Stanford
University

STANFORD UNIVERSITY EMERGENCY MANAGEMENT PLAN

Environmental Health and Safety
Office of Emergency Management

2019

Table of Contents

Introduction III

1.0 Mitigation 1-1

1.1 Hazards Summary 1-1
1.2 Risk Assessments 1-2
1.3 Mitigation Programs 1-2
1.4 After-Action Assessment Reports and Improvement Planning 1-2

2.0 Preparedness 2-1

2.1 Personal Preparedness 2-1
2.2 Institutional Preparedness 2-1
2.2.1 Emergency Management Steering Committee 2-1
2.2.2 Stanford University Emergency Management Plan (SUEMP) 2-2
2.2.3 Policy Group Response and Recovery Handbook 2-3
2.2.4 Emergency Operations Center Activation and Operations Plan 2-3
2.2.5 Stanford University Business Continuity Planning 2-3
2.2.6 Department Operations Center Plans 2-3
2.2.7 Building Occupant Emergency Action Plans 2-3
2.3 Training 2-4
2.4 Exercises 2-4
2.5 SUEMP Maintenance 2-5

3.0 Response 3-1

3.1 Emergency Response Structure 3-1
3.1.1 Situation Triage & Assessment Team (STAT) 3-4
3.1.2 Policy Group 3-4
3.1.3 Emergency Operations Center Team 3-4
3.1.4 Department Operations Center Teams 3-4
3.1.5 Office of International Affairs Team 3-5
3.1.6 On-Scene Campus Response Teams 3-5
3.1.7 Building Occupant Life Safety Teams 3-5
3.2 Concept of Operations 3-6
3.2.1 Response Levels 3-7
3.2.2 AlertSU Emergency Mass Notifications System 3-7
3.2.3 Response Process 3-8

4.0 Recovery 4-1

4.1 Incident Review 4-2

List of Figures

Figure 1. Stanford University Overarching Emergency Response Structure 3-2
Figure 2. Stanford University Emergency Operations Center 3-3
Figure 3. Response Structure Activation and Notification Flowchart 3-6
Figure 4. Phases of Emergency Response 3-8
Figure 5. Stanford University Sample Recovery Operations 4-1

List of Tables

Table 1. Stanford University Planning Framework 2-2

Attachments

Attachment A. Acronyms A-1

Attachment B. Mitigation Programs B-1

Seismic Advisory Council and the Stanford Seismic Engineering Guidelines B-1
ProtectSU – Seismic Restraint Program B-1
Personal Emergency Preparedness B-1
CardinalReady B-1

Introduction

Stanford University has a major responsibility in preparing for and responding to threats to its worldwide academic and research operations. Stanford's Environmental Health and Safety (EH&S) Office Emergency Management (OEM) developed this Stanford University Emergency Management Plan (SUEMP) to continually advance the University's level of emergency preparedness.

Stanford University's Emergency Management Steering Committee (EMSC) reviews and approves Stanford's emergency plans and meets regularly to provide oversight for related policies and procedures, including this SUEMP.

The objective of the SUEMP is to provide guidance across the University's complex operations regarding how Stanford will mitigate, prepare for, respond to, and recover from events affecting Stanford students, faculty, staff, facilities, and operations.

The SUEMP is organized according to the four phases of emergency management. These are cyclical and interconnected, allowing for a continuous cycle of improvement. Their combined implementation will build Stanford's resiliency overtime. Each phase is described below.

1. Mitigation – Identifying and enacting corrective measures to eliminate or reduce the risks and effects (e.g., loss of life, property damage) related to an incident. Example mitigation activities include: performing risk assessments, improving or hardening structural features, lab safety and HazMat management, and implementing corrective actions identified in after-action reports.

2. Preparedness – Establishing and implementing the policies, protocols, and processes that prepare the University for potential emergencies. Example preparedness activities include: plan development and maintenance, emergency response team training, and exercising activities.

3. Response – Taking actions to contain and resolve an event by putting response and business continuity plans into action, ideally saving lives and preventing further damage. Example response activities include: activating response teams, assessing impacts to operations and individuals, and staffing an Emergency Operations Center.

4. Recovery – Identifying and taking actions necessary to return to normal operations or 'new normal' operations. Example recovery activities include: rebuilding damaged facilities, returning staff to working hours/locations, and completing incident reviews to identify lessons learned.

Stanford University acknowledges the concepts of the National Response Plan, the National Incident Management System (NIMS), and Incident Command System (ICS). As such, the SUEMP establishes Stanford's emergency response organization and covers the basic roles of each team. Detailed team roles and responsibilities are contained in specific team plans and handbooks. In general, by establishing Stanford's emergency management structure and providing guidance applicable to all response and business continuity plans, the SUEMP integrates plans and ensures a consistent response capability.

The SUEMP is an 'all hazards' plan, meaning that it is intended to guide response to any emergency or incident. The plan addresses all levels of emergency management from senior leadership to operations-level personnel and applies to all Stanford's national and international facilities, academic and research operations, and faculty, students, and staff.

The SUEMP undergoes periodic review and revision, as outlined in plan maintenance. As such, the university response is able to adapt to the evolving regulatory environment and internal emergency management landscape, making resiliency the cornerstone of the University's preparedness goal.

1.0 MITIGATION

Mitigation phase activities are designed to reduce the likelihood of future emergencies or minimize their effects on the University operations. Mitigation activities take place ***before*** and ***after*** emergencies. Stanford University mitigates against a multitude of hazards including the following:

1.1 Hazards Summary

The main facilities of Stanford University are in the Silicon Valley between the 280 and 101 freeways. There are several known hazards that must be considered when planning. The following events would likely cause the Plan to be implemented.

