

UNIVERSITY POLICY

SUBJECT: ADMINISTRATION **TITLE:** EMERGENCY OPERATIONS MANAGEMENT

CODING: 00-01-10-17:00 **ADOPTED:** 12/11/92 **AMENDED:** 09/17/03

I. PURPOSE

The purpose of this policy is to set forth the broad requirements for the development, implementation, and on-going maintenance of University-wide and Campus-specific Emergency Operations Plans (EOP). These EOPs are meant to outline the decision-making framework that would guide the awareness, mitigation, preparatory, response, and recovery actions aimed at ensuring an effective, safe, and orderly continuation of educational and research programs, patient care and community services, and administrative and other support activities on a Campus and State-wide basis whenever the normal continuation of these operations is threatened by a variety of emergency/catastrophic events.

II. ACCOUNTABILITY

Under the direction of the President, the Senior Vice President for Academic Affairs and the Senior Vice-President for Administration and Finance shall ensure compliance with this policy. The Deans, Vice Presidents and President/CEOs of the Healthcare Units in concert with the Director of Public Safety, and designated Campus Emergency Coordinators shall ensure implementation of this policy.

III. APPLICABILITY

This policy applies to all UMDNJ Schools, Units, Departments, Campuses, and University-owned or operated Facilities.

IV. DEFINITIONS

- A. **Emergency/Catastrophic Events** - An emergency or catastrophic event may be defined as any event that overwhelms the ability of the institution to operate effectively, safely, and normally in pursuit of its mission-critical programs and activities. An emergency may be attributable to natural, technological, and/or man-made events.
- B. **Internal Disaster** - An event that impacts UMDNJ's physical plant or mission-critical facilities, or the ability to adequately staff a facility or carry out mission-critical activities, and may require student, employee, volunteer, contractor, visitor, and/or patient relocation or evacuation (examples include, but are not limited to, the following: bomb threats, fires, explosions, nuclear/biological/chemical contaminants or spills, building damage, massive failure of a utility system, severe staff shortages, etc.). These events may or may not include response from external (non-UMDNJ) organizations.
- C. **External Disaster** - An event that involves a disaster outside UMDNJ facilities, in the community at large, state, or region, that would require UMDNJ to mobilize its resources to provide support and/or services to external organizations and/or disaster victims, either at UMDNJ facilities or at the site of the disaster.
- D. **Internal and External Disaster** - An event that includes elements of both an internal and external disaster (e.g. massive chemical leak or flood that threatens the Facility or entire Campus).

