STANFORD UNIVERSITY

CAMPUS EMERGENCY PLAN

(*Revised 2003, new text is underlined*)

Stanford University
Emergency Preparedness Planning Steering Committee

2003 Plan Amendments

- Incident Commander & succession (pages iv and 3)
- Policy Group Leadership & succession (page 3)
- EOC Management Team additions (pages 10-11)
- Updated EOC Team Action Checklists (pages 23=29)

STANFORD UNIVERSITY
OFFICE OF THE PRESIDENT

JOHN L. HENNESSY

TO: All Members of the Stanford Community

I am very pleased to present the revised and updated Stanford Emergency Plan, which outlines the University's emergency preparedness, response, and recovery organization and procedures. This document, along with the supporting guidelines for Schools and Departments, reflects lessons learned following the Loma Prieta Earthquake in 1989, and conclusions drawn from the University's annual emergency management exercises over the years. The Plan's principles and strategies apply to a broad range of potential emergency or disaster situations.

Please review this critical safety information immediately and ensure that you and your staff understand the respective preparedness roles and responsibilities. Every Stanford School and Department is expected to have a proactive emergency plan in place to protect the safety of their personnel and the continuity of their programs. Each individual in the Stanford community should also plan ahead to know what they must do before, during, and after an emergency to protect their own safety and the mission of the institution.

Thank you very much for your continuing support.

Sincerely,

John L. Hennessy
President

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Summary of the Stanford University Emergency Plans

Stanford's Emergency Plans include the: **University Emergency Plan**
Satellite Operations Center (SOC) Guidelines
Department Emergency Planning Guidelines
(Plans, and related documents/maps, are available at http://web.stanford/edu/dept/EHS/erprep/index.html)

These documents provide guidance for responding to major emergencies that could threaten the health and safety of the campus community or disrupt University programs and operations. The plans address any kind of emergency – including earthquakes, fires or explosions, hazardous materials releases, extended power outages, floods, bio-terrorism. or mass casualty events. At Stanford, emergency preparedness responsibilities are shared throughout the University

When an emergency occurs, response actions are guided by Stanford's overriding emergency goals, to:
- **Protect life safety**
- **Secure our critical infrastructure and facilities**
- **Resume the teaching and research program**

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

Level 1   A minor incident that is quickly resolved with internal resources or limited help. The Emergency Plan is not activated.

Level 2   A major emergency that impacts sizable portions of the campus, and that may potentially affect life safety or mission-critical functions. The Campus Emergency Plan is activated and an operational subset of the larger Emergency Management Team, known as the **"Situation Triage & Assessment Team (STAT)"** determines the magnitude of the emergency and coordinates its resolution.

Level 3   A disaster that involves the entire campus and surrounding community. The Emergency Plan is activated, and the entire Emergency Management Team mobilizes.

During a Level 3 disaster, the Emergency Management Team mobilizes at a central **Emergency Operations Center (EOC)**, located in the Faculty Club. The alternate EOC site is the Public Safety Building (711 Serra).

STANFORD EMERGENCY OPERATIONS CENTER (EOC)
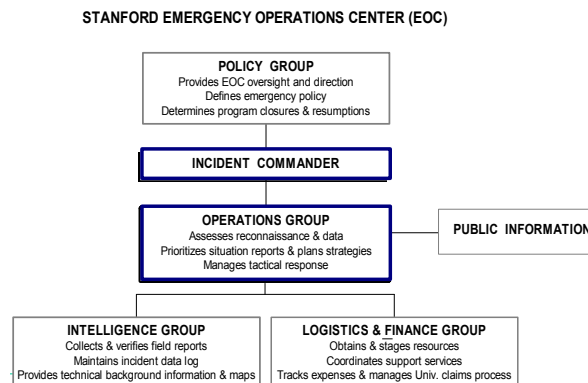
At the EOC, the Team ascertains the scope of a disaster and advises the University President. **The Team Leader and EOC "Incident Commander" is the Associate Vice Provost for Facilities Operations.** The EOC gathers emergency intelligence from **26 Satellite Operations Centers (SOCs)** managed by Deans, Vice Provosts, Vice Presidents and Directors, and then returns emergency resources and information to these local headquarters.

Supporting **Department Emergency Plans** are developed in each Stanford administrative and academic unit. These documents outline strategies for protecting department personnel and programs, and for coordinating with the SOC and the University. Emergency Plans in specialized service units indicate how they will provide specific emergency aid for the campus---such as safety assessments, search and rescue, repairs, sheltering, counseling and other support.. An **Emergency Preparedness Planning Steering Committee** reviews Plans s annually, and meets regularly to provide general oversight for related programs, policies and procedures. Stanford practices its Emergency Plans each year by holding an Emergency Management Exercise.

Glossary of Terms

Emergency Preparedness Planning Steering Committee
Provides general oversight for the entire planning process and meets regularly to address emergency preparedness, response, and recovery issues (p.1)

Emergency Levels
A ranking that classifies Stanford emergencies according to their severity and potential impact (p.6)

>**Level 1** = Minor, localized emergency
>**Level 2** = Major incident that disrupts operations
>**Level 3** = Disaster involving the campus and community

EMT - Emergency Management Team
A team drawn from the University's senior administrative and academic management, that coordinates the campus emergency response to major incidents (p.3)

>**STAT - Situation Triage & Assessment Team**
>A subset of the EMT that coordinates the response to mid-level emergencies (p.7)

>**OSU – The campus telephone Operator Services Unit**
>OSU notifies Emergency Management Team members of an incident.

EOC - Emergency Operations Center
A management center where the EMT coordinates the University's emergency decisions and resources (p.4)

>**ICS - Incident Command System**
>An emergency management model used by California governments that has been adapted for use at the Stanford EOC (p.9)

SOC - Satellite Operations Center
Emergency management centers in Deans, Vice Provosts, Vice Presidents, and Directors' areas that interface between the University EOC and campus departments (p.4)

>**InfoCentral**
>The SOC operated by the Stanford News-Service to coordinate internal and external emergency information (p.14)

Emergency Information Hotlines
Dedicated telephones that disseminate recorded emergency bulletins (p.14)

Campus Hotline	=	725-5555
Student Hotline	=	497-9000
Hospital Hotline	=	498-8888
Out of Area U.S. Callers	=	1-800-89SHAKE
Overseas Callers	=	1-602-241-6769

EAP - Emergency Assembly Point
Outdoor evacuation locations for each Stanford building (p.4). Maps and lists of EAP assignments for campus buildings are found at   http://web.stanford.edu/dept/EHS/erprep/eap/index.html

BATs – Building Assessment Teams
Volunteers from campus SOCs who have been trained to perform a preliminary assessment of earthquake damage to building exteriors.

PURPOSE

The Campus Emergency Plan outlines the University's procedures for managing major emergencies that may threaten the health and safety of the campus community or disrupt its programs and activities. The Plan identifies departments and individuals that are directly responsible for emergency response and critical support services, and it provides a management structure for coordinating and deploying essential resources.

At Stanford, planning ahead for emergencies is part of normal business planning and campus life, and all members of the campus community share a responsibility for preparedness. An emergency can strike anytime or anywhere, and a disaster will affect everyone. Therefore,

- All administrative and academic units are expected to maintain a Department Emergency Plan to protect personnel and programs, and to support campus emergency response and recovery.

