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CONCEPT OF OPERATIONS

Purpose:

The Graduate School of Education Emergency Response Plan is intended to respond to internal disasters, and/or disruption of services, earthquakes, or other specific emergencies.

This Plan gives guidance for the following emergencies: earthquakes, fires or explosions, hazardous material releases, extended power or utility outages, floods, bomb threats, mass casualty events.

Scope:

This plan applies to the main GSE campus buildings – Center on Academic Research at Stanford (CERAS) and the Galvez Modular. In addition, it serves as a guiding document for additional GSE buildings including Littlefield, Wallenberg, Ventura, and Redwood Hall. This plan applies to all staff, faculty, and students within the GSE.

Priorities:

1. Immediate response, building evacuation, and life safety.
2. Data preservation and recovery
3. Academic continuity and critical functions
4. Business continuity and recovery
5. Research continuity

Department Situational Triage & Assessment Team (STAT) Activation:

The GSE’s emergency Situational Triage & Assessment Team (STAT) will activate for level 2 and level 3 emergencies and report to the University Emergency Operations Center (EOC) to coordinate efforts. The STAT team will determine the needs of the school during an emergency and respond based on those needs. Each STAT team member is responsible for communicating with his/her departmental team in order to assess safety and the level of efforts needed.

Teams outside of the main campus group will develop their own plan and report to the GSE STAT Team, as needed.

*All team members are expected to work in accordance with the Stanford University emergency framework. Please refer to Stanford’s emergency website for University-wide emergency notifications and information: http://emergency.stanford.edu/
GSE SITUATIONAL TRIAGE & ASSESSMENT (STAT) TEAM

Role: The GSE STAT team is a small group of School, department, or business unit managers who convene briefly (by conference call or in person) to evaluate the scope of the incident and the scope of the response needed. They determine if the Department Operations Center (DOC) plan should be implemented.

When activated, the mission of this team is to manage DOC critical response including:
1. Provide situational assessment information to the Emergency Operations Center (EOC).
2. Report damage and status of personnel to school or department leadership and the EOC.
3. Assist students, faculty, staff, and visitors.
4. Coordinate response by the School, department, or business unit.
5. Provide emergency instructions and information to constituents (faculty, staff, students, visitors).
6. Determine impact to teaching, research, and operations, and, with EOC support, manage response and recovery.
7. Use incident action planning to set priorities and strategize response and recovery.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
<th>Office Phone</th>
</tr>
</thead>
<tbody>
<tr>
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<td><a href="mailto:gcoc@stanford.edu">gcoc@stanford.edu</a></td>
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<td></td>
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<td>650-721-1402</td>
</tr>
</tbody>
</table>

*This representative will initiate contact with all STAT team members after the University’s Emergency Plan has been activated.
GSE EMERGENCY RESPONSE TEAM

**Purpose:** The purpose of the response team is to ensure every person within the GSE is safe and accounted for in the event of an emergency.

**Mission:** Designate one (1) individual from every group, department, research center, etc. tasked with the responsibility to ensure accurate head count and knowledge of every team member’s location.

**Execution:** With increasing numbers of staff working from home, the number of staff egressing to the building EAP will be a fraction of what once was. It is imperative that department heads have a rotating Emergency Response Liaison within their staff to know who is on campus, WFH, or out of the office to ensure accurate and pertinent information relayed up the chain and to Emergency Response Personnel.

Initial Actions by the Department Operations Center (DOC) STAT Team

<table>
<thead>
<tr>
<th>Confirm and report the emergency.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Assess the severity and potential duration of the emergency with response personnel:</td>
</tr>
<tr>
<td>o Minor/local incident (Level 1)</td>
</tr>
<tr>
<td>o Major emergency disrupting operations in a building (Level 2)</td>
</tr>
<tr>
<td>o Area-wide disaster (Level 3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alert personnel in your area to emergency conditions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Disseminate university safety instructions and status reports, using internal emergency communication methods:</td>
</tr>
<tr>
<td>o Voicemail Notification Lists o DOC</td>
</tr>
<tr>
<td>Hotline for Department Heads o Call-in</td>
</tr>
<tr>
<td>message line o Social media o Email o</td>
</tr>
<tr>
<td>Phone o Other:</td>
</tr>
</tbody>
</table>

If these systems are overloaded with emergency traffic, send runners to deliver emergency alerts and bulletins.

<table>
<thead>
<tr>
<th>Activate the DOC.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Assemble personnel.</td>
</tr>
<tr>
<td>• Gather information on emergency impacts from all of the units in your jurisdiction.</td>
</tr>
<tr>
<td>• Report the information to emergency services and the (EOC).</td>
</tr>
<tr>
<td>• Be sure to also note which departments have not been heard from.</td>
</tr>
<tr>
<td>• Evaluate incident effects on teaching, research, program continuity and business continuity.</td>
</tr>
<tr>
<td>• Convene appropriate business and program managers to plan the recovery of essential activities.</td>
</tr>
</tbody>
</table>
Coordination with the Emergency Operations Center (EOC)

Properly routing emergency communications greatly improves response and recovery. Information delivered to the wrong destination, or even the correct destination, but at the wrong time, can cause a significant delay in responding to an incident. The following table outlines appropriate routing of status information and resource requests during an emergency at Stanford University. This is not intended to be a finite list, however, it illustrates the types of issues that are that are routed to an Operational DOC or to the EOC.