- E. **UMDNJ State of Emergency (referenced hereinafter as State of Emergency)** - An official declaration to fully enact appropriate Emergency Operations Plans, emergency support functions, and other emergency facilities, personnel and resources.
- F. **Campus Emergency Operations Plan (EOP)** - An Emergency Operations Plan includes how the campus will establish and maintain a program to ensure an effective program of awareness, mitigation, preparedness, response, and recovery from disasters or emergencies affecting its mission critical operations. The plan is intended to serve as a guide for all UMDNJ personnel involved with any aspect of a disaster, internal or external. The EOP may be partially or fully implemented with or without a formal declaration of a UMDNJ State of Emergency.
- G. **Incident Command System (ICS)** - Principles, concepts, and structures used in managing any size or type of disaster to control response personnel, facilities, communications, and equipment. ICS principles include use of common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span-of-control, pre-designated facilities, and comprehensive resource management. The basic functional modules of ICS (e.g., operations, logistics) can be expanded or contracted to meet requirements as an event progresses. The term "Incident Command System" in the context of this policy and the EOPs shall be construed to mean the nationally accepted model, based on accepted National Incident Management System (NIMS) standards and curricula.
- H. **Unified Command** - ICS Management process that allows all agencies (a department or service officially acting for others) that have jurisdictional or functional responsibility for the incident to assist the incident commander to jointly develop a common set of incident objectives and strategies. This is accomplished without losing or giving up individual authority, responsibility, or accountability.
- I. **Incident Commander** - The person in charge of the incident who will control all operations and support directly related to the response to the crisis/emergency, including assembling a team, assigning responsibilities, and providing direction and leadership, starting with the onset of the crisis/emergency and continuing through the response and recovery phases. The IC has the ultimate overall responsibility for all UMDNJ emergency activities related to the disaster; the unified command approach allows the IC to solicit assistance and ideas from other leaders with functional/technical expertise in given areas. The IC may also delegate certain responsibilities through the Command Staff (Information Officer, Liaison Officer, Safety Officer) and/or through the General Staff (Section Chiefs - Operations, Planning, Logistics, and Finance/Administration). The use of additional personnel to occupy these various ICS positions will depend on the size, scope, and nature of the disaster, as well as the resources present and requested. If additional personnel do not populate these positions, all responsibilities for that ICS position fall back on the incident commander.
- J. **Information Officer** - Central point for information dissemination; part of the Command Staff.
- K. **Liaison Officer** - Designated by the Incident Commander to serve as an official UMDNJ contact with the various internal UMDNJ agencies, as well as the Fire and Police Departments, Local and County Offices of Emergency Management, and/or other external emergency responders during a partial or full activation of the UMDNJ EOP; part of the Command Staff.
- L. **Safety Officer** - Detects and has emergency authority to stop and correct unsafe situations; part of the Command Staff.
- M. **Incident Command Post** - Serves as the area for incident management and will be headed by the Incident Commander and may be staffed by representatives from agencies with operational roles in the incident. In the event of an internal emergency, Public Safety will, in most cases will serve as the Incident Commander, secure the scene, and establish an Incident Command Post at a safe distance from the incident site. In incidents where Public Safety is not the Primary Agency, the Primary Agency (PA) will establish the Incident Command Post.
- N. **Emergency Operations Center (EOC)** - Depending on the nature, scope, and magnitude of the emergency, a designated site will be set up to serve as a Campus Emergency Operations Center

(EOC). Various personnel, including the IC supported by the Planning/Logistic Sections, and/or Unified Command agencies, can be present at the EOC. The Emergency Operations Center is the area where planning to support the incident will occur.

- O. **University Key Policy Makers** - A University level executive management team charged with the policy level decision-making responsibility under a declared UMDNJ State of Emergency. The Senior Vice President for Academic Affairs and the Senior Vice President for Administration and Finance will serve as Co-Chairs of the team comprised of University Key Policy Makers. For University wide emergency or if the emergency affects more than one campus, the University Key Policy Makers exercise the authority to make policy decisions regarding the incident.
- P. **Campus Key Policy Makers** - A Campus level executive management team charged with the policy level decision making responsibility under a declared UMDNJ State of Emergency. The titles of this team are defined in the campus EOP. For campus specific emergency, the Campus key policy makers exercise the authority to make policy decisions regarding the incident.
- Q. **Campus Safety Committee** - The Campus Safety Committee provides a forum for Schools/Units and Central Support Organizations to exchange information related to campus specific strategies and approaches for the implementation, of health and safety policies and enforcement and resolution of related safety and health issues. The Emergency Operations Planning Subcommittee of the Campus Safety Committee, under the direction of the appointed Chair(s) (EXHIBIT E) oversees the planning, development and implementation of Campus Emergency Operations Plans.
- R. **Campus Emergency Coordinator** - Designated by the Campus Key Policy Makers to be an official contact for the Emergency Operations Planning Subcommittee of the Campus Safety Committee on matters involving the planning, development, implementation and ongoing maintenance of the Campus EOP.
- S. **Continuity of Operations Plans (COOP)** – Intended to provide preplanned actions that a School, Department or Unit within the University will take should their facilities, workplace or resources become unavailable. See the section for Annexes for Department Specific Plans in the EOP Campus Template for more information.
- T. **Essential Employees** -
 - 1. Selected exempt employees (faculty, housestaff, staff) and selected non-exempt employees as defined by each department head required to maintain inpatient care services at University Hospital and University Behavioral Healthcare (UBHC) facilities.
 - 2. Selected exempt employees and selected non-exempt employees as defined by each department head required to maintain a skeleton staff and minimum essential services in each School and Central Administration Department.
 - 3. Selected employees (e.g. Animal Care staff in the Research Animal Facility) required to maintain a skeleton staff and minimum essential services in each school.
 - 4. Selected employees designated to carry out various emergency functions and duties as defined in the EOP and/or individual Continuity of Operations Plans (COOP).
- U. **Non-Essential Employees** - All other employees except Essential Employees as defined above.