  - Deans, Vice Provosts, Vice Presidents, and Directors distribute Department Emergency Planning Guidelines with "templates" for developing local plans that are consistent with University policies and procedures.

- All employees and students have a personal responsibility for knowing what to do before, during, and after an emergency to protect their safety and their work.

- The University maintains a comprehensive emergency preparedness education and training program to mitigate potential hazards, and to familiarize students and employees with emergency procedures.

The Stanford Emergency Plan is written, reviewed, and amended by the Emergency Preparedness Planning Steering Committee. The Steering Committee provides general oversight for the entire emergency planning process and it meets regularly to address ongoing preparedness, response, and recovery issues.

SCOPE

The Stanford Emergency Plan guides preparedness, response, and recovery actions. It applies to a broad range of emergency incidents, and may be activated during:

- Earthquakes
- Hazardous Materials Releases
- Floods
- Fires or Explosions
- Extended Power Outages
- Mass Casualty Events

The Emergency Plan may also be activated during a community or regional crisis that may impact University personnel or business operations. For example, a utility outage in nearby areas, a serious toxic spill on a major highway, or a brushfire in a local area may necessitate a Plan activation to coordinate safety precautions or emergency information and support services for personnel.

Stanford University maintains that a major emergency in the community that affects our students, faculty, and staff is a University emergency.

EMERGENCY RESPONSE MISSION & PRIORITIES

In any emergency situation, Stanford University's overriding mission is to:

I. Protect life safety
II. Secure our critical infrastructure and facilities
III. Resume the teaching and research program

General emergency response priorities follow from these goals. Naturally, the contextual characteristics of a particular emergency event (such as the time or day when an incident occurs) may require some adjustments within the following priority categories:

EMERGENCY RESPONSE PRIORITIES

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 the emergency response**
   Energy systems and utilities, communications services, computer installations, transportation systems

4. **Classroom and research buildings**

5. **Administrative buildings**

All Stanford managers (Senior administrative officers, Deans, Chairs, Directors, laboratory and facility managers) are considered "essential personnel" during major emergencies or disasters, and their emergency roles and responsibilities are specified in their respective Department Emergency Plans.

EMERGENCY RESPONSE LEADERSHIP

An Emergency Management Team (EMT), drawn from the University's senior administrative and academic leadership, coordinates the campus response to major incidents.

- The President and the Provost provide executive supervision for the entire emergency response process. (The leadership succession = President, Provost, Dean of the Medical Sch., Dean of Research).

- An "Incident Commander," appointed by the Provost, serves as the Emergency Management Team Leader and is responsible for the operational direction of the response. The Incident Commander is the Associate Vice Provost of Facilites Operations (The IC leadership succession = Associate Vice Provost of Facilities Operations, Associate Vice Provost of Environmental Health & Safety, Chief of Police).

The Incident Commander determines whether to activate the Emergency Plan and whether to convene all or part of the Emergency Management Team, after emergency conditions have been verified by Public Safety, Facilities Operations, or Environmental Health & Safety and, if necessary, after consulting with the Provost and President.

The Incident Commander instructs the Campus Call Center to alert the Emergency Management Team to inform them that a mobilization is required, and the Center notifies Team members.

> Exception: After a catastrophic earthquake, Team members report to campus as soon as safety and family commitments permit, without receiving a call-back.

> When the Emergency Management Team assembles, its responsibilities are to:

- Determine the scope and impact of the incident
- Prioritize emergency actions
- Deploy and coordinate resources and equipment
- Communicate critical information and instructions
- Monitor and re-evaluate conditions
- Coordinate with government agencies

When emergency conditions abate, the Incident Commander, University Provost and the President determine the appropriate time to de-activate the Emergency Plan.

THE EMERGENCY OPERATIONS CENTER (EOC)

Emergency Management Team members report to a central Emergency Operations Center (EOC) to coordinate decisions and resources.

- The EOC is located at the Stanford Faculty Club.

- The alternate EOC site (if conditions are unsafe at the Faculty Club) is the Public Safety Building at 711 Serra Street.

- An EOC Directory of critical contacts and resources, special databases and maps, and critical communications supplies are stored at each EOC site.

EOC equipment and supplies are also maintained at both locations. Supplementary materials are also stored in a trailer at Public Safety, which can be transported to any appropriate location if emergency conditions affect the functionality of both designated EOC sites.

- Environmental Health & Safety manages the Faculty Club EOC facility and coordinates with Public Safety to organize the back-up EOC. EH&S ensures that appropriate data, contact information, equipment, and supplies are maintained.

- When the Incident Commander activates the Campus Emergency Plan and convenes the Emergency Management Team, the senior police officer on duty (or an appropriate designee) opens the EOC facility, arranges its equipment and supplies, and coordinates its continued operation.

SATELLITE OPERATIONS CENTERS (SOCs)

Satellite Operations Centers are located in the administrative headquarters of Deans, Vice Provosts, and Vice Presidents, and serve as the pivotal communications interface between the Emergency Operations Center and the campus community during a major emergency or disaster. SOCs gather emergency impact data from their areas and account for their personnel, transmit reports to the EOC, and disseminate emergency instructions to constituents.

SOCs also have oversight for department preparedness, response, and recovery planning and training. SOCs help communicate the location of Emergency Assembly Points (EAPs) used during emergency evacuations in the areas, recruit volunteer Building Assessment Teams (BATs) to assist the University's post-earthquake building inspection process, and participate in campus exercises to practice using these resources. Furthermore, SOCs coordinate the planning and implementation of business recovery and resumption activities in their areas.

There are currently 26 Satellite Operations Centers: Nine are in operational areas that have specific emergency response or specialized emergency service responsibilities, and the remaining 17 are in Academic/Administrative headquarters and Stanford Auxiliaries.

Satellite Operations Centers include:

Operational Services SOCs
1. Public Safety
2. Environmental Health & Safety
3. Facilities Operations
4. University Communications/News Service
5. ITSS/Communication & Networking Services
6. Residential & Dining Enterprises
7. Student Health Service
8. Hospital EOC

Administrative & Academic SOCs
1. School of Business
2. School of Earth Sciences
3. School of Education
4. School of Engineering
5. School of Humanities/Sciences
6. School of Law
7. School of Medicine
8. The President and Provost's Office
9. Vice Provost, Student Affairs
10. Vice Provost and Dean - Research & Graduate Policy
11. Alumni Association/Development Office
12. Office of the Chief Financial Officer & Business Affairs
13. University Librarian's Office
14. Athletics
15. SLAC
16. The Hoover Institution on War, Revolution and Peace
17. Stanford Management Company
18. Stanford Residential Community Leaseholders

To prepare for their critical roles and responsibilities, all Satellite Operations Centers coordinate effective emergency preparedness planning in their jurisdictions and they

- Prepare a written SOC Emergency Plan that addresses preparedness, response, and business recovery - and communicate the plans and procedures to their units.

- Identify a primary and alternate SOC site for emergency response

- Establish communications strategies and resources to support SOC functions: including emergency hotlines, faxes, telephone notification lists, wireless telephone or ham radio support, etc.

- Designate key personnel for primary emergency roles

    - A SOC *Emergency Coordinator* to develop the SOC Emergency Plan
    - A volunteer *Response Team* to assist with building evacuations
    - An *Information Coordinator* to interface with the EOC Public Information Section
    - A *Business Recovery Team* to manage local program resumption

- Arrange appropriate preparedness training for SOC personnel

- Participate in campus SOC Workshops and Emergency Management Exercises.