- Earthquake
- Fire
- Hazardous materials incident
- Civil disturbance (campus population, event on campus)
- Flooding

Other risks (which may or may not require activation of the emergency plan or may include a partial activation of the plan) include:

- Building failures (such as indoor air quality)
- Disease outbreak
- Fire – either structural or wild fire encroachment onto campus
- Flooding in a building (pipe breakage, sprinkler head break)
- IT failure or compromise - hacking, virus, loss of data, or loss of connectivity
- Loss of utilities – power, gas, water or sewer
- Plane crash – 4.0 miles from Palo Alto Airport
- Telecommunications failure
- 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.

In addition, the University operates satellite programs in the United States and internationally. Many of the same risks apply to those operations and this SUEMP aims to address them by establishing an integrated response.

The Office of International Affairs (OIA) is the primary Stanford department responsible for responding to events impacting any of Stanford's international operations.

OIA has developed procedures and protocols to communicate with and provide emergency response, when needed to Stanford affiliates overseas.

1.2 Risk Assessments

Stanford's Enterprise Risk Management (ERM) process is part of the Office of the Chief Risk Officer. The ERM Office provides a framework and processes for the identification, assessment, mitigation, and monitoring of risks to the achievement of the University's mission and goals.

The continuous ERM business process includes:

- Identifying risks across the entire enterprise;
- Assessing the impact of risks to the operations and mission;
- Developing and implementing response or mitigation plans; and
- Monitoring the identified risks, holding the risk owner accountable, and consistently scanning for emerging risks.

The Office of Emergency Management participates in the ERM process and uses the ERM annual findings to prioritize hazard mitigation projects and response and continuity planning.

1.3 Mitigation Programs

Stanford University's has in place a myriad of programs aimed at establishing a resilient organization by mitigating risk. Examples of these include but are not limited to the following:

- AlertSU – Emergency mass notification system
- ProtectSU – Seismic Restraint Program
- CardinalReady – Personal Resilience
- ChemTracker – HazMat Management System
- EHS-5090 – Personal Emergency Preparedness

Please refer to Attachment B – Mitigation Programs for a more complete list and description of these programs.

1.4 After-Action Assessment Reports and Improvement Planning

Stanford University is committed to constant self-improvement to build resiliency. As such, the University conducts after-action assessments, both after a real activation to respond to an unforeseen event and post conduct of pre-planned preparedness exercises.

The Office of Emergency Management is responsible for this process and conducts an after-action meeting no longer than 30-days post exercise or event. The main objective of the meeting is to identify areas for improvement and established an improvement plan. The results are documented in an

After-Action Report (AAR) and presented to the Emergency Management Steering Committee for comment, approval, and implementation.

Participants in this process may include:

- Office of Emergency Management
- Members of the Emergency Management Steering Committee (EMSC)
- Members of the impacted Schools, departments and business units
- Members of the University response organization which activated to respond or exercise

2.0 PREPAREDNESS

This phase includes planning, training, exercising, and educational activities for events that cannot be mitigated. Includes plans or preparations made to save lives and to help response and rescue operations; evacuation plans, and stocking food and water are both examples of preparedness. Preparedness activities take place **before** an emergency occurs. Stanford University engages in the following preparedness activities.

2.1 Personal Preparedness

Everyone associated with Stanford University has a responsibility to be prepared. The University as an institution is ready to assist students, faculty, and staff impacted by unforeseen events. However, creating individual self-resiliency is critical to personal preparedness. The University strongly encourages all students, faculty, and staff to implement the following steps:

- Sign up for AlertSU and ensure contact information is always current
- Know your building evacuation protocols, including your Emergency Assembly Point (EAP) location
  - If you need special evacuation accommodations and assistance during an evacuation, self-identify to the Building Manager and your Department Manager
- Know your plan in case of an active threat/active shooter event
- Establish a personal earthquake plan with 3-day supplies (e.g., water, food, flashlight)
- If you see something, say something by reporting to authorities, supervisors, or 911, as appropriate
- Register your international travel with the Office of International Affairs prior to leaving the country.

2.2 Institutional Preparedness

The University conducts planning across the operational spectrum to ensure that all tactical (e.g., back-up power, barricades, traffic control, building assessments, emergency mass notifications) and strategic (e.g., policy clarification or decisions, crisis communications) response activities are effectively coordinated.

2.2.1 Emergency Management Steering Committee

The Steering Committee provides general oversight for the entire emergency planning process and it meets regularly to address ongoing mitigation, preparedness, response, and recovery issues. To assist the Steering Committee, the University has established an Emergency Management Planning Framework which defines response plans, the stakeholders it addresses, the response teams it creates, and the timeframe of the protocols required to make the plans actionable. The following table describes the planning framework.

Table 1. Stanford University Planning Framework

Stanford University Emergency Management Planning Framework					
		Response Times & Phases**			
		Initial Response	Extended Operations	Recovery	Long Term Recovery
Plan	**Stakeholders**	1-48 hrs.	48 hrs. to 2 wks.	2 wks. to 30 days	30+ days to Years
University Comprehensive Emergency Management Plan & Summary	All University Community*				
Policy Group Response Handbook	President, Provost, Assoc. VP Strategic Planning, VP Academic Affairs, VP Legal Services, VP Business Affairs, Public Relations*				
Business Continuity Plans	University Schools, Departments, Business Units*				
EOC Activation and Operations Plan	EOC Team Members*				
DOC Plan	University Schools, Departments, Business Units				
Building Occupant Emergency Action Plans	All (e.g., Student, Faculty, Staff – Residential & Academic Buildings)				

* OEM coordinates with the Office of International Affairs to integrate protocols related to emergencies impacting Stanford University international operations.

** Each plan addresses the protocols associated with the phases of emergency management. Response phases are not linear but instead overlap throughout the response process.