V. REFERENCES

- A. Inclement Weather Emergency [00-01-10:17:10](#)

The following policies provide additional and related information:

- B. Possession by Restricted Persons of Select Biological Agents or Toxins [00-01-10-10:00](#)

C.	Media Release – General	00-01-10-105:00
D.	Media Release – Academic/Clinical	00-01-10-105:05
E.	Media Visits	00-00-10-110:00
F.	Press Conferences and Media Releases	00-01-10-115:00
G.	Fire and Life Safety, University policy	00-01-45-60:00
H.	Chemical Spill Prevention and Mitigation, University policy	00-01-45-45:00

VI. POLICY

The Emergency Operations Management policy applies to the University as a whole and is intended to work in conjunction with emergency operations plans tailored specifically for each one of the UMDNJ campuses. The Emergency Operations Planning Subcommittees of the Campus Safety Committees working in conjunction with the Campus Key Policy Makers on each campus will assure the development of these plans utilizing the Emergency Operations Plan Campus Template. The table of contents is included as EXHIBIT A. These plans must be consistent with the provisions of this policy, as well as any other pertinent requirements of relevant external agencies, e.g. local, county, state and federal agencies and accreditation bodies.

An overview of Emergency Operations Planning process at UMDNJ is depicted in EXHIBIT B. Emergency Operations Planning for each campus should be coordinated both within UMDNJ and, as appropriate, with relevant external agencies at the community, state, regional, and/or national levels. Requirements dealing with weather-related emergencies are covered under a separate University policy, Inclement Weather Emergency, 00-01-10-17:10.

A. Requirements:

1. The purpose and scope of the University of Medicine and Dentistry of New Jersey (UMDNJ) Emergency Operations Plan (EOP) is to use an “all hazards” approach to:
 - safeguard lives, property (including real, chattel, and intellectual), and facilities;
 - set forth fundamental policies, planning assumptions, a concept of operations, response and recovery actions, and School/Unit/Department responsibilities;
 - describe the array of resources available within the University to assist each campus as well as augment state and local efforts before, during, and after a disaster;
 - prevent or minimize the impact of emergencies and disasters on the University, and the surrounding areas;
 - maximize the effectiveness of the campus community in being aware of, preparing for, mitigating, responding to, and recovering from an emergency or catastrophic event on a UMDNJ campus or in the surrounding community;
 - address linkages to other Emergency Operations Plans developed for general and specific incidents;
 - provide a focus for intra- and inter-agency, and intergovernmental emergency preparedness, planning, training, exercising, coordination, and information exchange;

- provide for the continuity of operations in pursuit of UMDNJ's mission of teaching, research, health, and community service; and,
 - develop and maintain implementation plans to be aware of, prepare for, mitigate, respond to, and recover from emergencies and disasters.
2. The EOP should cover the full range of complex and constantly changing requirements prior to, during, and following a disaster: saving lives, protecting property, and meeting basic human needs (response); restoring the disaster-affected area (recovery); educating, training, planning, and exercising about and for disasters (awareness and preparation); and, reducing vulnerability to future disasters (mitigation).
 3. The EOP concepts apply to all types of disasters and emergencies, which include natural catastrophes (exceptions are the weather related emergencies covered under a separate policy), major fires, floods, explosions (regardless of cause), acts of terrorism, and/or any other occasions or instances of natural, technological, or man-made emergencies.
 4. The plan is to be implemented locally, at each campus, by appropriate representatives of the University, depending on the size, scope, and nature of the emergency or disaster affecting that particular campus, as well as the resources present or requested. An emergency event may be designated as a Level 1, Level 2, or Level 3 situation.
 - Level 1: A localized, contained incident that is quickly resolved with internal resources or limited help. The Emergency Operations Plan is implemented at the most basic levels, however the Emergency Operations Center is generally not opened.
 - Level 2: A major emergency that impacts portions of the campus, and may affect mission-critical functions or life safety. The Emergency Operations Plan is partially or fully implemented, and the Emergency Operations Center may be opened.
 - Level 3: An emergency that involves the entire campus and surrounding community. The Emergency Operations Plan is fully implemented; the Emergency Operations Center is opened and the entire Emergency Management Team is mobilized.
 5. Awareness Program

