of all media releases and statements. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Establish procedures for release of public information noting that unless otherwise directed, the Vice President for University Relations is the official spokesperson for the University.</li> <li><input type="checkbox"/> Authenticate all sources of information received, and verify for accuracy.</li> <li><input type="checkbox"/> Designate location for media to setup providing for needed supplies and utilities.</li> <li><input type="checkbox"/> Prepare and issue public statements that are concise, factual and non-speculative as soon as practical after the incident or disaster, and update regularly thereafter.</li> <li><input type="checkbox"/> Prepare recorded telephone messages regarding the nature of the crisis and the state of the campus(es).</li> <li><input type="checkbox"/> Where possible, establish phone lines for a call center to answer questions from the public; provide bilingual staff when available; publicize the call center phone numbers.</li> <li><input type="checkbox"/> Coordinate media releases and statements with the Crisis Management Team members before release.</li> <li><input type="checkbox"/> Determine the need for on-scene media briefings and designate a media-briefing center.</li> <li><input type="checkbox"/> Coordinate with the Vice President Strategic Initiatives to contact Federal, state and local agencies to share information.</li> <li><input type="checkbox"/> Periodically prepare and disseminate a media release that addresses rumor control.</li> <li><input type="checkbox"/> Contact the Director of Student Housing responsible for shelters. Request the location(s) and preferred method of contact for parents/guardians.</li> </ul>
<p><b><i>University Counsel</i></b>            Advise President on responsibilities and authority during crisis operations and legal ramifications of contemplated decisions/actions.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Provide legal guidance to the Crisis Management Team members and assess the emergency situation for legal responsibilities/authority and legal risk to the University.</li> </ul>

MEMBER POSITION RESPONSIBILITIES	DUTIES CHECKLIST
<p><b>Associate Vice President for General Services</b> Crisis Management Team liaison for coordination of all internal and extra-university response activities</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Provide security for protection of the Emergency Communication Center (ECC) and its staff.</li> <li><input type="checkbox"/> Determine the need to evacuate affected or threatened areas. Make certain that this action is coordinated with appropriate personnel and agencies. With regard to evacuation operations:</li> <li><input type="checkbox"/> If Pace resources appear to be insufficient to support shelter operations, seek Crisis Management Team advice whether to request external assistance. Ensure that persons with special needs such as the hearing impaired, blind, or non-English speaking are made aware of the evacuation order, assembly points, and transportation modes.</li> <li><input type="checkbox"/> Coordinate/provide transportation services for campus evacuation and other emergency needs.</li> <li><input type="checkbox"/> Arrange for the evaluation, measurement, and control of hazardous substances, infectious agents, and radioactive sources.</li> </ul>
<p><b>Vice President for Enrollment and Placement</b> Assess impact of crisis on recruitment process and application processing.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls and pass on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Coordinate notification of prospective students, especially admitted students, with University Relations.</li> <li><input type="checkbox"/> Coordinate transfer of recruitment and admissions procedures and responsibilities to unaffected campus(es) if possible.</li> <li><input type="checkbox"/> Coordinate with Office of Student Assistance (OSA) assessment of crisis upon maintenance of student records and financial aid processing.</li> <li><input type="checkbox"/> Coordinate with OSA and University Relations communication plan to keep current students and parents apprised of crisis events and its resolution.</li> </ul>
<p><b>Deans for Student</b> Assess crisis management needs for students; provide short and long-term plan for student housing and food service and coordinate records survey.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Coordinate/arrange for student counseling personnel, medical triage and other student necessities as warranted, such as <ul style="list-style-type: none"> <li>o Post-Vention counseling</li> <li>o Student financial assistance</li> <li>o Student inventory</li> </ul> </li> <li><input type="checkbox"/> Evaluate the need for and arrange for emergency student housing and food services. <ul style="list-style-type: none"> <li>o Maintain presence and responsibility at campus sheltering locations.</li> </ul> </li> <li><input type="checkbox"/> Develop plan to recruit student volunteers at the direction of the Crisis Management Team. <ul style="list-style-type: none"> <li>o Registration of volunteers</li> <li>o Skills needed/available</li> <li>o Assignment of volunteers</li> </ul> </li> </ul>