2.2.2 Stanford University Emergency Management Plan (SUEMP)

This Stanford University Emergency Management Plan sets forth the institutional policy and planning guidance to build a resilient emergency management structure across the University.

2.2.3 Policy Group Response and Recovery Handbook

The Policy Group Response and Recovery Handbook outlines the policy and strategic activities of the executive leadership of the University. The Policy Group is one element of the overall Emergency Operations Center (EOC) response and recovery organization. The following individuals are members of the Policy Group:

- President
- Provost
- Vice President Legal Services
- Associate Vice President for Strategic Planning
- Vice President for Business Affairs and CFO
- Vice President for Human Resources
- Vice Provost for Academic Affairs
- Vice President and External Relations Officer
- Chief Information Officer
- Other members of the University Leadership from impacted Departments or Schools, as needed based on the event

2.2.4 Emergency Operations Center Activation and Operations Plan

The Emergency Operations Center Activation and Operations Plan is the point of integration between tactical and strategic plans at the University. The plan outlines response and recovery activities in support of impacted or responding Departments (See Department Operations Center Plans). Representatives from Stanford's Schools, Departments, and Business Units staff the EOC organization (Refer to EOC Activation and Operations Plan for additional team membership).

2.2.5 Stanford University Business Continuity Planning

Stanford University, as part of its resiliency goals, is actively engaged in academic and research business continuity planning. Schools, Departments, and Business Units are responsible for developing business continuity plans. At Stanford, business continuity is integrated into response and recovery plans through a continuous assessment of operational impacts in the aftermath of an event and close coordination with impacted Schools, Departments, and Business Units.

2.2.6 Department Operations Center Plans

Schools, Departments, and Business Units with direct response and recovery assignments have developed Department Operations Center (DOC) Plans. DOC plans reflect the tactical, research, or academic response activities assigned to the DOC. DOCs designate representatives to the EOC to liaise support during real emergency response activities. Refer to DOC Plans for additional team membership.

2.2.7 Building Occupant Emergency Action Plans

Building Occupant Emergency Action Plans are designed to address the immediate emergency evacuation, shelter-in-place, and active threat/active shooter protocols of occupants throughout

Stanford's residential, academic, research, and administrative buildings. Building Occupant Life Safety Team Leaders have been identified with responsibilities for integrating with the overall University emergency response structure.

2.3 Training

Stanford University is committed to maintaining a state of readiness by conducting periodic training and exercise activities. Actual emergency events and activations of the university response structure also contribute to readiness.

Audience	Training Description	Lead
Policy Group	Policy Group activation, assessment, response, and recovery roles responsibilities	Office of Emergency Management
EOC Team Member	EOC Team Member activation, assessment, response, and recovery roles and responsibilities	Office of Emergency Management
DOC Team Member	DOC Team Member activation, assessment, response, and recovery roles and responsibilities	DOC Coordinators
Building Life Safety Team Leader and Members	Evacuation routes, EAP protocols, occupant accountability and reporting	DOC Coordinators and Building Managers

The Office of Emergency Management provides introductory Incident Command System (ICS) and National Incident Management System (NIMS) training through the University's STARS Training system. Staff involved in emergency response are informed of the need to review ICS and NIMS concepts periodically.

2.4 Exercises

Stanford University will conduct periodic drills and exercises to maintain and validate the capability to implement this Plan. The University may organize exercises into two groups: discussion-based or operations-based.

Discussion-based exercises include:

- Tabletop exercises where participants discuss their response to a hypothetical scenario

Operations-based exercises include:

- Drills where participants practice the performance of a specific activity, such as a team activation or notification
- Functional exercises where team members respond to a simulated event demonstrating functions outlined by the Plan

- Full-scale exercises where multiple teams – EOC and DOCs – respond to a simulated emergency and demonstrate most major functions detailed in the Plan

At the end of an exercise, OEM and the Emergency Management Steering Committee will coordinate the development of an After-Action Report and facilitate implementing recommendations.

Exercise Activity	Target Audience
AlertSU Notification Drills	• All Campus Community
Discussion-based Exercise (Tabletop Exercise)	• All response teams
Operations-based Exercise	• All response teams
Building evacuation, shelter-in-place, active threat/active shooter drills	• Building Life Safety Team Leader and Members • Building occupants

2.5 SUEMP Maintenance

OEM and the Emergency Management Steering Committee are responsible for reviewing and revising this SUEMPP on an annual basis.

3.0 Response

The response phase occurs in the immediate aftermath of a disaster. During the response phase, business and other operations do not function normally. Responding to an event involves implementing plans developed in advance of an emergency.

Once an incident occurs, Stanford University implements response plans to save lives, protect people, property and the environment, and minimize impact to the surrounding community. Depending on the size, scope, and magnitude of an incident, local, state, and in some cases, Federal responders may get involved in the response.

Stanford University's emergency response structure is charged with implementing response activities. The following sections define in more detail the University's approach, response teams, and concept of operations for addressing emergencies.

3.1 Emergency Response Structure

Stanford University's emergency response structure reflects its academic and research operations and is designed to ensure effective coordination and management of University resources during emergency situations. Stanford refers to NIMS ICS to inform emergency operations at the EOC and DOCs.

The University's overarching emergency response structure consists of the Situation Triage Assessment Team (STAT), Policy Group, Emergency Operations Center Team, Operational, Academic, or Administrative Department Operations Center Teams, Building Occupant Life Safety Teams, and Campus Response Teams. The following graphic shows the response organization in a consolidated view (Figure 1. Stanford University Overarching Emergency Response Structure), as well as how the response organization would look if the University EOC and DOCs, teams and units were activated for a significant response (Figure 3. Stanford University Emergency Operations Center). The remainder of this section provides high-level information about each team.