Two documents supplement this Campus Emergency Plan and help implement it at the local level:

- The Cabinet Emergency Planning Guidelines (SOC procedures), and

- The Department Emergency Planning Guidelines (for all Stanford departments/units).

These documents contain information to assist the development and organization of Satellite Operations Centers. EH&S provides preparedness planning consultations to Deans, Vice Provosts/Vice Presidents at the SOCs, along with technical support to their constituent departments.

EMERGENCY LEVELS

At Stanford, emergency incidents are classified according to their severity and potential impact, so that emergency response operations can be calibrated for actual conditions.

LEVEL 1   A *minor, localized department or building incident* that is quickly resolved with existing University resources or limited outside help. A Level 1 emergency has little or no impact on personnel or normal operations outside the locally affected area.

Level 1 incidents *do not* require activation of the University Emergency Plan. Impacted personnel or departments coordinate directly with operational department personnel from Public Safety, Environmental Health & Safety, or Facilities Operations 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.

Examples: Odor complaint, localized chemical spill, plumbing failure or water leak

LEVEL 2   **A *major emergency* that disrupts sizable portions of the campus community.** Level 2 emergencies may require assistance from external organizations. These events may escalate quickly, and have serious consequences for mission-critical functions, and/or life safety.

The EOC Incident Commander receives intelligence from responding operational departments or from the Campus Call Center, determines Plan activation, and convenes Situation Triage and Assessment Team (the "STAT"), drawn from EOC Emergency Management Team membership. The STAT constitutes a "mini-EOC." It evaluates the scope of the incident, coordinates incident response and recovery, and provides emergency announcements and information. STAT members are:

> Associate Vice Provost - Facilities Operations
> Associate Vice Provost - Environmental Health & Safety
> Associate Vice Provost - Land & Buildings
> Director - Public Safety
> Director - Communications Services
> Director - News Service

Other senior managers may be alerted, depending on the nature of the emergency. Normally the STAT convenes in the field at the emergency site or coordinates via cell phone/radio. Technical or support staff may also be alerted to provide essential information or team support. The STAT may also request that particular SOCs be activated if they are/may be affected by the event, or if they can provide additional support for the emergency response and resumption of normal business and operations.

Examples: Building fire or explosion, bioterrorism threat incident, major chemical spill, extensive power or utility outage, severe flooding. ALSO: an existing or imminent external emergency that may affect SU personnel or operations.

LEVEL 3   **A d*isaster* involving the entire campus and surrounding community.** Normal University operations are suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external jurisdictions.

The Emergency Plan is automatically activated and all EOC Team members report to campus. All SOCs are engaged in the University's emergency response. Field Command Posts may be set up in campus Facilities Operations Zones to support the distribution of resources, personnel, or information.

Example: Major earthquake

SOME IMPORTANT NOTES:

- This Emergency Plan pertains to Level 2 and Level 3 emergencies only.

- The designation of a major incident's emergency level is made by the Incident Commander, in consultation with the Provost and the President.

- The designated level for an incident may change as emergency conditions intensify or ease.

- Evacuations or campus closures are authorized by the Emergency Management Team, and are announced from the University EOC.
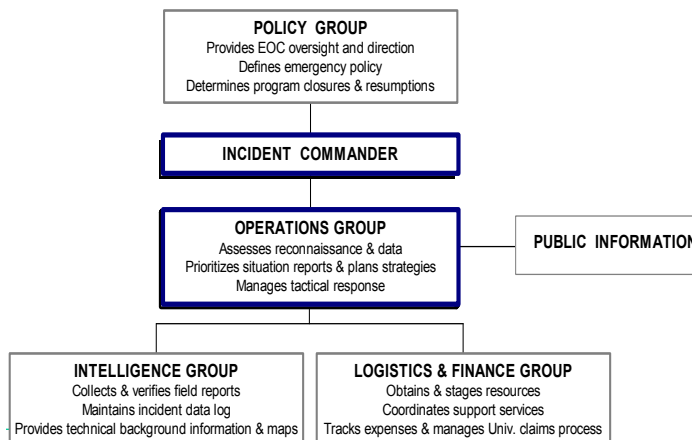
EOC COMMAND STRUCTURE

The University coordinates its emergency preparedness planning with the City of Palo Alto, Santa Clara County, the Governor's Office of Emergency Services, and other agencies and organizations to ensure that campus procedures are consistent with current government practice, and that Stanford is able to maintain effective emergency communications and coordination during an incident.

The organization of the campus Emergency Operations Center is based on the Incident Command System contained in the California Standardized Emergency Management System (SEMS). SEMS is an emergency management model used by state, county, and municipal agencies that assigns personnel at an EOC to functional working groups to maximize efficiency.

Stanford's Emergency Plan also partitions emergency decision-makers into functional groups at the EOC, but these groups have been adapted to reflect the organization and expertise in our academic environment. The University EOC Team is divided into 5 functional working groups, including:

- Policy Group
- Operations Group (includes a Public Information Section)
- Intelligence Group (includes a Technical Section & Communications Section)
- Logistics & Finance Group

The EOC Leader is the "Incident Commander" and interfaces between the Operations Group and the President, the Provost, and other Policy Group members. The Incident Commander designates a Leader for each EOC Group appropriate to the nature of the emergency event. Liaison personnel are also appointed to facilitate coordination between groups. The organization and basic roles of the EOC Groups are shown below (Group Action Checklists for each Group and for the Liaison personnel are appended to this Plan document).

POLICY GROUP
Provides EOC oversight and direction
Defines emergency policy
Determines program closures & resumptions

INCIDENT COMMANDER

OPERATIONS GROUP
Assesses reconnaissance & data
Prioritizes situation reports & plans strategies
Manages tactical response

PUBLIC INFORMATION

INTELLIGENCE GROUP
Collects & verifies field reports
Maintains incident data log
Provides technical background information & maps

LOGISTICS & FINANCE GROUP
Obtains & stages resources
Coordinates support services
Tracks expenses & manages Univ. claims process

During the emergency response, the Operations Group drafts "Action Plans" based on changing emergency conditions and the progress that has been made to resolve specific incidents. The Action Plans are communicated to each EOC Group, and to the Satellite Operations Centers, and become part of the public information announcements and instructions that are disseminated to the campus community.

EOC GROUP MEMBERS

The following are EOC group assignments for Emergency Management Team principals during a Level 3 disaster. (* = Individuals who are also members of the Level 2 STAT "mini-EOC"). Each EOC Management Team member appoints a responsible alternate for his or her position. Additional personnel may be assembled as necessary to address specific emergency conditions.