Note: Whenever you are reporting an incident to more than one group, be sure to indicate who else has been notified of the situation. This will help to ensure that they issue correct degree of coordination at the EOC and DOC level.

<table>
<thead>
<tr>
<th>SITUATION</th>
<th>CONTACT POINT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Death or serious injury</td>
<td>Contact the EOC</td>
</tr>
<tr>
<td>Hazardous material release</td>
<td>Contact the Environmental Health &amp; Safety DOC</td>
</tr>
<tr>
<td>- Biological</td>
<td></td>
</tr>
<tr>
<td>- Chemical</td>
<td></td>
</tr>
<tr>
<td>- Radiological</td>
<td></td>
</tr>
<tr>
<td>Major campus safety issue</td>
<td>Contact the EOC</td>
</tr>
<tr>
<td>Major building damage reports including injuries</td>
<td>Contact the Land Buildings &amp; Real Estate DOC</td>
</tr>
<tr>
<td>Significant resource purchases, especially if the resource may be needed by more than one DOC (examples: research support materials, dry ice etc.)</td>
<td>Contact the EOC</td>
</tr>
<tr>
<td>Utility failures</td>
<td>Contact the Land Buildings &amp; Real Estate DOC</td>
</tr>
<tr>
<td>- Power</td>
<td></td>
</tr>
<tr>
<td>- Water</td>
<td></td>
</tr>
<tr>
<td>- Gas</td>
<td></td>
</tr>
<tr>
<td>Computing and network outages</td>
<td>Contact University IT (UIT) DOC</td>
</tr>
<tr>
<td>Emergency access to university central applications</td>
<td>Contact University IT (UIT) DOC</td>
</tr>
<tr>
<td>Individuals unable to evacuate a building</td>
<td>Contact Public Safety</td>
</tr>
<tr>
<td>Emergency payroll issues</td>
<td>Contact the Business Affairs DOC (or the Controller’s Office web page if available <a href="http://fingate.stanford.edu/staff/resources/forms_emergency.html">http://fingate.stanford.edu/staff/resources/forms_emergency.html</a>)</td>
</tr>
<tr>
<td>Emergency check request</td>
<td></td>
</tr>
<tr>
<td>Emergency cash request – P-card use</td>
<td></td>
</tr>
<tr>
<td>Emergency PTA</td>
<td></td>
</tr>
<tr>
<td>Information on availability of medical support or the location of medical triage stations</td>
<td>Contact the Vaden Health Center DOC</td>
</tr>
<tr>
<td>Unresolved DOC issues that require university assistance or coordination and are appropriate based on existing response objectives</td>
<td>Contact the EOC</td>
</tr>
</tbody>
</table>
EMERGENCY COMMUNICATIONS SYSTEM

ALERTSU

AlertSU is Stanford University's emergency notification strategy used to communicate time-sensitive information during an emergency event affecting campus. The nature of the incident will determine which of the following methods will be employed to alert the campus community:

1. Mass Notification System that sends messages via SMS text message, email, and/or phone to members of the Stanford community.
2. Outdoor Warning System composed of seven sirens positioned throughout main campus that emit alert tones and verbal instruction intended to reach those who are outdoors.

Individuals authorized to initiate an AlertSU message include the University President and the Provost (or designee), the General Counsel, the Chief of Police (or on-scene SUDPS Incident Commander or designee), the Associate Vice-Provost for Environmental Health & Safety, the Vice President for Public Affairs, the University Emergency Manager, the Director of the Stanford News Service, the Associate Director of Stanford News Service, and the Executive Director of IT Services. The Chief of Police (or her designee) may authorize a Palo Alto Communications 911 dispatcher to issue an alert.

Authorized individuals will, without delay, utilize the AlertSU system to issue an immediate notification to the campus community upon first responder confirmation of any emergency or dangerous situation that poses an ongoing or continuing threat to the health or safety of the campus community. The notification will be sent to all students, faculty, and staff in the Stanford community (or an appropriate segment of the community if the event is limited to a defined area of the campus) unless issuance of the notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or contain, respond to, or otherwise mitigate the emergency. The content of the message will vary depending on the situation, but will typically include the incident time, location, type, and recommended actions for safety.

The University also conducts a campus wide test of the AlertSU system at least once each academic year. During the campus wide test, a message is sent to each member of the campus community via SMS text message, email, and phone. The outdoor warning system may also be activated to test its functionality and evaluate audio clarity.

University Emergency Website

The Office of Emergency Management, Department of Public Safety and University Communications coordinate use of the Stanford emergency web site http://emergency.stanford.edu during emergency incidents. It is the single source of situation updates and important instructions for the university community.
GSE Emergency Communications Responsibilities and Resources

GSE communication responsibilities are determined by each departmental team in their individual emergency plans. Basic responsibilities are as follows:

<table>
<thead>
<tr>
<th>GSE STAT Team</th>
<th>Coordinate with the university through the Emergency Operations Center (EOC) when it is activated. IT – manage external communication to all staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>Manage media inquiries and press release response, in coordination with University Communications.</td>
</tr>
<tr>
<td>Academic Services</td>
<td>Support communications with faculty, staff, and students.</td>
</tr>
<tr>
<td>All Teams</td>
<td>Manage external communication with vendors and contractors, etc.</td>
</tr>
</tbody>
</table>

Resources

The following equipment and systems should be used for communication in an emergency. In all cases, staff members should wait for instructions and avoid tying up phone lines. Please wait for instructions from your leaders:

To communicate with the Emergency Operations Center (EOC) –

DOC radio, maintained by facilities team (Martin Renteria)
STAT team members are responsible for communicating resource needs and requests to the EOC through this radio.