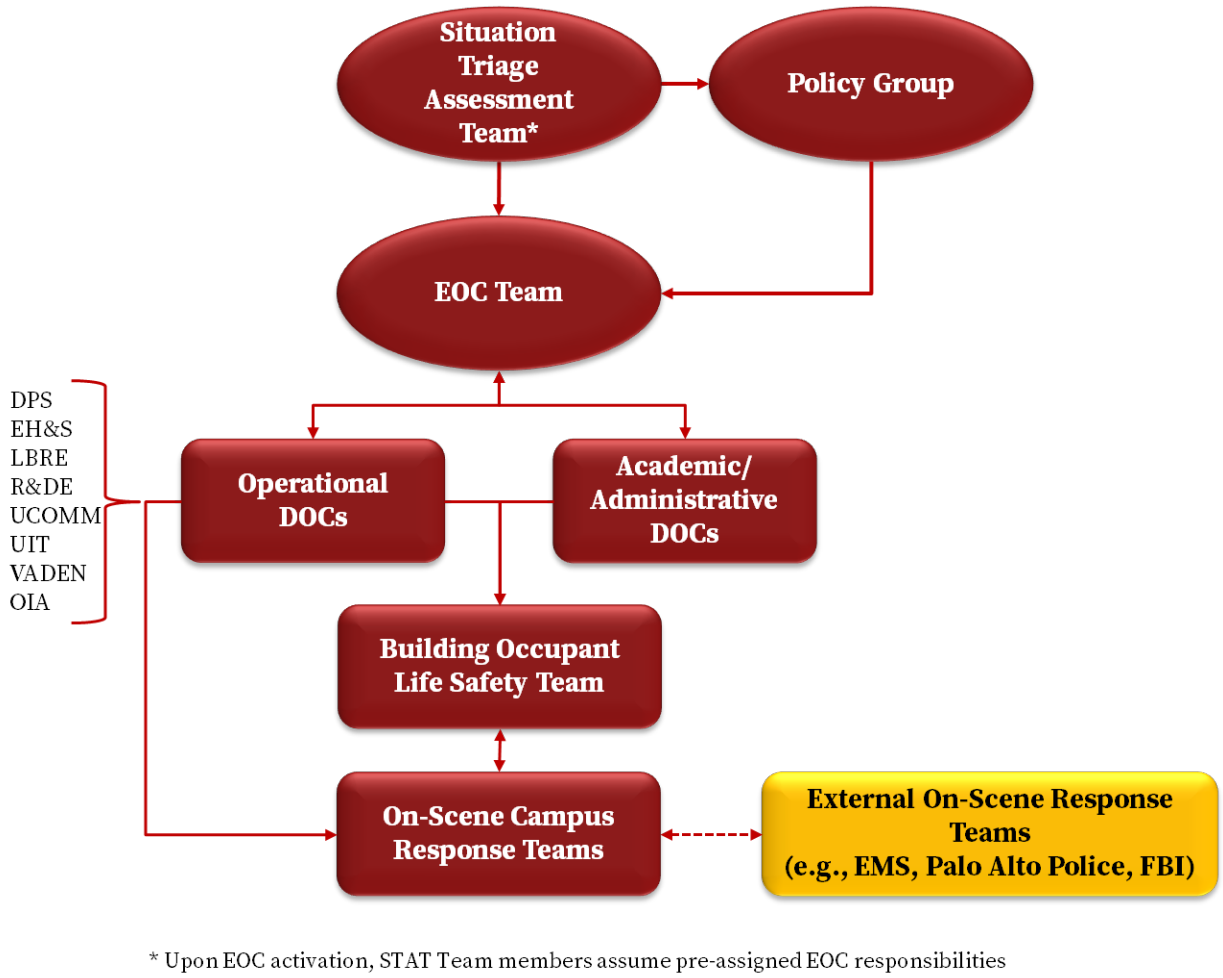

Figure 1. Stanford University Overarching Emergency Response Structure

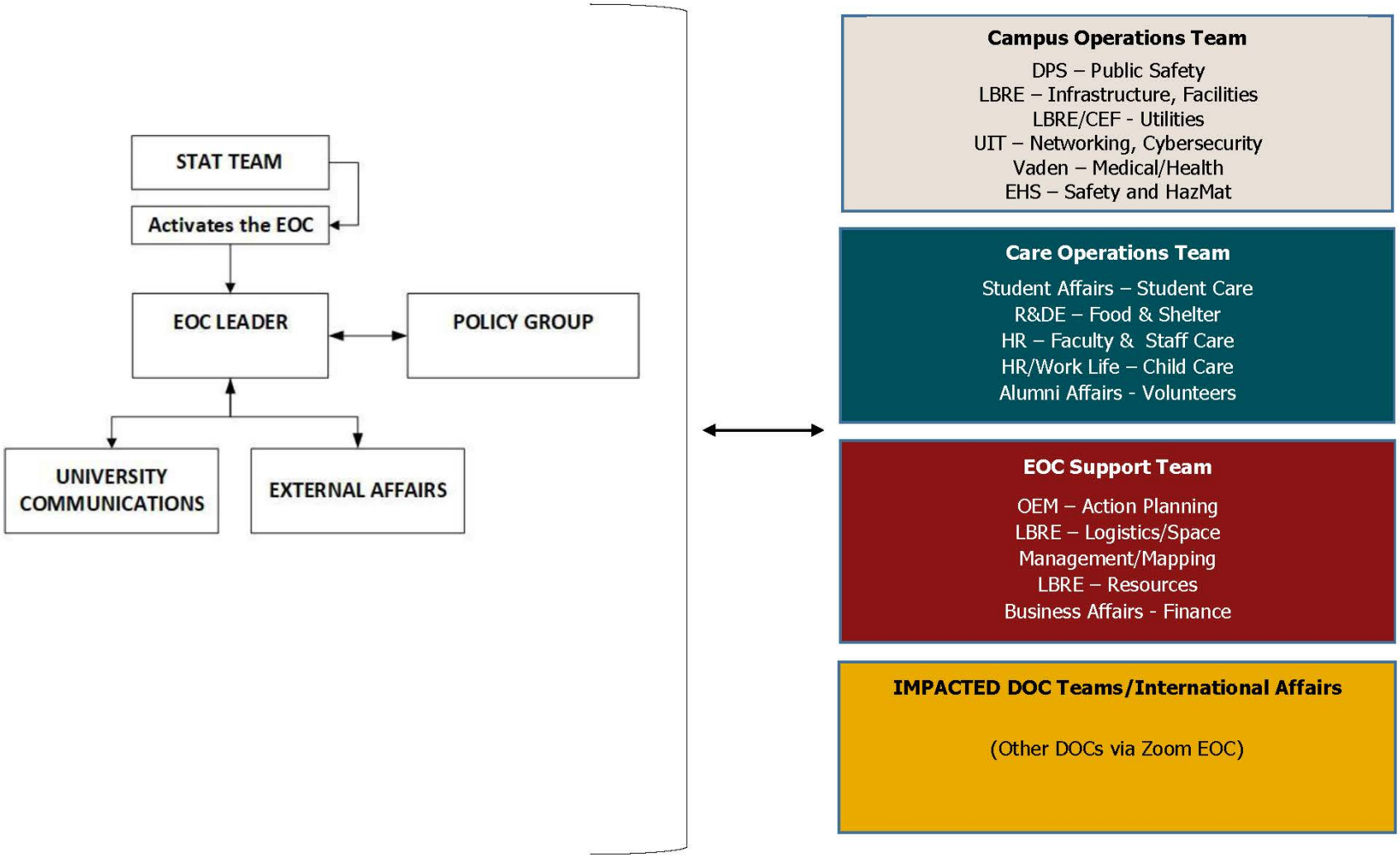

Figure 2. Stanford University Emergency Operations Center

3.1.1 Situation Triage & Assessment Team (STAT)

Stanford University has established a Situation Triage & Assessment Team (STAT) to conduct a rapid assessment of an emergency and determine the incident level, escalation potential, and activation of corresponding University emergency response structure teams. The STAT has the authority to recommend an EOC activation and will merge into the EOC organization.

3.1.2 Policy Group

The University President, or designee, leads the Policy Group. The Policy Group is one element of the EOC and operates from the EOC. The Policy Group serves as the overarching body governing the University emergency response structure. The Policy Group is activated in the event of an emergency that has the potential to severely affect students, faculty and staff health and safety, daily University operations, mission critical research, the surrounding environment, and the reputation of the university. The Policy Group is accountable for formulating the University's response and recovery vision and determining strategic and policy directions during recovery operations.

3.1.3 Emergency Operations Center Team

The Emergency Operations Center Team undertakes both emergency management and business continuity responsibilities by acting as a critical link between the tactical operations of the DOC response teams; the Academic and Research DOC response activities; and strategic decisions made by the Policy Group. The EOC provides support to impacted DOCs, allocates and manages resources, communicates with stakeholders, assesses the incident from a short-term and long-term (e.g., business continuity) perspective, and initiates recovery activities.

The EOC is comprised of several entities from the Office of the President and Provost, as well as University School, department and business unit, representatives. The Office of Emergency Management maintains the EOC team membership roster.

The EOC adapts the concepts of NIMS ICS to its organization. It is a modular structure that expands, and contracts based on the type and magnitude of the event. It also establishes command and control points to integrate the Policy Group and activated DOCs.