EMT LEADER & INCIDENT COMMANDER - Vice Provost – University Land & Buildings

POLICY Group (The Incident Commander liaises with the Operations Group)
President
Special Assistant to the President & Provost
Assistant to the President
Provost
Associate Provost
Vice Provost & Dean, Student Affairs
Vice Provost & Dean, Research & Graduate Policy
Dean, Stanford School of Medicine
Vice President for Business Affairs & Chief Financial Officer
Vice Provost, Budget & Auxiliaries Management
Vice Provost, University Land & Buildings
Chief Information Officer
Director, University Communications
General Counsel
Director, Government & Community Relations

OPERATIONS Group
Associate Vice President, Facilities Operations (*) (Utilities/public works, Facility Inspection, Rescue)
Associate Vice Provost, Environmental Health & Safety (*) (Hazardous Materials, Facility Inspection)
Associate Vice Provost, University Land & Buildings (Engineering coordination, facility inspection)
Director of Project Management, Land & Buildings (construction inspections)
Director, Public Safety (*) (Law Enforcement, Security, Rescue)
Associate Vice Provost, Residential & Dining Enterprises (Care & Shelter)
Director, Communications/Networking Services (*)
Director, School of Medicine Planning Office
Director, Cowell Student Health Services (As conditions permit)
Exec. Director, School of Medicine Finance & Administration (liaison to SOM)
ITSS Assistant Director, Computer Resource Center (Liaison to ITSS, technical support)
    Public Information Section
        Director, News Service (*) (EOC Information Coordinator)
        Associate Director, News Service (Liaison to Policy and Operations)
        Web Managing Editor

INTELLIGENCE Group
EH&S Emergency Planner (EOC Manager, Liaison to Logistics Group, technical Information)
Facilities Operations Work Control Manager (Liaison to Operations Group, technical Information)
Facilities Information Technology/GIS Manager (Mapping support)
Land & Buildings Associate Director (seismic data & structural engineer coordination)
Earthquake disaster: Structural Engineers
Student Housing Services Executive Director (coordination with R/DS)
Stanford Dining Executive Director (coordination with R/DS)

Public Safety Special Services Manager
School of Medicine Facilities Engineer
EH&S Information Technology Manager (Computer support)
EH&S and Public Safety Administrative Support Personnel (Communications, data entry)

LOGISTICS & FINANCE Group

Director, Procurement (Supplies & Equipment Purchasing)
Director, Residential Education (Liaison to Operations Group, shelter & student support services)
Director, Human Resources (Compensation, time, temporary staffing, credentialing)
Registrar (Space adjustments)
Assistant Director, Athletics Operations (Shelter, equipment support & staging)
Controller (Accounting & record keeping)
Director, Internal Audit (Accounting & Record Keeping)
Director, Risk Management (Claims & cost recovery)
Director of Finance, Land & Buildings (Claims & cost recovery)
Director of Capital Planning, Land & Buildings (cost recovery)
Manager of Major Repairs and Planned Projects, R&DE (cost recovery)

- EOC room layouts (at both the primary and alternate sites) follow on the next pages.

  NOTE: An EOC Management Desk, located between the two primary EOC rooms provides
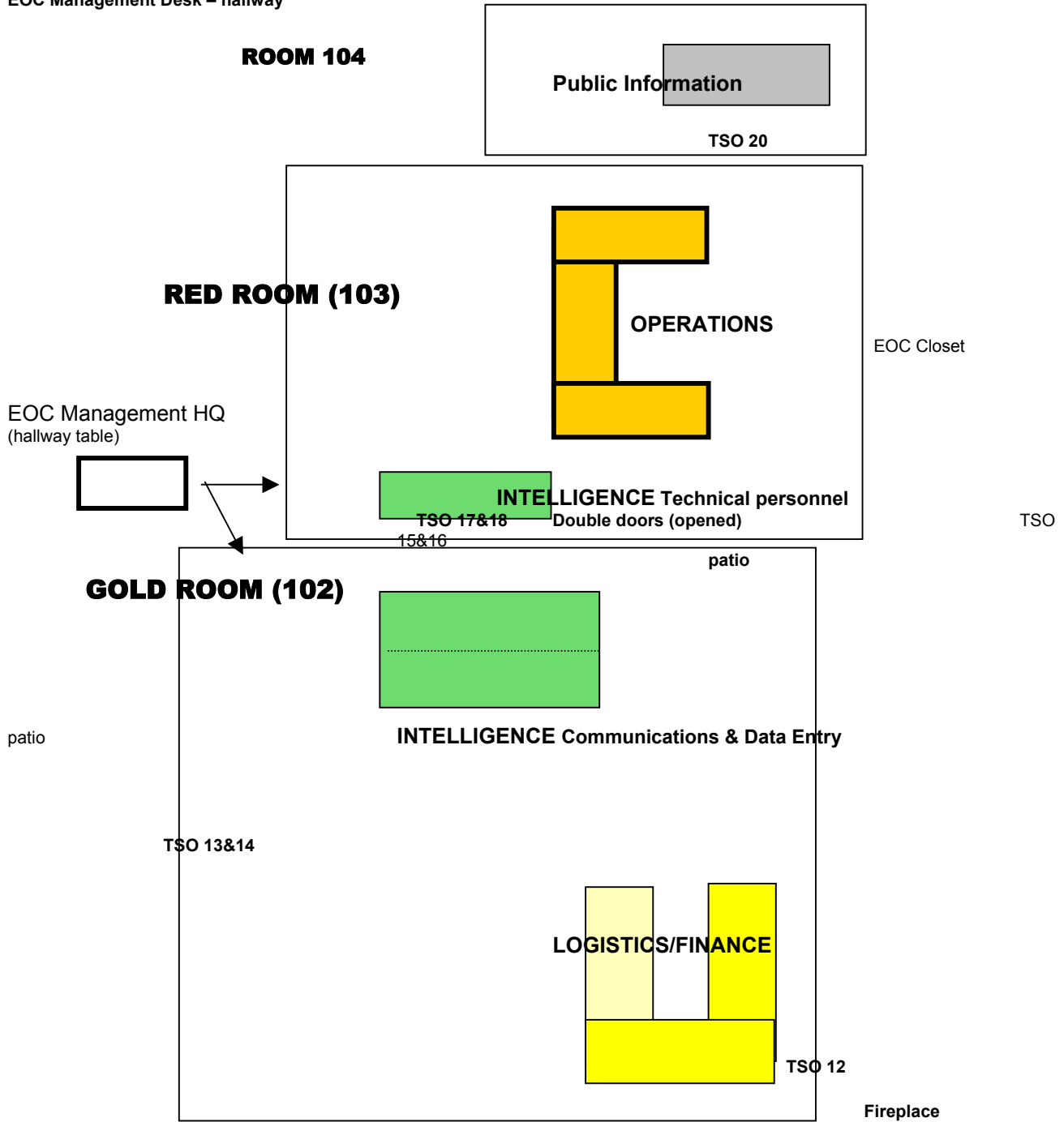
    A workspace for the Incident Commander and EOC Manager, and

    A reception point for structural engineers, field personnel or messengers.