<b>MEMBER POSITION RESPONSIBILITIES</b>	<b>DUTIES CHECKLIST</b>
<p><b><i>Vice President for Development and Alumni Relations</i></b>            Coordinate with the Vice President for University Relations and provide updates to alumni when appropriate.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Coordinate with University Relations to inform all alumni of any situations on emergency updates when appropriate.</li> </ul>
<p><b><i>Vice President, Information Technology and Chief Information Officer</i></b>            Conduct communications and converged network (data, voice, video) damage assessments. Establish and manage emergency telephone services and IT systems using available resources.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Determine status of University network.</li> <li><input type="checkbox"/> Poll Crisis Management Team to determine emergency information technology and converged network services needs.</li> <li><input type="checkbox"/> Implement disaster recovery plan for all IT systems, activating contracts with external organizations for alternate work sites as needed.</li> </ul>
<p><b><i>Vice President for Finance and Controller</i></b>            Assess and advise on finance/legal issues.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Advise/assist Executive Vice President, Finance to carry out his/her responsibilities and duties; in coordination with Associate Vice President for Planning and Budget, serve as primary substitute for Executive Vice President, Finance in case of absence or incapacitation.</li> <li><input type="checkbox"/> Develop emergency procurement system for goods and services, establish lines of credit.</li> <li><input type="checkbox"/> Coordinate with Vice President for Human Resources on documentation for payroll services.</li> </ul>
<p><b><i>Associate Vice Presidents, Human Resources</i></b>            Provide employee information and notification. Organize volunteers for operational use.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Poll other Crisis Management Team members to determine personnel needs.</li> <li><input type="checkbox"/> Provide employee information and notification. Organize volunteers for operational use.</li> <li><input type="checkbox"/> Maintain a tracking system for all events tied to payroll and timekeeping issues.</li> <li><input type="checkbox"/> Provide guidance to all Crisis Management Team members on acceptable procedures and documentation for timekeeping and payroll operations. Assist other University departments in implementation of these procedures as needed.</li> <li><input type="checkbox"/> Attempt to meet staffing needs by utilizing in-house resources. If this is not feasible:               <ul style="list-style-type: none"> <li><input type="checkbox"/> Use volunteers and other disaster service workers</li> <li><input type="checkbox"/> If semi-skilled, skilled, or professional staff are required, contact local personnel agencies, state and federal agencies, or professional organizations.</li> </ul> </li> <li><input type="checkbox"/> Designate and arrange for staffing of registration centers for disaster service workers.</li> </ul>

<b>MEMBER POSITION RESPONSIBILITIES</b>	<b>DUTIES CHECKLIST</b>
<p><b>AVP for Budget and Planning</b> Assess and advise on budget and planning issues.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain a log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Advise/assist Senior Vice President for Finance and Executive Vice President, Finance to carry out his/her responsibilities and duties; serve as primary substitute for Senior Vice President for Finance and/or Executive Vice President, Finance in case of absence or incapacitation.</li> <li><input type="checkbox"/> Develop emergency procurement system for goods and services; establish lines of credit.</li> <li><input type="checkbox"/> Coordinate with VP for Human Resources on documentation for payroll services in the absence of the Senior Vice President for Finance.</li> </ul>
<p><b>Directors of Physical Plant (New York and Westchester)</b> Conduct facility damage assessment; prioritize salvage operations and short-term building replacement program.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate/maintain log of significant events, messages, and phone calls. Pass this on to relief with instructions to maintain it.</li> <li><input type="checkbox"/> Respond to and advise Crisis Management Team members of physical damage to facilities and structural integrity of buildings and the need for alternate space.</li> <li><input type="checkbox"/> Maintaining inventory of all facilities resources and their deployment.</li> <li><input type="checkbox"/> Coordinate Physical Plant's response to crisis.</li> <li><input type="checkbox"/> Initiate emergency repairs, maintain utilities and other services.</li> </ul>