The EOC operates from a primary Command Center located in the lower level of the Faculty Club, 439 Lagunita Drive, Stanford, CA 94305. Because the EOC exists to support the DOCs across functional areas, both the EOC and DOC teams organize using the same general ICS structure.

EOC team members may co-locate with the Department of Public Safety at a designated command area or at the DPS facility. The determination to activate the EOC in the Faculty Club or to co-locate at another location is made by the Situation Triage and Assessment Team (STAT) during the STAT conference calls via the bridge line.

3.1.4 Department Operations Center Teams

At Stanford University, Schools, Departments, Business have established Department Operations Center Teams responsible for implementing their respective response plans.

Operational Departments such as Lands, Buildings, and Real Estate (LBRE), the Department of Public Safety (DPS), Environmental Health and Safety (EH&S) Department, and the University Information Technology (UIT) Department play a crucial role implementing tactical response actions. They are

responsible for deploying On-Scene Campus Response Teams to address the immediate impacts of an ensuing emergency and implementing standard operating procedures (e.g., shut-down HVAC systems, disarming alarms, cordoning off an incident site, establishing a safety perimeter). The On-Scene Campus Response Teams are the most likely to interface with external first responders (e.g., Fire, Palo Alto Police). Their field teams are also likely to be active in a response prior to a DOC activation. In such instances, they will report back to their Department using standard communications procedures. Once the situation warrants DOC activation, they will report to the DOC Leader.

Academic (i.e., Schools and Institutes) and Administrative (e.g., Business Affairs, Student Affairs) Departments activate a DOC whenever their operations are significantly impacted, by request from the Dean or Office of the President and Provost, or in support to a major incident impacting the Campus. They focus on their operational areas to assess the impacts of the incident, identify resources to resolve the event, and if the EOC is activated, request additional resources from the EOC. They may also seek guidance on policy matters from the Policy Group.

DOCs have established their own DOC Situation Triage Assessment Team (DOC-STAT). Like the University STAT, they conduct a rapid assessment of an emergency and determine the incident level, escalation potential, and activation of their DOC team. These teams will fold into their DOC organization.