To communicate within the STAT Team –

Team members will communicate with each other via phone and email. Phone tree activated by Joanna Carr.

To communicate within departmental teams –

After the STAT team has determined initial actions, each leader is responsible for reaching out to the departmental team. Each team has developed its own communication plan in the documents that follow.
Coordination from Departments and Programs to the Department Operations Center (DOC)

<table>
<thead>
<tr>
<th>Damage reporting</th>
<th>Members of the Building Assessment Team (BAT) report to Zone Assembly Points where they will be assigned buildings to inspect. Reports go to LBRE and then to DOCs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status reporting</td>
<td>After the STAT Team has come together, each department is responsible for communicating with their own team. Communication plans are outlined in individual departmental emergency plans. Each STAT team leader is responsible for reporting the status of his or her own team to the rest of the group.</td>
</tr>
<tr>
<td>Resource requests</td>
<td>All programs, centers, and units should report to their respective STAT team leaders with resource requests. The STAT team will track requests and answer inquiries, using resources from the EOC or other DOCs, if needed.</td>
</tr>
</tbody>
</table>

**BUILDING INFORMATION**

Evacuation maps are posted near the entrances and exits to each building, near each stairwell, and in several hallways. Faculty, staff, and students should become familiar with the safest possible evacuation route.

Evacuation routes, EAP location maps, and AED locations are included below.

**Emergency Infrastructure Information**

<table>
<thead>
<tr>
<th>Building</th>
<th>AED Location</th>
<th>EAP Location</th>
<th>FACP Location</th>
<th>Fire Riser Location</th>
<th>Roof Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERAS</td>
<td>2nd Floor Landing</td>
<td>Grass outside Law school</td>
<td>1st Floor Lobby</td>
<td>141A</td>
<td>5th Fl. Mechanical Rm.</td>
</tr>
<tr>
<td>Galvez Modular</td>
<td>Egress door near restrooms</td>
<td>Grass behind Modular (Near Encina)</td>
<td>Electrical Closet</td>
<td>Grass G19</td>
<td>N/A</td>
</tr>
<tr>
<td>Redwood Hall</td>
<td>Outside Mechanical Closet G29</td>
<td>Grass outside G19</td>
<td>Mechanical Closet</td>
<td>G29</td>
<td>Exterior ladder</td>
</tr>
<tr>
<td>Ventura</td>
<td>1st floor lobby</td>
<td>Outdoor patio on Panama St.</td>
<td>Mechanical Closet</td>
<td>8A</td>
<td></td>
</tr>
<tr>
<td>Littlefield</td>
<td>2nd Floor breakroom</td>
<td>On pavement outside Lathrop</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wallenberg</td>
<td>2nd Floor Lobby</td>
<td>Directly adjacent to Oval</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Building Security and Access Instructions**

1. Describe daily building security and access.
2. Describe emergency door access procedures, e.g. automated door locks and card reader procedures.

---

**EMERGENCY RESPONSE ACTIONS**

<table>
<thead>
<tr>
<th>FIRE</th>
<th>EARTHQUAKE</th>
</tr>
</thead>
</table>
| 1. **REPORT THE FIRE**  
  - Use fire alarm pull boxes &  
  - Call 9-911 on SU phones or  
  - Call 911 on public phones  
  2. **CONFINE THE FIRE, CLOSE DOORS**  
  3. **EVACUATE IF SAFE (USE YOUR JUDGEMENT)**  
    - Feel upper part of door, if it is hot do not open  
    - Open door slowly if it is not warm  
    - Use stairways – NEVER USE ELEVATORS!  
  4. **GO TO YOUR EMERGENCY ASSEMBLY POINT (EAP)**  
    - Take your personal belongings (purse, laptop, car keys) | 1. **DUCK & FIND SAFE COVER & HOLD**  
  - Keep away from windows  
  - Keep away from shelving  
  2. **EVACUATE WHEN SHAKING STOPS**  
    - Use stairways – NEVER USE ELEVATORS!  
  3. **GO TO YOUR EMERGENCY ASSEMBLY POINT (EAP)**  
    - Take your personal belongings (purse, laptop, car keys)  
    - Report mission persons to the leader  
    - Wait for instructions |
EMERGENCY ASSEMBLY POINTS (EAP)

EVACUATION ROUTES

Below are quick reference building information sheets for all buildings on campus that house GSE Staff and Faculty. These info sheets include:

- Evacuation plans – which include emergency assembly locations.
- Important Contacts for Emergency and Non-Emergency response.
- Emergency equipment inventory and location.
- Building maps with emergency equipment locations and egress routes.