The Campus Safety Committee in conjunction with the Campus Key Policy Makers on each campus will assure a systematic and comprehensive program to allow for all campus constituents (employees, students, etc.) to be aware of the risks, vulnerabilities, hazards, mitigation efforts, plans, policies, protocols, and other relevant information pertaining to the University's efforts at disaster/emergency management. This program will allow for campus constituents to (1) identify that a problem exists, (2) isolate the problem, if able, (3) gather basic information about the problem, and (4) report information to the proper authorities. Awareness efforts are aimed at the pre-incident, as well as the incident discovery and alert phases. While every campus constituent will not necessarily have a role in actual incident response and/or incident management, everyone who is part of the UMDNJ community should have the knowledge to recognize and report problems.
 6. Mitigation and Preparation Actions

The Campus Safety Committee in conjunction with the Campus Key Policy Makers on each campus will assure a systematic hazard and vulnerability assessment with the assistance of Public Safety and a designated individual from each School/Unit located on the campus. The resulting information will be utilized to tailor the development of the individual campus EOP. The results of the Hazard Vulnerability Assessment and Vulnerability Assessment for Terrorism must be held in strict confidence.

7. Training and Education

- a. The Department of Human Resources will assure that new employees receive a copy of the Emergency Operations Management policy at the employee orientation program.
- b. UMDNJ Schools/Units will ensure that new employees receive an overview of the School/Unit's EOP and job specific training for their role in the context of the School/Unit's EOP and procedures within their respective Department.
- c. UMDNJ Schools/Units will ensure that Chairs, Department Heads, Executive Directors and Directors review EOP and procedures with all staff on an annual basis.
- d. The Campus Safety Committee in conjunction with the Campus Key Policy Makers on each campus will assure the development, delivery, and evaluation of all emergency operations management related training. Those involved in Emergency Operations must receive appropriate levels of training on the Incident Command System. Key Policy Makers must be trained to understand the concepts of the Incident Command System and Unified Command. The Deans, Chairs, Associate Vice Presidents, Vice Presidents and Executive Directors must determine appropriate levels of Incident Command training for specific functions within their areas of responsibility.
- e. The Campus Safety Committee in conjunction with the Campus Key Policy Makers will assure the development, delivery and evaluation of all yearly tabletop exercises and other exercises to test the EOP and can also be used as a guide to determine the effectiveness of the training.

8. Response

a. Incident Command System

UMDNJ will use the Incident Command System (ICS). The first responder assumes command as an Incident Commander (IC) until a more qualified IC arrives on scene; this more qualified IC might be someone from a non-primary agency with additional qualifications or, preferably, someone with proper qualifications from the primary agency. During a disaster or other emergency, the primary internal organization with responsibility for that type of an event will assign an IC. The IC will then have control of all operations and support directly related to the response and will conduct incident management consistent with principles and concepts of unified command and span of control. The IC will assemble an appropriate command staff (safety, information and liaison) and general staff (operations, planning, logistics and finance) depending on the size, scope, and nature of the incident, as well as the resources present and requested. The IC will maintain ongoing contact with the Key Policy Makers/designees during the course of the entire incident management cycle. The designated Campus Emergency Coordinator is an operational level point person and will be notified along with the Campus Key Policy Makers if there is an emergency on the campus and if evacuation is required.

b. Campus Key Policy Makers or University Key Policy Makers

When notified of a potential or impending emergency situation, the Key Policy Makers, which are an Executive level management team, will convene to standby to receive information from the Incident Commander to set policies at the Campus or University level. These titles are defined in the campus EOP.

For University or statewide emergencies or if the emergency affects more than one campus, the University Key Policy Makers will exercise the authority to make policy decisions.

For Campus level emergency the Campus Key Policy Makers will exercise the authority to make policy decisions.