DOCs are also responsible for implementing business continuity plans.

3.1.5 Office of International Affairs Team

The Office of International Affairs (OIA) has established a team to respond to and recover from international or local incidents that may directly impact Stanford affiliated students, faculty or staff traveling overseas. OIA coordinates with Risk Management and the Chief Risk Officer to assist in situations which may require the safe return of students, faculty, or staff conducting international operations.

The OIA team operates independently to assess the magnitude and impacts of an event via their established International Response Team protocols. They determine the level of University support needed via the partial or full activation of the EOC and the Policy Group.

3.1.6 On-Scene Campus Response Teams

As noted, representatives from DPS, LBRE, EH&S, UIT, and R&DE form On-Scene Campus Response Teams that deploy to resolve daily emergencies which may escalate in magnitude. First Responders are traditionally ***external*** response resources that deploy to the scene of an emergency and may encompass local fire, police, Sheriff, Utility (PG&E), FBI. First Responders therefore assume control of the on-scene response. Stanford's On-Scene Campus Response Teams are familiar with this structure and will coordinate accordingly. It is important to note, that there may be instances in which DPS may be a First Responder.

3.1.7 Building Occupant Life Safety Teams

Stanford University has identified Building Occupant Life Safety Teams across the residential, administrative, and academic infrastructure. These teams are responsible for implementing local, building specific evacuation, shelter-in-place, and active threat/active shooter protocols. In addition, the team includes Floor Coordinators and Special Needs Assistants to facilitate the evacuation process. Emergency Assembly Points (EAP) have been identified across the campus, occupants trained on

evacuating to such EAP locations, and assisting with the process of accounting occupants through identified Department EAP Coordinators.

3.2 Concept of Operations

Stanford University may learn about an ensuing emergency from any number of sources, such as 911 notifications, building alarms, visual detection, or media channels. ***Everyone at Stanford is empowered to say something if they see something.*** Once a notification has been initiated, the University has established systems, plans, and teams instructed to rapidly respond, assess, and escalate across the response structure as appropriate. The following flowchart depicts the initial event process, notification, and activation of the University's response structure.

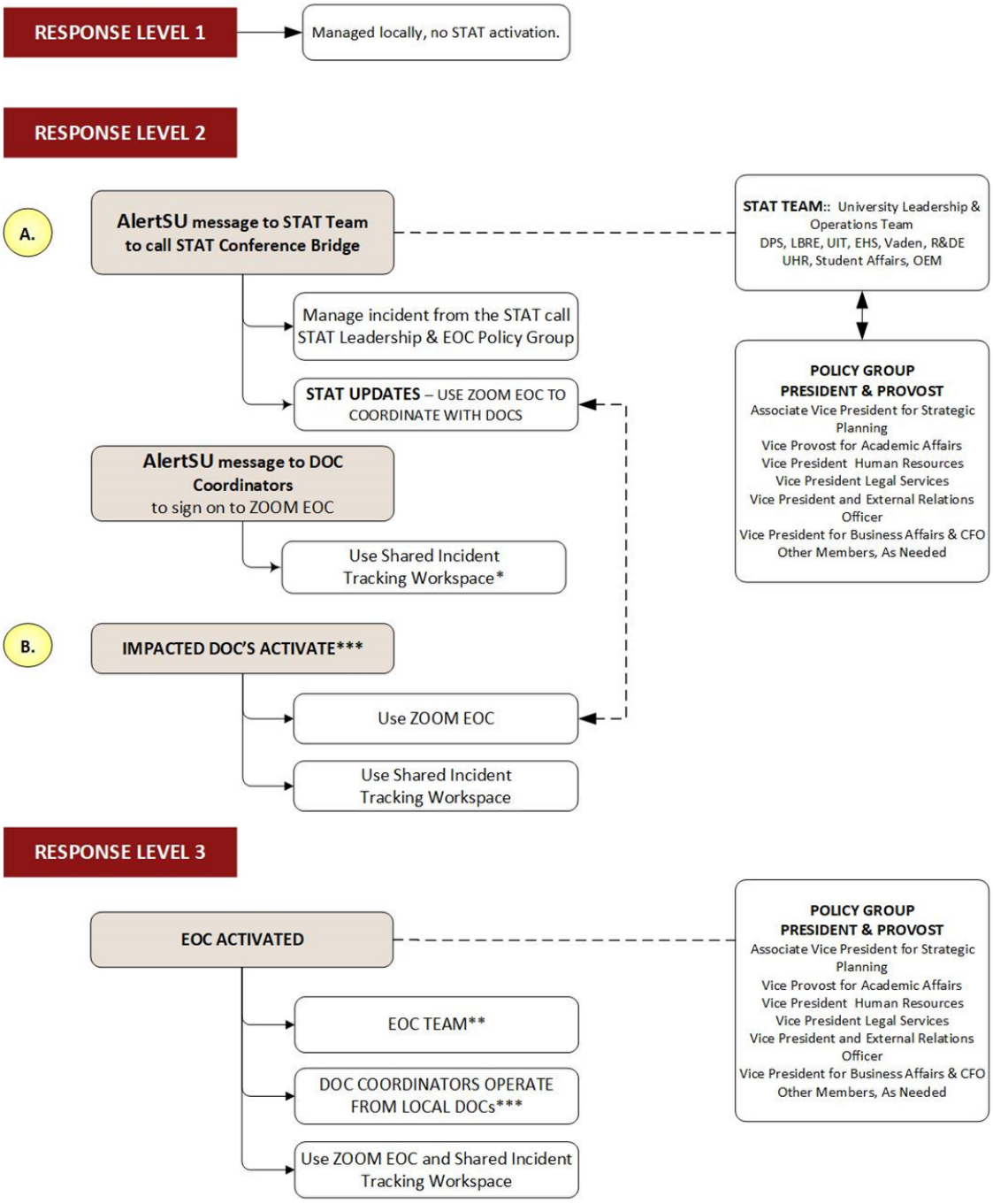

Figure 3. Response Structure Activation and Notification Flowchart

3.2.1 Response Levels

Stanford University has defined the following response levels as a guideline to teams in the overarching emergency response structure. It is not a substitute for operational knowledge and experience.