Core GSE Buildings

- CERAS
- Galvez Modular

Satellite GSE Buildings

- Wallenberg Hall
- Ventura Hall
- LittleField
- Wallenberg Hall
## SECTION 2 – DEPARTMENTAL BUSINESS AND ACADEMIC CONTINUITY OVERVIEW

### Business Impact Analysis

The table below identifies the greatest risk to the fluidity of GSE operations, the recovery priorities, dependencies we have on these resources, and a brief overview to the overall recovery plan. The business continuity plan provides a greater scope of recovery needs to bring operations back to a sustainable level.

<table>
<thead>
<tr>
<th>Business Impact Analysis</th>
<th>Recovery Priorities</th>
<th>Dependencies</th>
<th>Plan Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Network:</strong> Internet Access (hardline, wireless, &amp; cellular).</td>
<td>Communications</td>
<td><strong>Communications:</strong> In any sort of emergency, as long as the host software has active servers E-Mail, phone, slack, and zoom will be fully functional. If one fails, teams should expect to adapt and transition to another.</td>
<td><strong>Communications:</strong> Leadership should set protocols for teams to determine hierarchy of comms platforms in the event one or more fail. Utilization of phone tree is critical to communicate between teams within GSE OP’s.</td>
</tr>
</tbody>
</table>
| **Communications:** Phone, email, slack, zoom, etc. | Network Connectivity  
2A Wireless  
2B Wired  
3C Cellular | **Network:** Is managed by UIT. In the event of a network outage, GSE-IT should contact UIT to determine if outage is campus wide or local. | **Network:** GSE-IT should immediately connect with UIT to determine extent of network outage. If local, GSE-IT should begin troubleshooting and remaurs ASAP. If campus wide, determine severity. Leadership should set protocols for WFH status in the event of severe network outages. |
| **Facilities:** Building Access (Card reader and/or hardcopy keys). MEP (HVAC, Electrical, Plumbing) building security and building integrity. | Data Centers/storage | **Data Storage:** Cloud based storage (e.g. GDrive, box, One Drive) are managed by vendor off-stie and should not be affected as long as their facilities are running.  
On Site storage (foresythe) is managed by UIT. | **Data Storage:** GSE-IT should contact UIT to determine data systems, if data connectivity is due to infrastructure needs, UIT is responsible. If issue lies with servers themselves, GSE-IT needs to troubleshoot/repair. |
| **Data Centers/storage:** Cloud based storage (GDrive, Box, One Drive, etc.) Campus based servers (Forcythe) | Facilities and Buildings | **Building/MEP:** LBRE & Zones oversee the MEP of each building.  
UIT oversees the operations of card readers and lenel software. | **Building Access/MEP:** GSE Facilities should reach out to zones to determine severity of MEP, leadtime on repairs, and extent of work. Facilities also to connect with UIT for building access failures, determine if unlocking buildings is a course of action to resolve access issues. |
Business Continuity Plan

Title:

Graduate School of Education Business Continuity Plan

Department:

GSE Operations

Purpose:

In the event of an on-campus incident where staff are unable to work, or have limited capacity to do so; these S.O.P’s will serve as a reconnaissance, response, and recovery guide to keep the GSE at peak operational performance, keep staff working, and get staff back in the office as soon as possible.

Definitions:

SOP – Standard Operating Procedures
MEP – Mechanical, electrical, plumbing (HVAC, Water, and Power)
Lenel – The software used to manage keycard access and card reader operations.
LBRE – Lands, Buildings, real estate, and enterprises (The University Facilities group)
Zones – A faction within LBRE that manages technicians within specific sections of campus.
UIT – University IT.
ITOC – UIT Slack channel designed for IT professionals to communicate Network status on campus.
VOIP – Voice of IP
WAP – Wireless access point
DOC – Department Operations Center (Department response team)
EOC – Emergency Operations Center (University response team)
QR – Quick Response (Work order submittal for work stoppage related issues)
AlertSU – Text and email notification broadcasted University wide for emergency and safety
SUFMO – Stanford University Fire Marshal Office
EHS – Environmental Health & Safety
SITREP – Situational Report
Switch – Network hardware that broadcasts wifi throughout building or room.

Revision – February 2023
Procedures:

Article I. Communications
Section 1.01 In the event of a campus incident where communications between teams are critical, department heads should have a pre-established hierarchy of platforms to avoid compromised communications (e.g. phone, email, slack, zoom, etc.).
(a) If desired communication platforms require utilities that are compromised on campus, staff should expect to remote in from off campus or continue to work once at home.
Section 1.02 GSE-IT monitors ITOC and service notifications from UIT for any service interruptions to specific communication platforms.
(b) If interruptions occur, GSE-IT will inform Ops leaders so teams can adapt accordingly.
Section 1.03 Department leaders should have a digital and hard copy of Ops staff phone tree to ensure cross team communication is obtainable.
(a) It is encouraged a digital copy be saved in a team shared drive so it is accessible by all.
(i) GSE Facilities will review phone tree, adjust, and send out needed revisions quarterly to Senior Ops Staff.