Each Key Policy Maker will designate a backup in advance to act in his/her behalf if he/she is unavailable when contacted.

c. Incident Command Posts and Emergency Operations Center

The Incident Command Post will be headed by the Incident Commander, and may be staffed by representatives from agencies with operational roles in the incident (via unified command).

The Emergency Operations Center (EOC), if opened, shall require assistance from representatives of the Schools, Units, and Departments that are tasked within the respective Campus EOPs. The exact composition of the EOC will depend on the size, scope, and nature of the emergency and its specific requirements. The primary and secondary locations designated on each campus for the EOC will be defined in the EOP. There will be only one (1) Campus EOC for each campus.

d. Communications

To report events to Public Safety, the contact numbers for each campus is listed in EXHIBIT C.

Announcements and information regarding the declaration of a State of Emergency and the scope thereof will be provided through the following vehicles:

- Phone Numbers, Mail Box Managers, and Staffing Pools, Phone Trees, Pagers, etc.
- News Stations
- UMDNJ website (<http://www.umdnj.edu>)
- Any other means deemed effective by the Campus Emergency Coordinator and/or Key Policy Makers and outlined in the respective Campus EOP.

Declaring a state of emergency by other private, public or state organizations in the area does not automatically mean that it also pertains to UMDNJ.

The related communications pertaining to the programs (Joint Programs) where UMDNJ shares ownership, sponsorship, facility, or operational responsibility with other Non-UMDNJ entities, e.g. Rutgers University, NJIT, Union County College, etc., will flow through designated individuals.

These individuals, working in collaboration with the Chief Administrative Officer of the Joint Program(s) and the Joint Program partner(s), will make appropriate recommendations to the respective Dean or President/CEO about maintaining critical operations at the specific facilities.

9. Recovery

a. Department Specific Annexes

Each department must prepare a department specific disaster plan using the guidelines set out in the Emergency Operations Planning Campus Template.

b. Continuity of Operations

Individual Unit/Department must use the guidelines in the Appendix F1 of the Emergency Operations Planning Campus Template to create plans to deal with 1, 5 or 30-day contingencies where their primary workspace is unavailable.

10. Anatomy of a Disaster:

This is an overview of what generally happens when you have a bomb scare, chemical spill, power failure etc. See EXHIBIT D for an Emergency Operations Overview Flow

- a. The disaster occurs.
- b. Local first responders arrive at the scene and begin assessment and operations.
- c. They alert appropriate internal/external agencies and begin work on resolving the incident.
- d. Aid and assistance might be requested from various sources.
- e. Emergency Operations Center(s) may be opened; and the Key Policy Makers declare a disaster.
- f. Constant communication and continuous feedback to and from the various response elements occurs.
- g. Recovery efforts are initiated and the event is eventually resolved.

B. Responsibilities:

1. The Campus EOP Chairs in conjunction with the Campus Safety Committees on each campus and Campus Key Policy Makers will assure the development, implementation, and maintenance of campus specific EOPs incorporating operational level plans for the Schools/Units and Departments located on or providing services to that campus. See EXHIBIT E
2. The President, Senior Vice Presidents, Deans, Vice Presidents, and President/CEOs of the Healthcare Units will ensure that decision-making authorities and responsibilities have been clearly delineated and appropriately delegated to ensure effective/efficient implementation and enforcement of this policy.
3. Chairs, Department Head, Executive Directors and Directors
 - a. Oversee the development and maintenance of a department specific disaster plan.
 - b. Individual Unit/Department should use the guidelines in the Appendix F1 of the Emergency Operations Planning Campus Template to create plans to deal with 1, 5 or 30-day contingencies where their primary workspace is unavailable.
 - c. Assure that all new employees receive training in their assigned role and specific responsibilities in accordance with the appropriate EOP and procedures.
 - d. Review policy, as well as assigned roles and specific responsibilities in the EOP, with all staff on an annual basis.
 - e. Must develop and maintain a list of employees under their supervision who will be considered Essential Employees in the event of a declared State of Emergency. This list must be reviewed and approved by their supervisor on an annual basis and should also be provided to the appropriate Campus Human

Resources office each July 1. Each employee's status in this regard must be appropriately communicated to all staff and documentation of the communication must be maintained.