Response Level	Event and Impact Description	Response Team Activation
1	**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 & Safety, or Land, Buildings & Real Estate or other units to resolve Level 1 conditions. In some incidents, University Communications will be asked to activate public information systems to provide necessary bulletins. The Stanford University Emergency Management Plan is not activated.	Local: Yes STAT: No EOC*: No DOCs*: No
2	**A major emergency that disrupts sizable portions of the campus, and that may affect life safety or mission-critical functions.** The Situation Triage & Assessment Team (STAT) is activated to determine the magnitude of the emergency and to coordinate its resolution. The university emergency plan may be activated and affected Department Operations Centers (DOCs) may be activated. The event usually does not require coordination between the University and external responders.	Local: Yes STAT: Yes EOC: Maybe DOCs: Maybe
3	**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 to support the distribution of resources, personnel, or information.	Local: Yes STAT: Yes EOC: Yes DOCs: Yes
*Department Operations Center (DOC) * Emergency Operations Center (EOC)		

3.2.2 AlertSU Emergency Mass Notifications System

Stanford University has in place an automated emergency mass notification system called AlertSU. The underlying system platform can send mass notifications via text, SMS, and email to anyone signed up for AlertSU with current information in the system.

AlertSU is an opt-in system, however, Stanford University strongly encourages students, faculty, and staff to sign-up for AlertSU notifications upon on-boarding and to update contact information into the system annually.

The Department of Public Safety (DPS) is responsible for issuing initial AlertSU mass notifications. Subsequently, the University Communications Department as part of the STAT team supports issuing updated AlertSU campus-wide notifications.

The Office of International Affairs uses AlertSU similarly for its international operations. OIA encourages anyone travelling abroad for official Stanford University programs or business to sign-up for their International Travel Registry so they can be reached in an emergency.

The STAT and OIA's International Response teams leverage the underlying system platform to effectively notify and activate the team(s) by providing interconnected conference call capabilities. Underlying STAT protocols support their assessment and escalation processes.

The AlertSU platform and corresponding protocols are intended to support ***Clery Act Timely Warnings and Emergency Notification*** requirements.

3.2.3 Response Process

The overall response process and activities are NOT necessarily linear actions. Instead response activities overlap and are often conducted in parallel by single or multiple members of the Stanford University emergency response structure. However, emergencies, when they occur, tend to follow phases. The recovery phase and business continuity process initiates during response, but it will often extend past the end of emergency response activities. Stanford University may declare an emergency has been contained and under control, but recovery activities will likely continue.

At Stanford University, business continuity is integral to the resiliency and response of the organization. DOCs and the EOC, if activated, continuously assess the event impacts to mission critical operations and make decisions regarding the implementation of business continuity strategies defined through planning.

The following graphic depicts the Stanford University response phases and high-level activities.

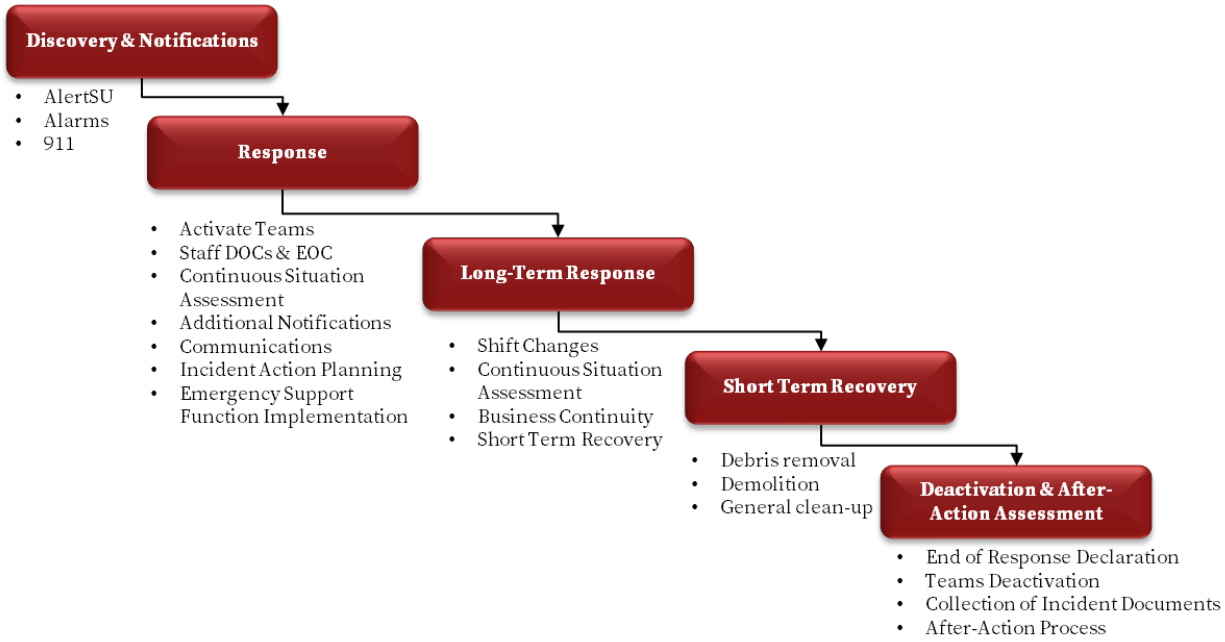

Figure 4. Phases of Emergency Response

Refer to Policy Group, EOC, DOC, and Building Occupant Emergency Action Plans for detailed protocols, rosters, systems, checklists, and tools.