Article II. Network
Section 2.01 In the event of a Network outage, IT will monitor the ITOC Slack channel for severity of the outage and status of recovery (Campus wide outage would trigger AlertSU notification).
(a) If the GSE is affected, IT will request lead-time to recovery from UIT.
(b) Once updates are provided, IT will notify Ops Leaders to confront next steps.
(i) Leadership will notify their staff with update to outage and provide further guidance.
(ii) Staff should plan to finish work at home or remotely if outage persists past 2 hours.
(iii) Ops leaders should predetermine scenarios where staff should plan to work remotely until campus and buildings are ready for return.
Section 2.02 If ITOC determines network is active, IT will check GSE building’s network closets to ensure we are receiving network properly.
(a) If building is not receiving network, report to ITOC and submit UIT help ticket.
(i) Staff should plan to finish work at home or elsewhere on campus if outage persists past 2 hours.
Section 2.03 If network is active in network closet, ensure proper broadcast by checking VOIP phones and WAP status on each floor.
(a) If dead spots are located, IT will troubleshoot the issues and submit UIT help ticket.
(b) If network outage to specific switches persists within business day, inform occupants of that region to make accommodations until issue can be resolved.
(i) Staff should plan to work remotely or finish work elsewhere on campus if issue cannot be resolved that day.
Article III. Facilities

Section 3.01 In the event of a campus wide incident, (campus wide power outage, active shooter, extremely unhealthy air quality, earthquake, COVID or similar biological emergency, etc.). Facilities will monitor AlertSU notifications, DOC slack channel and email notifications for pertinent information and meeting invites for updates.

(a) Facilities will inform Ops leaders with updates to incident and response strategies.
(b) If incident triggers an EOC activation, facilities will attend weekly meetings to receive EOC SITREP, collect incident updates, response agendas, and recovery plans.
   (i) Facilities will keep Ops leaders updated after weekly meetings.
   (ii) Ops leaders should predetermine scenarios where staff should plan to work remotely until campus and buildings are ready for return.

Section 3.02 If the incident affects building utilities (local power outage, gas leak, flooding, etc.), facilities should investigate; determine severity, safety risk, or whether incident creates a work stoppage to building or staff.

(a) Contact zones staff, and call in a QR to initiate response.
(b) Follow up with zones and MEP technician. Request lead-time to recovery.
(c) Report findings to facilities director and Ops leaders to determine next steps.
   (i) Leadership will notify staff with updates to incident and provide further guidance.
   (ii) Staff should plan to finish work at home or remotely if recovery is greater than 2 hours.
   (iii) Ops leaders should predetermine scenarios where staff should plan to work remotely until campus and buildings are ready for return.

Section 3.03 If incident affects building integrity (structure fire, or structural damage that interferes with safety or security of the building). Facilities should work with campus partners to initiate response.

(a) Contact zones team, SUFMO, L3RE, and/or EHS to coordinate recovery efforts, needs, and lead-times to overall recovery.
(b) Report findings to facilities director and senior leadership to determine next steps.
   (i) Leadership will notify staff with updates to incident and provide further guidance.
   (ii) Ops leaders should predetermine scenarios where staff should plan to work remotely until campus and buildings are ready for return.
STANFORD UNIVERSITY EMERGENCY PLAN

SECTION 1 - UNIVERSITY CONCEPT OF OPERATIONS

PURPOSE

This plan describes response to major emergencies that may affect the Stanford campus community or disrupt university programs, operations, teaching and research. This plan guides operations when daily operating procedures are insufficient to address the situation. The plan uses an all-hazards approach by applying consistent policies to address any emergency including, earthquake, fire or explosion, hazardous materials release, extended power outage, flooding, bio-terrorism, terrorist attack, active shooter incidents and/or mass casualty events.

SCOPE

This plan applies to the main Stanford campus located in Palo Alto, California covering property owned by Stanford University and the students, faculty, staff and visitors on campus. This plan applies to the range of natural and manmade hazards that could affect the Stanford campus. The plan includes procedures for responding to a range of emergencies regardless of size, cause or complexity.

This plan describes procedures for:

1. Response by the university (Section 1)
2. Response by schools, departments and business units (Section 2)
3. Business continuity (Section 3)
4. Department operations center set up and activation (Section 4)
5. Functional Annexes

PLANNING ASSUMPTIONS

Stanford University will operate under the following assumptions that are incorporated into this plan:

- Emergencies may be localized (such as a fire or explosion) affecting one mission critical facility or a far-reaching regional emergency, such as an earthquake or terrorist event.
- In a regional emergency, immediate resources may or may not be available. This could include emergency response by fire, medical, police, or vendors to assist in Stanford University’s recovery.
- Because of the far-reaching effects of a regional event, the Plan must include guidelines for sustained operations with limited assistance from others at the onset of the emergency. Communication, transportation, health services, and other critical lifelines may be unavailable for 72 hours or longer.
- In a worst-case scenario such as a major earthquake, critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, and telecommunications and IT systems.
- Buildings and other university structures may be damaged and unavailable for use.
- Unsafe conditions including structural and toxic environments may exist.
- Damage and shaking may cause injuries and displacement of people.
- Normal suppliers may not be able to deliver materials.
Contact with family and homes may be interrupted.
People may become stranded at the University – conditions may be unsafe to travel off campus.
The University will need to conduct its own rapid damage assessment, situation analysis, and deployment of on-site resources and management of emergency operations on campus, from the Campus EOC while emergency conditions exist.
Communication and exchange of information will be one of the highest priority operations at the Campus EOC.