- Emergency Action Checklists, detailing specific tasks for each EOC Group, are found in APPENDIX A
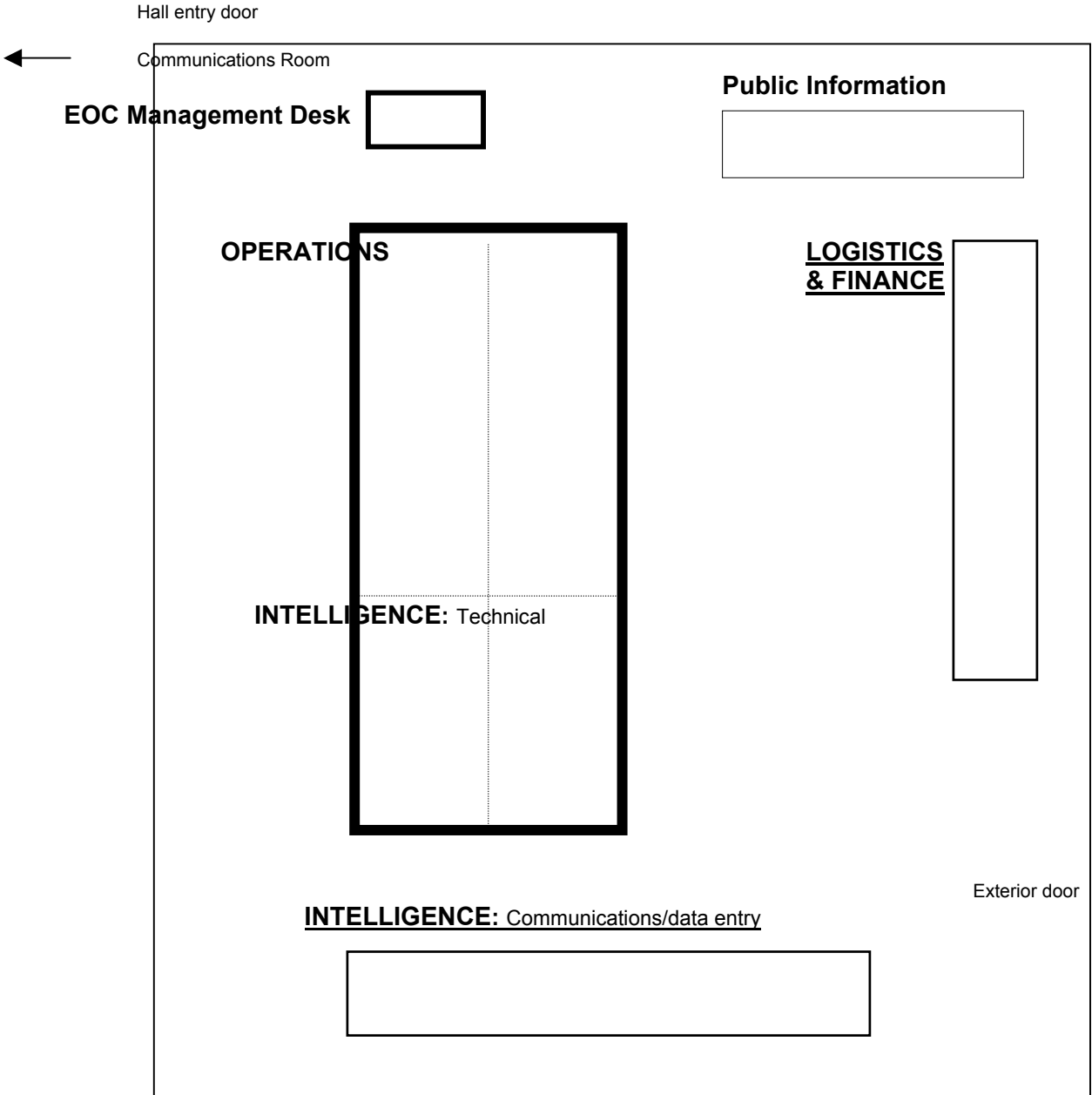
PRIMARY EMERGENCY OPERATIONS CENTER
AT THE FACULTY CLUB (revised 2002)

Policy Group – Room 6 + 7 (not shown)
Operations Group – Room 103 (Red Room)
Public Information – Room 104
Intelligence Group, Logistics/Finance Group – Room102 (Gold Room)
EOC Management Desk – hallway

ROOM 104

Public Information

TSO 20

RED ROOM (103)

OPERATIONS

EOC Closet

EOC Management HQ
(hallway table)

INTELLIGENCE Technical personnel

TSO 17&18 Double doors (opened)   TSO
15&16

patio

GOLD ROOM (102)

INTELLIGENCE Communications & Data Entry

patio

TSO 13&14

LOGISTICS/FINANCE

TSO 12

Fireplace

12

ALTERNATE EMERGENCY OPERATIONS CENTER
AT 711 SERRA STREET (revised)

POLICY GROUP - 2nd floor Public Safety Conference Room
OPERATIONS, INTELLIGENCE, LOGISTICS, & FINANCE GROUPS - Fire Station
  Training Room

Hall entry door

← Communications Room

Public Information

EOC Management Desk

OPERATIONS

LOGISTICS & FINANCE

INTELLIGENCE: Technical

Exterior door

INTELLIGENCE: Communications/data entry

EMERGENCY INFORMATION AND COMMUNICATIONS

In any emergency, notifications to affected students, faculty, researchers and staff must begin at once, as the emergency response itself begins.

During a limited Level 1 incident, response units simply alert Department managers of the situation and provide updates throughout the course of the event. (In some cases, the Emergency Management Team Public Information Coordinator may issue bulletins to affected units). Making timely internal and external emergency announcements during a Level 2 or Level 3 emergency requires a much broader approach involving many participants. Students, faculty, researchers, staff, and visitors must know what happened, where it happened, and what to do next.

At Stanford, the delivery of internal and external emergency information is planned and coordinated by the News Service, within University Communications. The News Service staffs the EOC Public Information Section, and its SOC becomes the "InfoCentral" for the entire University.

- The Director of University Communications is the EOC Public Information Coordinator, and is supported by the Director of the News Service.

- External and Internal News Chiefs from the University Communications SOC work with the other campus SOCs and pre-designated Information Coordinators from each unit that is represented at the central Emergency Operations Center

- Internal campus status bulletins and external press briefings are issued every two hours, on an alternating schedule. At least two general information management meetings are held daily.

Resources that are used to distribute internal emergency information and instructions include:

- Campus Emergency Information Hotlines (*)
  725-5555 University EOC bulletins
  497-9000 Student announcements
  498-8888 Hospital information
  1-800-89-SHAKE (800-897-4253) Out-of-area U.S. callers
  1-602-241-6769 Overseas callers
- The Stanford emergency web site:
  o http://emergency.stanford.edu
    Reports on current conditions, information and instructions, and
    links to local Satellite Operations Center (SOC) emergency hotlines
- Voicemail, email, and fax broadcasts
- Staffed information booths and phone banks
- Posted bulletins & flyers
- KZSU Radio (90.1 FM)
- Reports in the Stanford Daily and Stanford Report

This coordinated approach to disseminating critical emergency announcements will provide quick, reliable and consistent information to our community and will reduce general demand on vital emergency communications lines.

In the event that emergency conditions disrupt power and telephone service, emergency information, along with all emergency communications, will be profoundly restricted. Messengers, radios, cellular phones, and ham radio will be used until systems can be restored.

EARTHQUAKE RESPONSE

Earthquake impact assessment during a Level 3 disaster is managed from the central University EOC, which works closely with Satellite Operations Centers, using a variety of resources to determine whether buildings will be open for full or restricted use, or closed for repairs or remediation of specific conditions.

The first step in the building inspection process consists of immediate visual inspections of building exteriors. These are performed by

- Campus police and responding EOC team personnel who survey conditions at key buildings from their vehicles
- Volunteer "Building Assessment Teams (BATs)" based in local Satellite Operations Centers. who examine building exteriors in their jurisdiction. The BATs receive annual training from structural engineers for guidance on the post-earthquake inspection process. BAT volunteers do not enter buildings, but send reports on exterior damage characteristics to their SOCs and to the central EOC.