- f. Designate backups in advance to assure that departmental notification is carried out in accordance with established procedures in the event of the declaration of a State of Emergency.
- g. Maintain a current list of names and contact information, e.g. phone, beeper number and e-mail address for all employees in their areas. This list will be updated at least every six (6) months and be readily available.
- h. Assure readiness to implement the EOP.
- i. In advance of any disaster, develop a line of succession at least six (6) persons deep to act on his/her behalf during an emergency.

4. Primary Agencies

A UMDNJ "agency" designated as an Emergency Function Annex (EFA) primary agency serves as the University's executive agent to accomplish the EFA mission. When an EFA is activated in response to a disaster, the primary agency for the EFA has operational responsibility for:

- a. orchestrating the support within the functional area for the affected campus, surrounding community, or other location;
- b. providing an appropriate level of staffing for operations at the ICP and EOC;
- c. activating and sub-tasking support agencies;
- d. managing mission assignments and coordinating tasks with support agencies, as well as other appropriate external agencies and organizations;
- e. supporting and keeping other organizational elements informed of EFA operational priorities and activities;
- f. executing contracts and procuring goods and services as needed;
- g. assuring financial and property accountability for EFA activities; and
- h. supporting planning for short- and long-term disaster operations.

5. Support Agencies

When an EFA is activated in response to a disaster, each support agency for the EFA has operational responsibility for:

- a. supporting the EFA primary agency when requested, by conducting operations using its authorities, cognizant expertise, capabilities, or resources;
- b. supporting the primary agency mission assignments;
- c. providing status and resource information to the primary agency;
- d. following established financial and property accountability procedures; and
- e. supporting planning for short- and long-term disaster operations.

6. External Agencies

Other external agencies may have authorities, expertise, capabilities, or resources that may be required to support disaster operations for an internal UMDNJ emergency. These same agencies will be the controlling authority for external emergencies when UMDNJ assets are called upon to assist with disaster operations in the surrounding communities, regions, or other locations. It is important for UMDNJ to maintain representation on and participate with the various external emergency operations management-planning activities (i.e. Local Emergency Planning Councils, etc.). The relationships that are developed in the pre-event stage will help ensure a smooth and successful operation for involved University assets, whether the event is internal or external to UMDNJ.

VII. EXHIBITS

- A. Emergency Operations Plan Campus Template (table of contents only)
- B. Emergency Operations Planning at UMDNJ
- C. Emergency Phone Numbers
- D. Emergency Operations Overview Flow
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By Direction of the President:

Senior Vice President for Academic Affairs

Senior Vice President for Administration and Finance

EXHIBIT A

Emergency Operations Plan: Campus Template

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Emergency Operations Plan: Campus Template
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Appendix B:	Acronyms and Abbreviations
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Appendix D1:	Campus All Hazards Vulnerability Analysis
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Appendix E1:	Emergency Function Annex Template
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Appendix F1:	Continuity of Operations (Continuity of Business Annex)
Appendix F2:	Department Specific Disaster Plan: Example
Appendix G:	Homeland Security Alert System (HSAS)