Natural and manmade events are not the only potential emergency. This plan may be activated in response to the death of an executive or other key employee, a serious university reputation issue, a technology failure, cybersecurity or damaging press coverage of Stanford University.

HAZARD SUMMARY

The main facilities of Stanford University are located in the Silicon Valley between the 280 and 101 freeways. There are several known hazards that must be taken into account when planning. These events would likely cause plan activation and are ranked based on greatest probability of occurrence.

1. Earthquake
2. Fire (structure fire or wild land fire)
3. Hazardous material incident
4. Civil disturbance, violence or active shooter
5. Flooding

Other risks that may require activation, or partial activation, of the plan include:

- Building failures (such as indoor air quality).
- Loss of utilities – power, gas, water or sewer.
- Telecommunications failure.
- Death or sudden loss of an executive or key employee.
- Disease outbreak.
- Flooding in a building (pipe breakage, sprinkler head break).
- IT failure or compromise - hacking, virus, loss of data, or loss of connectivity.
- Plane crash
- Terrorism (directed at Stanford) – A terrorist event directed at Stanford would significantly impact Stanford University through the potential disruption of instruction and research and impact to students, faculty, staff and vendors.
- Terrorism (regional) – A regional terrorist event would significantly impact Stanford University through the disruption of lifelines (freeways, airports, etc.) and impact to students, faculty, staff and vendors.

EMERGENCY MISSION AND GOALS

In emergencies, Stanford’s response and recovery is guided by the following priorities:

6. Protect life safety.
7. Secure the critical infrastructure and facilities.
8. Resume teaching and research programs.
UNIVERSITY RESPONSE PRIORITIES

Priorities for damage assessment, damage control, safety, security and recovery actions are:

1. **Buildings used by dependent populations.** Residences, occupied classrooms and offices, childcare centers, occupied auditoriums, arenas and special event venues.
2. **Buildings critical to health and safety.** Medical facilities, emergency shelters, food supplies, sites containing potential hazards.
3. **Facilities that sustain emergency response.** Energy systems and utilities, communications services, computer installations, transportation systems.
4. **Research laboratories and classrooms.**
5. **Administrative buildings.**

UNIVERSITY RESPONSE LEVELS

An emergency may be designated as a Level 1, Level 2, or Level 3 emergency:

<table>
<thead>
<tr>
<th>RESPONSE LEVEL</th>
<th>DESCRIPTION</th>
<th>EXAMPLES</th>
<th>ACTIVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>A minor, localized department or building incident, quickly resolved with internal resources or limited outside help. Impacted personnel or departments coordinate directly with Public Safety, Environmental Health &amp; Safety, or Land, Buildings &amp; Real Estate or other units to resolve Level 1 conditions. In some incidents, University notification systems may be used to provide necessary bulletins. The University Emergency Plan is not activated.</td>
<td>Localized flooding, localized power disruption, laboratory or other building odor complaint, localized chemical spill, plumbing failure, water leak, personal injury.</td>
<td>Local: Yes STAT: No DOCs*: No EOC*: No</td>
</tr>
<tr>
<td>Level 2</td>
<td>A major emergency that disrupts sizable portions of the campus, and that may affect life safety or mission-critical functions. The Situation Triage &amp; Assessment Team (STAT) is activated to determine the magnitude of the emergency, allocate resources to address the incident and to coordinate resolution. Portions of the University Emergency Plan are activated and affected Department Operations Centers (DOCs) may be activated.</td>
<td>Bomb threat with building and area evacuations, gas leak, building fire or explosion, bioterrorism threat incident, major chemical spill, extensive power outage, severe flooding.</td>
<td>Local: Yes STAT: Yes DOCs: Maybe EOC: No</td>
</tr>
<tr>
<td>Level 3</td>
<td>A catastrophic disaster involving the entire campus and surrounding community. Normal university operations are suspended. Effects are wide-ranging and complex. University internal coordination and coordination with external jurisdictions is required. The EOC and all DOCs are activated. Field Command Posts may be set up in to support the distribution of resources, personnel, or information.</td>
<td>A large-magnitude earthquake or major active shooter event.</td>
<td>Local: Yes STAT: Yes EOC: Yes DOCs: Yes</td>
</tr>
</tbody>
</table>

*Department Operations Center (DOC)  * Emergency Operations Center (EOC)
UNIVERSITY STAT TEAM

The Situation Triage and Assessment Team (STAT) evaluates, manages, and resolves mid-level university emergencies. Members are ready to mobilize when necessary.

The STAT team:

1. Evaluates the scope of the incident.
2. Coordinates with Public Safety and University Communications to provide ongoing communications updates.
3. Determines activation of the University emergency management organization at the EOC and activation of DOCs.

STAT Team 1 members are designated from:

1. Department of Public Safety (DPS)
2. President’s Office
3. Provost’s Office
4. Environmental Health and Safety (EH&S)
5. Office of Emergency Management (OEM)
6. Land, Buildings and Real Estate (LBRE)
8. University Information Technology (UIT)
9. University Public Affairs
10. University Communications
11. Residential & Dining Enterprises (R&DE)
12. Student Affairs

STAT Team 2 members are designated from:

1. Stanford Health Care
2. Registrar’s Office
3. Vaden Health Center
4. Residential Education
5. Risk Management
6. School of Medicine

Other senior managers may be alerted, depending on the nature of the emergency. Most often, the STAT coordinates initially by cell phone or radio but can convene in person if needed. Technical or support staff may be alerted to provide essential information or team support. The STAT may request that particular DOCs be activated if they are or may be affected by the event, or if they can provide additional support.