Detailed safety inspections are performed by:

- Structural engineers contracted specifically for disaster response, and appropriate campus Engineering faculty volunteers
- The University's Hazardous Materials Response Team
- Facilities Operations utilities and systems personnel

DISASTER MEDICAL OPERATIONS

The Cowell Student Health Service Satellite Operations Center (Cowell SOC) coordinates disaster medical operations on the main Stanford campus. During a disaster, Cowell Student Health Service expands its regular mission within Student Affairs to

- Provide medical service to *both* students and employees on the main campus,
- Organize counseling support services,
- Coordinate with trained volunteers at other campus Satellite Operations Centers who provide limited first aid care
- Interface with the University Emergency Operations Center (EOC), Stanford Hospital and Clinics, the School of Medicine, and other community medical service providers, as necessary.

To provide disaster medical services, the SOC establishes a "Cowell Treatment Center," which brings health care professionals, support staff, and volunteers together to:

- Collect, triage, and treat injured students and employees.
- Communicate casualty information to the University EOC and to appropriate emergency medical agencies.
- Arrange transport for patients whose injuries require specialized treatment or hospitalization.
- Provide human services, as a coordinated effort with the Help Center, the Work/Life Center, the Disability Resource Center, and The Bridge.

The Cowell SOC adapts the California Hospital Emergency Incident Command System (HEICS) to structure disaster medical operations. This emergency management model is also used for disaster response at Stanford Hospitals and Clinics, and is similar to the organization at the campus EOC. The Director of Cowell Student Health Service is the campus Medical Incident Coordinator (MIC). During areawide emergencies that do not include a disaster medical response and activation of the Cowell SOC, the Director of Cowell Student Health Service is a member of the EOC Operations Group.

The Cowell Satellite Operations Center Plan is activated by the MIC, in consultation with the University Incident Commander at the campus Emergency Operations Center. Typically this will occur during a Level 2 (major emergency) or Level 3 (regional disaster) event when there is a life safety danger or threat of a life safety danger

At the Cowell SOC, medical and administrative personnel are divided into functional working groups, and are given specific emergency "job action checklists" that define disaster roles, tasks, and reporting relationships. Emergency roles parallel non-emergency responsibilities and levels of authority. Clinical personnel provide care and direct first aid volunteers: administrative managers direct volunteers providing general support.

The main Cowell facility, if safe and serviceable following the disaster, is the primary site for disaster medical operations. (Cowell staff receives the University's post-earthquake "Building Assessment Team (BAT)" training to help evaluate the structure's seismic status following a major quake). If emergency conditions render the Cowell building unsafe, or if the building's status is indeterminate, the alternate treatment location is outdoors, along Lane C and the adjacent parking lot. Wilbur Field is another potential alternate location, if the campus EOC does not designate this space for another disaster response use.

Given the size and configuration of the Stanford campus, injured individuals may not be able to reach the Cowell Treatment Center. The following locations have been identified as potential sites for "Field First Aid Stations" operated by the responders from Cowell – some or all could be activated, depending on conditions. The University plans to train first aid volunteers to help support professionals if Field First Aid Stations are activated – which will improve local self-sufficiency and allow medical responders at the Stations to focus on critical needs.

Potential Field First Aid Station sites:

1. The Oval
2. Science and Engineering Quad
3. School of Medicine

4. Roble Field
5. White Plaza
6. Escondido Village
7. Athletics area

(*) Location criteria = an open and safe area with proximity to population and evacuation areas, road access, and potential shelter.

The University and the Stanford Hospital and Clinics have a flexible mutual aid agreement for coordination during a disaster response. The following strategies address communications, personnel, and supply issues.

(1) **COMMUNICATIONS**
The University Emergency Operations Center and Cowell Treatment Center, and the Hospital EOC and Emergency Department, have identical radio equipment to communicate with one another on designated disaster frequencies. The primary channel of communication will be from the University EOC and Cowell to the Hospital EOC, with a secondary back-up channel to the Hospital ED to be used as needed.

(2) **PERSONNEL**
The University EOC will communicate possible requests for additional medical personnel directly to the Medical Staff Director (Chief of Staff) at the Hospital EOC. The Medical

Staff Director will coordinate with the Emergency Department, and also with the Hospital volunteer manpower pool. Cowell may request clinical input via the Hospital EOC, and may be directed to the ED attending physician.

(3) **SUPPLIES**
The Logistics Groups at the Medical Center EOC and the University EOC will coordinate requests for supplies.

- Primary resources for both the University and Medical Center disaster response will come from their respective 72-hr. supply closets, maintained at both locations.

- A special disaster supply cache would provide a second supply resource. Planning for such reserves, which could be stored in insulated containers or in mobile trailers, is underway. The University and the Medical Center plan to share the responsibility for procuring, storing and maintaining the cache at a secure location, and to move it to where it is needed during a disaster incident.

- A third resource consists of the off-site warehoused medical equipment and supplies, which could be delivered by truck or helicopter Stanford.

The University and Medical Center practice their disaster coordination during scheduled emergency management exercises.

EMERGENCY CARE AND SHELTER

Student Housing Services maintains several days of food storage and special emergency supply compounds for use in a severe emergency. The emergency supply compounds are strategically placed throughout Student Housing regions to best serve campus residents during a major event. All Housing Senior Managers and the Health and Safety Coordinator have keys to the compounds.

All dormitories, housing and office space have emergency power for corridor and exit lighting (via stored power: inverter or emergency ballasts), and a range of emergency generators serve many buildings. Connections are in place at major dining halls to receive the large portable generators, maintained at Facilities Operations for emergency response.

Temporary shelter plans include the following provisions:

- Tent shelter: Four suitable tents are stored on campus and a large circus-type tent is stored in a nearby off-campus location

- Indoor shelter: Collaboration with the Athletics Department to use appropriate gyms as indoor shelters and as storage locations for cots and other support supplies.

PLAN DE-ACTIVATION

When emergency conditions are stabilized and normal University operations can resume, the Emergency Plan will be de-activated by the EOC Incident Commander, along with the University President and Provost. A formal announcement will be disseminated, using all emergency information and notification systems.

If the nature of the incident requires an extension of some emergency services, special EOC work groups may be appointed to coordinate those continuing activities among selected SOCs. Continuing issues may include

- Ongoing repairs and their staging
- Academic or administrative space adjustments
- Support services for impacted students, faculty, or staff
- Community relief efforts

PLAN RE-ASSESSMENT

Immediately following the cessation of Level 2 or Level 3 emergency operations, a survey of EOC Team members, the Satellite Operations Centers, and campus constituents will be conducted to evaluate the effectiveness of the response. Survey results will help determine whether portions of the Emergency Plan must be modified, as a result of the emergency experience. The Emergency Preparedness Planning Steering Committee will prepare a written "After-Action Summary Report" summarizing post-event observations, and will coordinate appropriate Emergency Plan revisions.