<b>MEMBER POSITION RESPONSIBILITIES</b>	<b>DUTIES CHECKLIST</b>
<p><b>Executive Director of Safety and Security</b>            Act as emergency response leader during initial stages of emergency. Responsible for initiating and managing all Safety &amp; Security department emergency response activities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct initial evaluation relative to scope and nature of emergency. Inform President.</li> <li><input type="checkbox"/> Maintain order, crowd control, and public warning measures.</li> <li><input type="checkbox"/> Arrange for emergency medical care for students, faculty and staff with local EMS.</li> <li><input type="checkbox"/> Assign staff to assist the civil emergency response forces in urban search and rescue operations as requested; poll field forces to determine if they are in threatened areas.</li> <li><input type="checkbox"/> Arrange/assign assembly points for people using public transportation, including availability of disabled access vehicles</li> <li><input type="checkbox"/> In the event of a hazardous chemical/biological/radiological incident, coordinate with the Director of Environmental Health and Safety, the establishment of perimeter/access/traffic control.</li> <li><input type="checkbox"/> Coordinate evacuation notification of impacted residents with city/county/state/federal law enforcement using their field resources and public address systems.</li> <li><input type="checkbox"/> If evacuations are ordered:               <ul style="list-style-type: none"> <li>o Coordinate University Security and parking services with outside governmental law enforcement personnel for traffic control and security for the evacuated area and shelters,</li> <li>o Develop security plans for re-entry after the event.                   <ul style="list-style-type: none"> <li>Assign personnel to patrol vacated areas and provide perimeter and traffic control as necessary</li> </ul> </li> </ul> </li> <li><input type="checkbox"/> Have staff conduct a situation analysis to determine the nature, scope, and severity of the incident(s) and issue decisions regarding requests for mutual aid, evacuation taking into considering the following:               <ul style="list-style-type: none"> <li>o Nature of the emergency(s) and multiple incidents</li> <li>o Areas of the campus affected or threatened</li> <li>o Containment potential</li> <li>o Number of fatalities and injuries and damage assessment to Pace facilities</li> <li>o Determine the need to issue public warnings.</li> </ul> </li> </ul>

## APPENDIX B

### DEPARTMENT BUSINESS CONTINUITY TEAM LEADER CONTACT INFORMATION

Updated: September 2014

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#### Office of the President

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### Office of the Provost

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#### *International Programs & Services*

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*Westchester Campus Team*

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## **APPENDIX C**

### **STEPS IN DEVELOPING A FORMAL DEPARTMENT BUSINESS CONTINUITY PLAN**

Following is a Model Department Business Continuity Plan that provides an outline of and format for information to be included in each Department Business Continuity Plan document. Each department will use the format of Model Plan as the basis for the department's plan document. All sections included in the Model Plan should be included in the department plan.

- Wherever the Model Plan indicates specific information is to be included (such as department Mission Statement or listing of personnel contact information in Section I or listings of Critical Resources and standard procedures for performing Critical Functions in Section II), the department's specific information will be substituted for generic information or instructions included in the Model Plan.
- The procedures included in Section III of the Model Plan are fairly complete and should be included as they are in the department plan. However, each department should review these Model procedures to determine if they need to be modified or supplemented to address any unique circumstances of the department's functions or operations.

When all information asked for is developed and "dropped into" to the Model Plan format, the department's Business Continuity Plan is complete. The completed Department Business Continuity Plan document should be produced in hard copy as well as a computerized MS Word file (certain emergencies may prevent access of electronic files). Each member of the department's Business Continuity Team should be provided with a hard copy of the Plan document and any subsequent updates. Also, one complete hard copy and a copy of the electronic file should be provided to Frank McDonald, Associate Vice President for General Services. Portions of the Department Business Continuity Plans will be included in Appendix B of this Emergency Response and Business Continuity Plan document to facilitate notification of appropriate Department Business Continuity Team leaders by the Crisis Management Team during an emergency.

## KEY CONCEPTS AND DEFINITIONS

- Focus – The focus of the Departmental Plan should be on the actions to be taken by the department during and immediately following an emergency to attain the plan's goal.
- Goal – The goal of the Departmental Plan is the continued performance of the department's Critical Functions during and following an emergency.
- Critical Functions – Only those mission critical functions that must remain operational to ensure that the university maintains the ability to protect personnel and assets, continue its mission, meet organizational needs, and satisfy regulations.
- Critical Resources – A Critical Resource is anything that must be available in order to perform a Critical Function. Resources include equipment, data and records, forms, physical space, support/utility services, and personnel plus any other specific resources which are key to the department's ability to perform a Critical Function.
- Departmental Business Continuity Team Leaders– Those senior people in the department who, in an emergency, will assess whether the emergency has resulted in any impairment of the department's ability to perform its Critical Functions, and activate and manage the department's Business Continuity Plan if warranted. (This Business Continuity Team will likely be very involved in the development and updating of the department's Business Continuity Plan.)
- Business Disruption Tolerance – The amount of time that the University can tolerate being without a Critical Function. If a disruption of a Critical Function will exceed this tolerance, then a Business Continuity Plan for performing the Critical Function by other than usual means must be activated. Each department is in the best position to know the point at which disruption of the department's Critical Functions begins to create unacceptable consequences for the University. Developing and assigning a best-estimate assessment of the University's Disruption Tolerance to each of the department's Critical Functions now will expedite and improve the department's ability to make necessary Business Continuity decisions during an emergency. This obviously is not an exact science, and for certain Critical Functions the Disruption Tolerance may vary depending on such things as what time during the year the disruption occurs. The Emergency Response and Business Continuity Planning Committee

attempted to evaluate the University's Disruption Tolerance for many of the highest priority Critical Functions, and a rating scheme similar to the following may be helpful to the department's evaluation process:

- Rating 6 – Zero tolerance: unacceptable consequences result after the Critical Function is disrupted more than 0 to 3 days (most urgent/shortest Disruption Tolerance);
- Rating 5 – Most disruptive: unacceptable consequences result after the Critical Function is disrupted more than 4 to 6 days;
- Rating 4 – Severely disruptive: unacceptable consequences result after the Critical Function is disrupted more than 7 to 10 days;
- Rating 3 – Moderately disruptive: unacceptable consequences result after the Critical Function is disrupted more than 11 to 15 days;
- Rating 2 – Some disruption: unacceptable consequences result after the Critical Function is disrupted more than 16 to 21 days;
- Rating 1 – Least disruptive: unacceptable consequences result after the Critical Function is disrupted more than 21 days (least urgent/longest Disruption Tolerance).



## **MODEL DEPARTMENT BUSINESS CONTINUITY PLAN**

### **SECTION I – DEPARTMENT LEADERSHIP, MISSION AND PERSONNEL**

1. Name of the Department – include
  - a. Division to which Department belongs
  - b. Department Head
  - c. Office address, telephone, fax, cell and e-mail information
  - d. Home address, telephone, fax, cell and e-mail information
  
2. Include a copy of the department's existing Mission Statement (from the budget process)
  
3. List Departmental Business Continuity Team personnel
  - a. For each member of the team, list
    - i. Office address, telephone, fax, cell and e-mail information
    - ii. Home address, telephone, fax, cell and e-mail information
    - iii. Position within the department
  - b. Designate one member as Team Leader and one member as Back-Up Team Leader
  
4. List all Department Personnel
  - a. Office address, telephone, fax, cell and e-mail information
  - b. Home address, telephone, fax, cell and e-mail information

## **SECTION II – DEPARTMENT CRITICAL FUNCTIONS AND CRITICAL RESOURCES**

1. List the Critical Functions performed by the department.
  - a. Complete listing by adding:
    - i. The physical location where the function is performed – campus, building, room (depending on the nature of the function this may or may not be easily or specifically identifiable. Be as specific as your circumstances allow).
    - ii. Your estimate of the University’s Disruption Tolerance for each function (see discussion of this issue under “KEY CONCEPTS AND DEFINITIONS”).
2. List the Critical Resources needed to perform the function.
  - a. Use the listing prepared by your department using the Critical Resources template supplied earlier by the Emergency Response and Business Continuity Planning Committee
  - a. List should be specific and detailed (to the extent the nature of the function allows)
  - b. Include make, model, etc. of equipment where a particular model is required
  - c. Include contact information for the vendor of the equipment
  - d. Include the personnel in the department who perform the function, including the manager responsible for the function
3. List written standard procedures for performing each function.
  - a. Written procedures should be detailed enough so that personnel in the department who do not usually perform the function can get the job done if the personnel who normally perform the work are unavailable for any reason.
  - b. Include instructions and contact details on where information needed to perform the function comes from (e.g. other departments within the university, external vendors, etc.), including format of the information, media used to deliver or transmit the data, and timing and frequency of data delivery (where applicable).
  - c. Include instructions and contact details on where information produced by the department is sent, including format of the information, media used to deliver or transmit the data, and timing and frequency of data delivery (where applicable).

### **SECTION III – PLAN AND PROCEDURES FOR ASSURING BUSINESS CONTINUITY**

In the event of an emergency that may adversely impact a department's ability to perform its Critical Functions, the University's Crisis Management Team, Division Vice President or Department Head will contact the department's Business Continuity Team Leader.

1. Upon receiving notice of an emergency that may adversely impact the department's ability to perform its Critical Functions, the Business Continuity Team Leader:
  - a. Contacts the Emergency Communications Center of the affected campus to obtain current information on the nature and extent of the emergency and whether the areas affected by the emergency are accessible.
  - b. Contacts other Business Continuity Team members to begin assessment of impact of emergency on the department.
  