Refer to the STAT/iSTAT Functional Annex/SOP for activation information.
UNIVERSITY iSTAT TEAM (INTERNATIONAL EMERGENCIES)

The iSTAT Team works with involved Schools and business units to evaluate the assistance required when international emergency incidents impact any Stanford traveler (students, faculty, and staff). The iSTAT team is activated when the incident is of sufficient scale or complexity that the involved School or business unit cannot address the situation locally.

The iSTAT team oversees the work of specific operational teams and is comprised of leaders from:

- Office of the Provost
- International Affairs
- Risk Management
- Vaden Health Center
- Student Affairs
- Environmental Health & Safety
- University Communications
- Public Safety
- General Counsel

The iSTAT operational team performs the following functions:

- Medical response
- Missing persons
- Returnees
- Health & Safety
- Infectious disease
- Traveler identification
- Evacuation
- Family management

While any iSTAT member may convene the group, the Office of International Affairs plays a coordinating role in most scenarios.

UNIVERSITY EMERGENCY OPERATIONS CENTER (EOC)

The primary university emergency operations center is located in the Faculty Club on Santa Teresa Drive at 439 Lagunita Dr. The alternate EOC location is the Department of Public Safety Police Compound on campus.

Refer to the EOC Functional Annex/SOP for information on EOC setup and operations.

UNIVERSITY EOC ACTIVATION CRITERIA

The University STAT team will determine the need for EOC activation. Suggested criteria for activating the EOC include:
● Significant number of people at risk
● Significant impact to core university missions of teaching and research ● Significant financial impact
● Significant impact to reputation
● Response coordination required because of
● Large or widespread event
● Multiple emergency sites
● Resource coordination required because of
● Limited local resources
● Significant need for outside resources
● Uncertain conditions
● Possibility of escalation of the event
● Unknown extent of damage

**EMERGENCY OPERATIONS CENTER (EOC) COMMAND ORGANIZATION**

When the EOC is activated, the university manages response and recovery using the Incident Command Structure (ICS), adapted to the needs of the Stanford community. The EOC organization chart is below.
DEPARTMENT OPERATIONS CENTERS (DOCs)

Department Operations Centers (DOCs) are located in the administrative headquarters of departments, schools and business units. DOCs coordinate response and recovery by the school, department or business unit and serve as the interface between the campus community and the EOC.

Within the EOC Operations Section, there are three branches for three distinct types of DOCs:

1. Operational DOCs
2. Academic DOCs (and Partner DOCs)
3. Care Branch DOCs

DOC ROLES AND RESPONSIBILITIES

When activated, each DOC manages mission critical response including:

1. Provide situational assessment information to the EOC.
2. Report damage and status of personnel to school or department leadership and the EOC.
3. Assist students, faculty, staff and visitors.
4. Coordinate response by the School, department or business unit.
5. Provide emergency instructions and information to constituents (faculty, staff, students, visitors).
6. Determine impact to teaching, research and operations and, with EOC support, manage response and recovery.
7. Use incident action planning to set priorities and strategize response and recovery.

EOC OPERATIONS SECTION – BRANCH ORGANIZATION

Operational DOCs

Operational DOCs coordinate response to the university campus and are activated by those university departments with the resources and expertise to manage university-wide response and recovery. Operational DOC activities are coordinated from the local DOC. Operational DOCs are:

<table>
<thead>
<tr>
<th>OPERATIONAL DOC</th>
<th>LEAD RESPONSIBILITY</th>
<th>EXAMPLES OF DOC ACTIVATION AS LEAD (WITHOUT EOC ACTIVATION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Public Safety (DPS) DOC</td>
<td>Public Safety</td>
<td>Campus public safety emergency, active shooter, riot.</td>
</tr>
<tr>
<td>Lands, Buildings &amp; Real Estate (LBRE) DOC</td>
<td>Infrastructure, facilities, utilities, transportation</td>
<td>Campus infrastructure emergency, gas line break, water main flooding, power outage.</td>
</tr>
<tr>
<td>University Information Technology (UIT) DOC</td>
<td>Networking, communications, IT Security</td>
<td>Cyber-emergency, cyber-attack, network outage or other IT failure.</td>
</tr>
<tr>
<td>Environmental Health &amp; Safety</td>
<td>Safety and hazardous materials</td>
<td>Hazardous materials spill.</td>
</tr>
</tbody>
</table>
**EH&S** DOC

Vaden Medical Center DOC  
Medical/Health  
Infectious disease outbreak.

Residential and Dining Enterprises (R&DE) DOC  
Student care, shelter & services  
Generally would not serve as the lead DOC. Instead, supports the lead DOC or the EOC, when activated.

Business Affairs DOC  
(Manages the Finance Section of the EOC)  
Business Affairs  
The Business Affairs DOC manages the Finance Section of the EOC. (This DOC is not shown in the Response Branch of the Operations Section on the EOC organization chart. Instead, the Business Affairs DOC is shown as the lead for all business processes managed by the Finance Section. The Business Affairs DOC would not serve as a lead DOC.