4.0 RECOVERY

Stanford University recognizes that once immediate lifesaving response activities are complete, the focus shifts to assisting students, faculty, staff, in meeting basic needs and, and ensuring that critical infrastructure is restored.

Even as immediate imperatives for response are addressed, the need to begin recovery operations emerges. Within recovery, actions are taken to help the Stanford community return to normal or a 'new normal.' Depending on the complexity of recovery operations, recovery and cleanup efforts involve significant contributions from Schools, departments and business enterprise-wide.

Recovery is often separated into short-term and long-term operations. The following graphic identifies high-level activities associated with the recovery process.

Short-Term Recovery
Weeks-Months

Sample Operations:

Human
- Engage networks to provide ongoing psychological/emotional care

Housing
- Provide accessible interim housing solutions
- Continue managing established shelters

Debris/Infrastructure
- Initiate debris removal
- Decide infrastructure repairs, restoration, or demolition
- Complete building assessments
- Restore utilities

Academic/Research Continuity
- Resume critical functions
- Determine matriculation changes

Financial
- Monitor financial stability
- Manage claims processes
- Determine deviations to procurement processes

Mitigation
- Identify opportunities to build back stronger and more resilient

Long-Term Recovery
Months-Years

Sample Operations:

Human
- Restore institutional trust across stakeholder groups
- Monitor mental health among community

Housing
- Establish permanent housing solutions
- Deactivate established shelters

Infrastructure
- Rebuild infrastructure to meet future community needs and standards

Academic/Research Continuity
- Restore academic and research activities to normal or new normal levels

Financial
- Continue monitoring financial stability
- Identify financial opportunities

Mitigation
- Define mitigation strategies to build more resilient institutions
- Implement mitigation strategies

Figure 5. Stanford University Sample Recovery Operations

Long-term recovery includes restoring academic and research activity, and rebuilding University facilities and housing. This effort can be led by a select leadership team, tasked by the President and Provost to oversee long term recovery financing, reconstruction and mitigation and to build future resiliency through hazard mitigation and response planning.

The Stanford University Emergency Operations Center Activation and Operations Plan address the recovery efforts in more detail.

4.1 Incident Review

Programmatically, Stanford University's SUEMPP establishes a formal incident review process designed to identify areas for improvement, mitigation strategies, and assignments to implement improvement plans. OEM conducts an after action review and prepares the after action report in coordination with activated teams. As part of the report, OEM and the Emergency Management Steering Committee are responsible for approving improvement areas for implementation to mitigate future events. This incident review process integrates back to the initial Mitigation Phase described in this SUEMPP.

Attachment A. ACRONYMS

Acronym	Definition
SUEMP	Stanford University Emergency Management Plan
DOC	Department Operations Center
STAT	Situation Triage Assessment Team
OIA	Office of International Affairs
DOC-STAT	Department Operations Center – Situation Triage Assessment Team
EMSC	Emergency Management Steering Committee
NIMS ICS	National Incident Management System
ICS	Incident Command System
HazMat	Hazardous Materials
AAR	After Action Report

Attachment B. MITIGATION PROGRAMS

Seismic Advisory Council and the Stanford Seismic Engineering Guidelines

The Stanford Seismic Engineering Guidelines serve as a supplement to the Department of Project Management's Project Delivery Process and were developed in collaboration with the Seismic Advisory Committee (SAC), a committee within LBRE that supports the University's seismic program and helps assure consistency in the application of the guidelines on Stanford projects. The use of these guidelines is directed, but not limited, to consulting engineers and architects involved in the design of new campus buildings and renovations requiring approval by the Stanford Board of Trustees or as recommended by the Office of the Vice President for Land, Buildings and Real Estate.

In 1987, Stanford adopted a performance-based design approach to seismic engineering in recognition of the potential consequences of a major earthquake in Northern California. While the design of campus buildings must meet the minimum life safety provisions prescribed by code, performance-based design provides an added measure of structural design analysis to help achieve specific performance goals and to ensure that the design of campus buildings keeps pace with the most current knowledge base of seismic engineering and testing.

Stanford's fundamental goal for these guidelines is to ensure that each building's evaluation and design reaches its prescribed level of seismic performance while at the same time controlling construction cost. The challenge of achieving Stanford's performance goals within approved budgets is facilitated by the design of buildings with little or no lateral system irregularities as defined by seismic codes. Design engineers and architects must address these considerations when proposing structural design options to Stanford.

ProtectSU – Seismic Restraint Program

The ProtectSU is a unique program giving Stanford University Departments the opportunity to harden invaluable and critical equipment and hardware against seismic activity. ProtectSU is a university-supported program that shares the cost (50%) to restrain research equipment with a purchase price of at least $10,000.

ProtectSU also partners with the Department of Project Management to coordinate installation of equipment restraints and Universal Restraining Bars on benchtops in newly constructed research buildings.

Personal Emergency Preparedness

The Office of Emergency Management offers two classes through the STARS learning system. *Personal Emergency Preparedness* and *Emergency Preparedness for Your Home* are 1-hour classes which are taught several times each year.

CardinalReady

In 2019, the Office of Emergency Management will launch the CardinalReady program to provide emergency preparedness information and tools targeted to various audiences within the university community. The CardinalReady website will consolidate preparedness information for individuals and also provide the tools needed by Department Operations Center (DOC) Coordinators to prepare emergency plans and protocols, conduct drills and tabletop response exercises and distribute emergency preparedness information.