2. Team assesses whether and to what extent the emergency will disrupt department's ability to perform its Critical Functions in the normal way. Assessment of the emergency's impact on the department will include:
  - a. Visit to the department's facilities at the site of the emergency (if access to the site is available).
  - b. If site is not accessible, determine when it will become available.
  - c. Determination of what equipment, records, supplies, etc. have been damaged, lost or is/are otherwise unavailable to support performance of the department's Critical Functions.
  - d. Determine which of the department's Critical Functions are impacted by the damage, and what portions of the procedures for performing those Critical Functions the damage will prevent from being performed:
    - i. If the damage is to equipment, determine whether the equipment can be repaired and how quickly the repair can be completed.
    - ii. If repair time will exceed the Disruption Tolerance for the affected Critical Functions, activate the Business Continuity Procedures.
    - iii. If the damaged equipment cannot be repaired, activate the Business Continuity Procedures.
  - e. Determine whether the department can continue to use its usual location(s) to perform its Critical Functions, either partially or fully

- i. If usual location cannot be used as it appears during the assessment, determine what needs to be done in order to make the location usable (e.g. clean-up, repair of damage to the immediate location, repair of damage to other areas of the building that affect the department's workspaces, restoration of infrastructure, communications service or utilities, etc.) and determine how long it will take to complete this work.
- ii. If timeframe for putting location back into usable condition is within Disruption Tolerance for the affected Critical Functions, arrange for and proceed with necessary clean-up, repairs, etc.
- iii. If the timeframe for putting location back into usable shape exceeds the Disruption Tolerance for the affected Critical Functions, activate the Business Continuity Procedures.

3. **Business Continuity Procedures** – If assessment indicates the need, Business Continuity Team Leader activates the department Business Continuity Procedures and manages implementation of the Procedures. Activation may be full or partial depending on the nature of the emergency, the department's Critical Functions, and the extent of the damage or disruption. Activation will include:
- a. Notification of the Department Head of Procedures activation.
  - b. Notification of the Emergency Communication Center of Procedures activation.
  - c. Contacting all department personnel whose functions are affected by the emergency.
  - d. Making Critical Resources available.
    - i. For equipment damage that prevents the performance of Critical Functions:
      1. Determine whether the equipment can be repaired and how quickly the repair can be completed.
      2. If repair time will exceed the Disruption Tolerance for the affected Critical Functions, proceed with securing temporary replacement equipment.
      3. If the damaged equipment cannot be repaired, or if undamaged equipment is otherwise unavailable, proceed with securing permanent replacement (order time for securing permanent replacement of equipment may exceed the Disruption Tolerance for the affected Critical Functions –

in this event also proceed with securing temporary replacement equipment for use until permanent replacement is available).

- ii. If usual location cannot be used and timeframe for putting location back into usable condition exceeds the Disruption Tolerance for the affected Critical Functions:
  1. Determine what equipment, records, etc. need to be relocated to an alternate site to perform those Critical Functions and what is required to move the equipment, etc.
  2. Determine what is required to temporarily house Critical Function operations that need to be relocated to alternate space.
    - a. How much space is required?
    - b. What telecommunications, utility and other infrastructure needs to be available at the alternate site in order to perform the relocated Critical Functions?
    - c. What special environmental controls (e.g. refrigeration, special air conditioning, access controls/locks, etc.) are required?
    - d. What furniture, telephones, etc. need to be available?
  3. Advise department personnel who perform the Critical Functions that will be relocated of the temporary change of jobsite.
- e. Modifying the standard operating procedures for performing any impacted Critical Function to take into account any changes in site, equipment, records, incoming service availability, information transmission format, etc., and training the personnel who perform the Critical Function in the procedure modifications.
- f. Coordinating with other university departments to arrange for:
  - i. Temporary space (Physical Plant)
    1. Westchester: 914-923-2842.
    2. New York: 212-346-1782
  - ii. Funding of temporary replacement and documentation of expenses incurred. 914-923-2823.
  - iii. Installation of telecommunications equipment (ITS Help Desk) 914-773-3333, <http://help.pace.edu>.

- iv. Procurement of equipment (Purchasing) 914-923-2616.
  - v. Transportation, if necessary, of records and personnel to temporary site. 914-923-2695.
  - vi. Staff needs and other concerns (Human Resources):
    - Westchester – (914) 923-2730
    - New York – (212) 346-1630
  - vii. Redirection of support services from other departments (various).
  - g. Contact other departments that receive services from your department whose service will be impacted in any way and advise them of the scope and duration of anticipated service shortfall, or any changes to the usual delivery of service
4. Once arrangements for continuity of Critical Functions are in place, begin working with senior department personnel and other university departments to planning for permanent resolution of the conditions caused by the emergency.
5. Business Continuity Team Leader monitors performance of Critical Functions being performed under other than usual circumstances until all permanent repairs are completed and all Critical Functions are relocated to permanent facilities.