In Level 2 emergencies, the Operational DOC serves as the single operations center and the EOC is not activated. The Operational DOC is the lead department to coordinate response.

In a Level 3 emergency, the Operational DOC is activated along with the EOC. The DOC sends a representative to staff the Response Branch of the EOC Operations Center, when that level of coordination is required.

**Care Branch DOCs**

Care Branch DOCs manage tasks associated with the immediate response and longer term recovery for students, faculty and staff.

<table>
<thead>
<tr>
<th>CARE BRANCH DEPARTMENT OPERATIONS CENTERS (CARE DOCS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential and Dining Enterprises (R&amp;DE) DOC</td>
</tr>
<tr>
<td>Student care, shelter &amp; services</td>
</tr>
<tr>
<td>Generally would not serve as the lead DOC. Instead, supports the lead DOC or the EOC, when activated.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Affairs DOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student services</td>
</tr>
<tr>
<td>Generally would not serve as the lead DOC. Instead supports the lead DOC or the EOC when activated.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resources (Business Affairs) DOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty and staff services and child care services</td>
</tr>
<tr>
<td>Generally would not serve as the lead DOC. Instead supports the lead DOC or the EOC when activated.</td>
</tr>
</tbody>
</table>

**Academic DOCs**

Academic DOCs manage response and recovery for university schools and departments. In a Level 2 emergency, the affected DOC (or DOCS) may send representatives to the activated Operational DOC to coordinate response. In a Level 3 emergency, Academic DOCs send a representative to the EOC to staff the Operations Section, Academic Branch.

| ACADEMIC DEPARTMENT OPERATIONS CENTERS (ACADEMIC DOCS) |
Partner DOCS

The university coordinates with these partner DOCs during response and recovery operations:

PARTNER DEPARTMENT EMERGENCY OPERATIONS CENTERS (PARTNER EOCS)

Stanford Linear Accelerator Center (SLAC) EOC

Stanford Health Care (Hospitals) EOCs

SCHOOL, DEPARTMENT AND BUSINESS UNIT PLANNING

Leadership and personnel in each academic school/department, each operational/administrative department and each business unit prepare a response plan, which includes:

1. Mitigation, preparedness, response and business continuity planning and training.
2. Immediate Site Response Planning - building evacuation (life safety) planning and training for each building identified with activities of the school, department or business unit.
3. PrepareSU business continuity planning for critical functions, minimal staffing, alternate work locations and modes, data preservation.
4. Research continuity.

FUNCTIONAL ANNEXES AND STANDARD OPERATING PROCEDURES (SOPS)

Functional annexes are prepared by the School, Department or Business Unit responsible for response or recovery, usually as an Operational DOC. Functional annexes or SOPs “drill down” into specific resources, personnel and strategies needed.
<table>
<thead>
<tr>
<th>Functional Annexes or Standard Operating Procedures (SOPs)</th>
<th>Developed By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Operations Center</td>
<td>OEM</td>
</tr>
<tr>
<td>Situation Triage and Assessment Team (STAT)</td>
<td>OEM</td>
</tr>
<tr>
<td>AlertSU – Alert and Notification</td>
<td>DPS</td>
</tr>
<tr>
<td>Public Safety</td>
<td>DPS</td>
</tr>
<tr>
<td>Damage Assessment – BAT Teams</td>
<td>LBRE</td>
</tr>
<tr>
<td>Building Inspection and Re-Start</td>
<td>LBRE</td>
</tr>
<tr>
<td>Debris Removal</td>
<td>LBRE</td>
</tr>
<tr>
<td>Transportation and Parking</td>
<td>LBRE</td>
</tr>
<tr>
<td>Infrastructure/Utility Repair &amp; Reconstruction</td>
<td>LBRE</td>
</tr>
<tr>
<td>Generator Refueling</td>
<td>LBRE</td>
</tr>
<tr>
<td>Hazmat and Health Physics Response</td>
<td>EH&amp;S</td>
</tr>
<tr>
<td>Communications/IT Systems and Applications</td>
<td>UIT</td>
</tr>
<tr>
<td>Communications/Public Affairs</td>
<td>Public Affairs</td>
</tr>
<tr>
<td>Emergency Student Management (Shelter and Food)</td>
<td>R&amp;DE</td>
</tr>
<tr>
<td>Medical/Health Plan (infection control, iSTAT, counseling</td>
<td>Vaden</td>
</tr>
<tr>
<td>Business Systems (Payroll, Procurement, etc.)</td>
<td>Business Affairs</td>
</tr>
<tr>
<td>Volunteer Coordination</td>
<td>Alumni Affairs</td>
</tr>
<tr>
<td>Emergency Class Scheduling &amp; Student Services</td>
<td>Registrar &amp; Student Affairs</td>
</tr>
<tr>
<td>Human Resources and Child Care</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Academic Continuity (Student and Faculty)</td>
<td>All Academic DOCs</td>
</tr>
<tr>
<td>Research Continuity</td>
<td>All Academic DOCs</td>
</tr>
<tr>
<td>Campus Events - Visitors, Camps, Conferences</td>
<td>? To Be Determined</td>
</tr>
</tbody>
</table>

[1] Functional annex designations to be finalized in a workshop with DOC representatives