EXHIBIT B

Emergency Operations Planning at UMDNJ

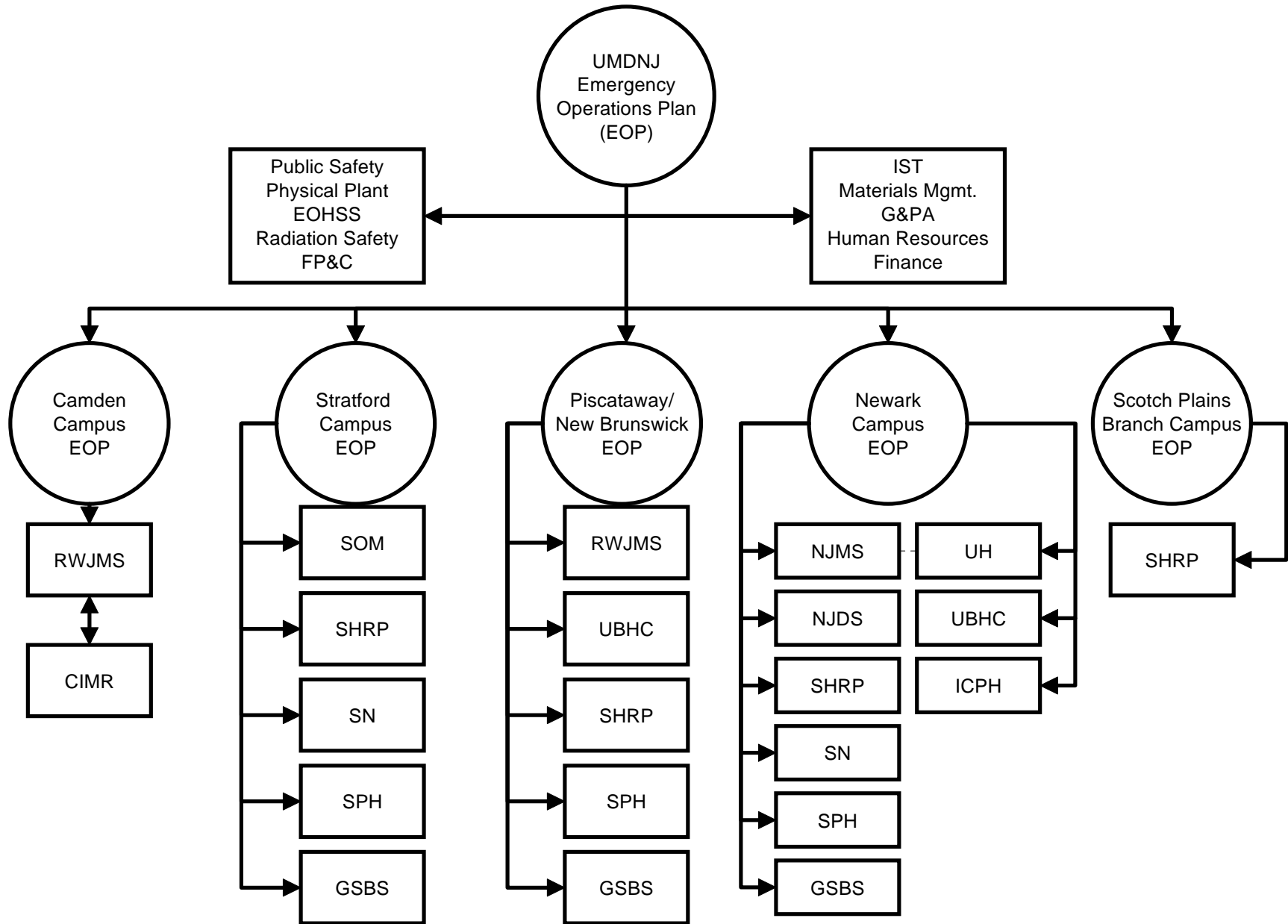


EXHIBIT C

Emergency Phone Numbers

CAMPUS	PUBLIC SAFETY'S EMERGENCY CONTACT NUMBERS To report events such as: dangerous situations, suspicious persons, fire or smoke, radiation, chemical and biohazard spills, a medical emergency and to request an ambulance	
	On Campus	Off Campus
Newark	2-4490 or 222	1-973-972-4490
Scotch Plains	1-908-889-2485	1-908-889-2485
Piscataway	5-4000	1-732-235-4000
Somerset	Local Police (9-911)	Local Police (911)
New Brunswick	5-4000	1-732-235-4000
Camden	7-7777	1-856-757-7777
Stratford	7-7777	1-856-757-7777