COST RECOVERY

One of the final EOC actions may be to appoint an "Emergency Cost Recovery Work Group." The composition of the Work Group will be related to the nature and magnitude of the emergency, but will include a core membership representing:

- The Provost
- Vice Provost, University Land & Buildings
- Vice Provost & Dean, Research & Graduate Policy
- Vice Provost, Budget & Auxiliaries Management
- Vice President, Business Affairs & Chief Financial Officer
- Vice President, Development
- University Risk Manager
- Legal Counsel

Schools and departments have advance copies of internal cost and loss documentation forms in their Department Emergency Planning Guidelines to help prepare them for the post-event claims process. Additional materials and guidance documents from external funding sources, such as the California Office of Emergency Services, FEMA, or other agencies, will be distributed as needed.

BUSINESS RESUMPTION

All Stanford Satellite Operations Centers and their constituent departments are expected to draft business resumption plans to safeguard their essential programs and records, and to involve appropriate academic program and financial managers in the planning process. Many of these recovery plans are updated and expanded adaptations of the contingency plans that were developed in preparation for the transition to "Y2K." Business resumption procedures continue to be part of the University's annual emergency exercises.

The business contingency planning process is based on the following core activities:

1. Identification of local mission critical processes, based on the primary mission(s) and business function(s) of each unit

2. Development of procedures for recovering all or part of the highest priority functions, given specific failure scenarios and time horizons

    -   Determination of whether each process could be suspended or degraded --- or, whether it must be fully functional

    -   Identification of alternate work sites or other temporary facilities for the most critical functions

    -   Ongoing back up of critical data and protection of critical equipment.

3. Assignment of local business recovery roles, responsibilities, and authority

4. Procedures for recovering impacted operations quickly, and strategies for providing programs and services under various emergency conditions.

5. Criteria for returning to normal business

The following questions have been distributed to Satellite Operations Centers to provide specific guidance for recovery planning in their constituent departments:

-   What are your department's business interdependencies? What do you need from other departments to perform critical functions? Which departments depend on you to perform *their* critical functions?

-   Are there days of week or month, or months of the year, when a major emergency would be even more disruptive than at other times?

-   Is your essential data backed up regularly? Would the information be accessible if your building was closed, or if the University network was down?

-   Does your Satellite Operations Center (SOC) and its constituent Departments have documented disaster recovery procedures in place?

❑ Is there a process for tracking the cost of business recovery (including funds spent on overtime, special materials/supplies, temporary personnel, etc.) and a mechanism for distinguishing emergency recovery costs from other business expenditures?

  – Are special vendor/contractor arrangements necessary for your department(s) to insure continuity of services?
  – Does your SOC have a "Disaster P card" for emergency purchases?
  – Are your units aware of the SU disaster account codes for distinguishing disaster purchases?

❑ What human resources would you need to restore your most critical functions?

  – Do your employees have personal emergency preparedness plans for their households?
  – If only 50% of your staff/faculty could return to work, could you open?
  – Can some employees telecommute during a disaster? What can you do now to plan for that?
  – If University had volunteer workers available after a disaster, what skills would be needed in your department?

❑ What equipment is necessary for the department to perform its functions?

  – Has essential equipment been "anchored" to protect it against earthquake damage?
  – How would you replace equipment within hours or days to be able to resume normal business?

❑ If your department couldn't use its office space to operate, how much space would you need to relocate? What kinds of equipment are essential for performing your unit's critical functions

The following matrix, adapted from the Y2K contingency planning process, is the primary tool for business recovery planning. Schools and departments are expected to fill in the cells of the matrix to produce a business recovery plan that adapts to several timeframes.

Strengthening emergency recovery plans will ensure that Stanford University's Emergency Plans address all three phases of an emergency – Preparedness, Response, and Recovery – in order to protect both the safety and the program goals of the entire campus community.

DISASTER RECOVERY STRATEGIES
✔ **Schools and Departments Complete this Matrix to Plan Program or Business Resumption**

Condition	1-2 days	3-4 days	5+ days	Comments
Critical program space & facilities are damaged or not available				
Critical equipment is damaged or not available				
Centrally provided power becomes unavailable				
Communications via phone, fax, email, and Internet becomes unavailable				
Central Information Systems are non-functional. Mission critical data is not unavailable				
Local information systems (LAN or desktops) become non-functional				
Staff is impacted by the disaster and not available to work				
Critical business partners or vendors are unable to provide goods or services				

EMERGENCY ACTION CHECKLISTS FOR THE UNIVERSITY EOC GROUPS

(ALL UPDATED FOLLOWING 2002 EMERGENCY EXERCISE)

Action Checklist: EOC POLICY GROUP

(BLUE EMERGENCY SHIRTS & VESTS: EOC Location = Faculty Club Conference Rooms 5-7)

ROLE	Provide EOC oversight and direction Determine University (or program) closures and resumptions
REPORTS TO	THE UNIVERSITY PRESIDENT

TASKS

❑ Sign in upon arrival at the EOC. Get a situation briefing from the Incident Commander. Choose a Policy Group Leader (wears designated blue vest) and a Facilitator to moderate the proceedings. Appoint a liaison to the Operations Group. If the liaison is not the Incident Commander, he/she wears the Liaison white vest.

❑ Evaluate the institutional effects of the emergency. Amend emergency goals and response priorities (below) if appropriate. Provide continuing oversight for the Operations Group "Action Plan," developed every 2-4 hrs.

❑ If necessary, authorize a temporary suspension of classes, or a campus evacuation or closure. Coordinate the implementation of the decision with other EOC Groups and Deans.

❑ Review the content of internal and external public information bulletins and announcements. Work with Public Information Section to select appropriate University spokespersons for media reports.

❑ Provide oversight for family notifications of casualties.

❑ Frame emergency-specific policies as needed. Examples: Emergency personnel policies, special financial assistance for employees or students, temporary support services such as childcare, etc.

❑ Determine University priorities for the recovery of mission critical teaching and research programs. Guide the resumption or relocation of University activities.

❑ Interface with external agencies and the community.

❑ Address legal issues associated with the emergency.

EMERGENCY GOALS & RESPONSE PRIORITIES

GOALS
Protect Life Safety
Secure critical infrastructure and facilities
Resume the teaching and research program

LIFE SAFETY, INFRASTRUCTURE, & PROGRAM PRIORITIES

1. Dependent populations (life safety)
Student residences, hospital patients
Occupied classrooms, offices, childcare centers, event venues

2. Buildings critical to health & safety
Medical facilities (clinics, Cowell)
Sites with potential hazards from chemical, biological or radioactive materials
Police/fire buildings, emergency shelters, food supply locations

3. Systems that sustain the emergency response
Energy systems and utilities
Communications/computer networks (Forsythe, Sweet, Communications Hubs)
Transportation systems

4. Classroom and research buildings (unoccupied)
Primary lecture halls and classrooms
Specialized research sites (Schools of Medicine, Engineering, SLAC, other labs)
Libraries, museums, and special collections

5. Administrative buildings (unoccupied)

EOC Action Checklist: INCIDENT COMMANDER
(RED EMERGENCY SHIRT OR VEST: EOC Location = Red Room)

ROLE	Emergency Management Team leader Oversight for all EOC emergency operations
REPORTS TO	POLICY GROUP, THE UNIVERSITY PRESIDENT

TASKS

❑ Until the Incident Commander arrives, designated IC alternates (from the Operations Group) or the most senior University official serves as temporary Incident Commander. After signing in, the Incident Commander identifies him/herself to personnel who have arrived at the EOC.