EXHIBIT D EMERGENCY OPERATIONS FLOW

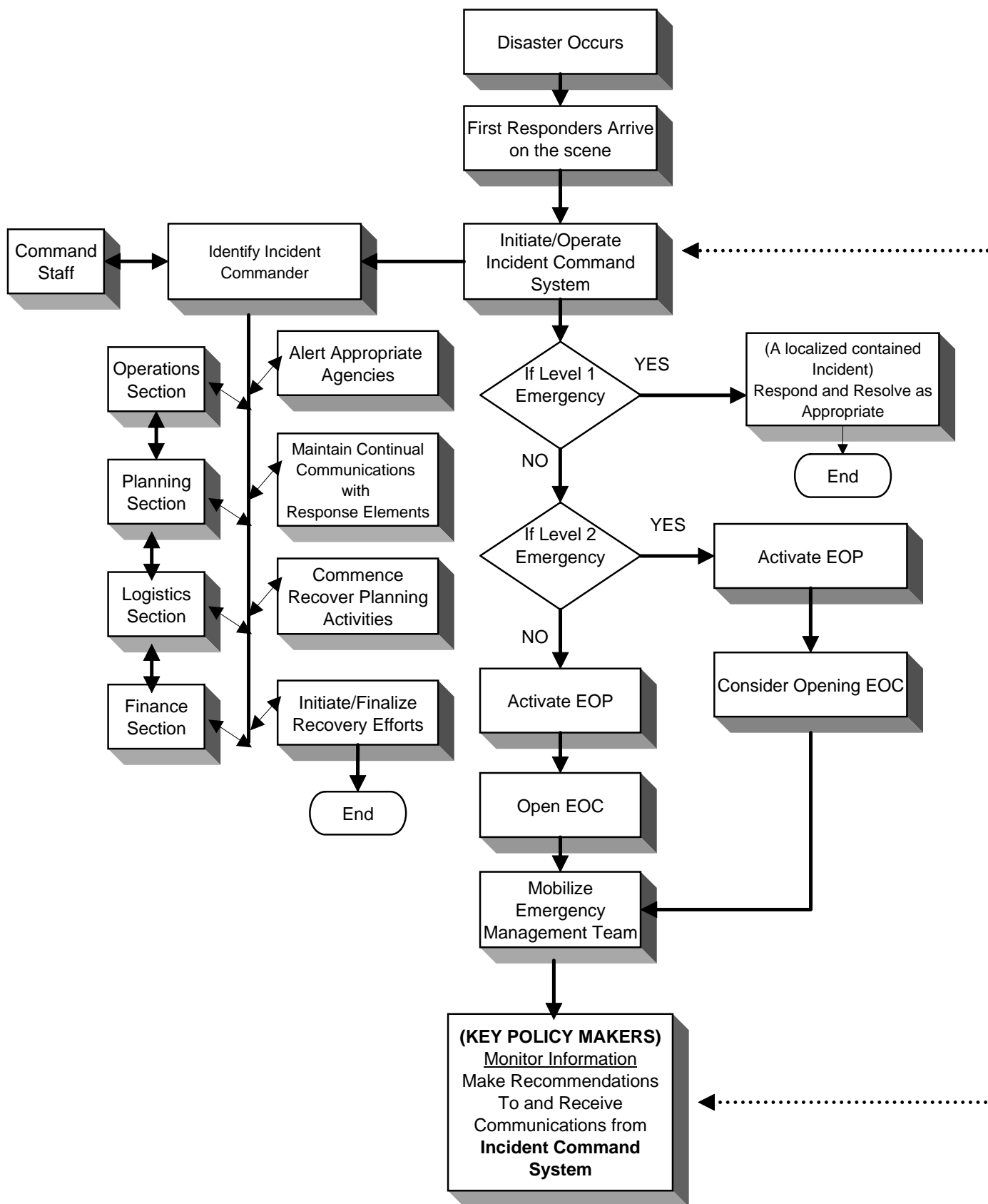


EXHIBIT E

Campus Chairs: EOP Development

Campus	Email	Phone
■ <u>Newark</u>		
■ Judith Baginski/NJMS	baginsja@umdnj.edu	973-972-1212
■ Nelson Gralha/UBHC	gralhana@cmhc.umdnj.edu	732-235-3449
■ Derrick Johnson/UH	johnsod3@umdnj.edu	973-972-3556
■ <u>Scotch Plains</u>		
■ Dr. Ted Kelley/SHRP	kelleyed@umdnj.edu	908-889-2499
■ <u>Piscataway/NB</u>		
■ Joe Bernasz/RWJMS	jbernasz@umdnj.edu	732-235-6212
■ <u>Camden</u>		
■ Dr. Paul Mehne/RWJMS	mehne@umdnj.edu	856-757-7751
■ <u>Stratford</u>		
■ Edward Small/SOM	esmall@umdnj.edu	856-566-6002