❑ Authorize the activation of the EOC, and the mobilization of all or part of the Emergency Management Team

❑ Get situation briefing, assess University status

❑ Ensure that each EOC Group function is covered and has appropriate leadership. The Incident Commander and each EOC Group Leader should wear their color-coded vests to identify themselves to the team.

❑ Delegate a liaison to the Palo Alto EOC, if necessary

❑ Provide oversight for strategic response and operational response

❑ Coordinate with Public Information Section re: internal and external emergency bulletins

❑ Advise the Policy Group and senior management of changing conditions

❑ Authorize a de-activation or reduced operations for the EOC

❑ Assemble Emergency Preparedness Planning Steering Committee and key operational managers to produce an After-Action Report evaluating the emergency response

CAMPUS EMERGENCY PLAN
REVISED 2003

EOC Action Checklist: **OPERATIONS GROUP**
(ORANGE EMERGENCY SHIRTS & VESTS: EOC Location = Red Room)

ROLE	**Prioritize situation reports, plan response strategies** **Coordinate tactical field operations**
REPORTS TO	**THE INCIDENT COMMANDER**

TASKS

❑ Sign in upon arrival at the EOC. Establish a Group Leader (The 1st Operations Group member arriving at the EOC = Group Leader until the Incident Commander appoints a replacement). The Group Leader wears a designated orange vest to identify him/herself to the EOC Team & Incident Commander. The Operations Group Leader provides ongoing updates to the Incident Commander.

❑ Appoint liaisons to interface with the Intelligence Group and the Logistics/Finance Group. The liaisons wear special white vests

❑ Get situation status briefing, review your responsibilities. Quickly review EOC Directory for inventory of available information and resources

❑ Assess and prioritize emergency reports, and establish an "Action Plan" for operations.
Overall priorities:	Protect life safety
	Secure critical infrastructure and facilities
	Resume the University program
Response priorities:	Buildings used by dependent populations
	Buildings critical to health and safety
	Facilities that sustain the emergency response
	Classroom and research buildings
	Administrative buildings

❑ Assess the need for evacuations (buildings, sectors of the campus, or entire campus)

❑ Dispatch safety inspection teams or response personnel teams to critical facilities and priority incidents (Medical assistance, Hazardous Materials Teams, Building Damage Assessment Teams). Authorize building re-entry when safety status of structural and operational systems status is assured.

❑ Establish Field Command Posts as necessary.

❑ Authorize SOC emergency response, repair and remediation activities.

❑ Determine whether to activate additional personnel (Ask Logistics Group to assist with the activation of additional Stanford expertise, external contractors, mutual aid, etc.)

❑ Establish special services, as necessary: e.g., sheltering, communications, transportation

❑ Provide appropriate security at critical sites: Post signage and/or barricades where necessary

❑ Communicate requests for supplies, equipment, services to Logistics Group

❑ Reassess conditions regularly and modify the Action Plan. Brief EOC Groups on current Action Plan

❑ After the disaster, produce After-Action Report on the emergency response.

Be observant for signs of fatigue. Divide the Group into shifts and provide rest periods during extended emergencies. *Notify Group Leader when you leave the EOC*

CAMPUS EMERGENCY PLAN
REVISED 2003

EOC Action Checklist: PUBLIC INFORMATION
THIS IS A SECTION WITHIN THE OPERATIONS GROUP
(GREY EMERGENCY SHIRT or VEST: EOC Location = Red Room)

ROLE	**Prepare and disseminate internal status reports**
	Coordinate external bulletins and media relations
REPORTS TO	**THE INCIDENT COMMANDER, Operations Group**

TASKS

❑ Sign in upon arrival at the EOC. Report to the Operations Group Leader (orange vest) and to the Incident Commander (red vest).

❑ Establish a Public Information Section Leader (wears gray vest). Appoint a liaison to interface with the Operations Group (wears designated white vest).

❑ Get a situation status briefing. Quickly review EOC Directory for inventory of available information and resources

❑ Set-up and test the Public Information Sections' equipment.

❑ Establish contact with the Medical Center EOC Public Information Officer. (Special radio, with Med Center EOC frequencies, is available at the Ops Group desk).

❑ Draft initial internal and external bulletins and announcements, with the Incident Commander & Operations Group. The Policy Group makes final authorization for bulletins.

❑ Write and record bulletins and updates on the University's Emergency Information Hotlines

❑ Communicate confidential status bulletins from the EOC to the Satellite Operations Centers (SOCs) and senior management on the SOC confidential bulletin 725-1133 (use redundant systems: SOC Bulletin Line for confidential information, email/fax broadcasts to all SOCs for general messages)

❑ Prepare public information reports for the Stanford web site.

❑ Draft, issue, and update campus emergency status reports (coordinate with KZSU, Stanford Daily)

❑ Coordinate with Student Affairs SOC to organize phone banks, if necessary (phone banks can refer callers to emergency services, take messages, support rumor control)

❑ Establish a Media Relations Center: coordinate press releases, and manage news conferences, site tours, interviews, etc. Coordination logistics for the media center with the EOC Logistics Group.

❑ Monitor media reports about the University.

Be observant for signs of fatigue. Divide the Group into shifts and provide rest periods during extended emergencies. *Notify Group Leader when you leave the EOC*

CAMPUS EMERGENCY PLAN
REVISED 2003

EOC Action Checklist: INTELLIGENCE GROUP
(GREEN EMERGENCY SHIRTS & VESTS: EOC Location = Gold Room)

ROLE	Collect and verify field reports Provide background data and maps
REPORTS TO	OPERATIONS GROUP

TASKS

❑ Sign in upon arrival at the EOC. Report to the Intelligence Group Leader, wearing green vest. (The 1st Intelligence Group member arriving at the EOC = Group Leader until the Incident Commander appoints a replacement).

❑ Get situation status briefing. Quickly review EOC Directory for inventory of available information and resources. Group liaisons must be appointed to interface with the Operations Group and with the Logistics Group (they wear designated white vests)

❑ Divide the group into two sections: A technical section (facilities, hazards, and computer specialists), and a communications/data entry section (phone/fax, radio, log personnel).

❑ Technical Section

- Interface with home SOC/department to communicate EOC-OPS messages
- EARTHQUAKE: Work with consulting engineers to coordinate building inspection personnel.
- Make ongoing checks with the Communications personnel to identify critical incidents to EOC Operations, w/technical analysis of potential impacts
- Provide a communications link between Operations Group principals and their SOCs.
- Track which SOCs have/have not reported. Verify the safety of non-reporting areas. ("roll call" of Satellite Operations Centers and field command posts, if they have been set up)
- Coordinate with EOC Logistics and Finance on behalf of the Operations Group, as instructed.
- Obtain supplemental data/maps for Operations to help evaluate and prioritize actions
- Monitor community emergency impact reports (via Palo Alto EOC, media reports)

❑ Communications/data entry personnel

- Assign specific roles to members of this section:
  Phone operators, Fax coordination, Incident Log input, message relay
- Determine how the Incident Log will be maintained
  | With Power | Use Laptop (Instructions attached to the computer) |
  | No Power | Use Whiteboards and log forms |

  | Log reports by | Incident number, date, time, location, type (casualty incident, damage incident), action taken, and resolution date/time |
- Confirm reports and/or obtain new incident information.
- Establish liaison with Public Safety radio personnel, and Palo Alto EOC.
- Assist Operations with additional notifications, if needed (campus Operator EOC# =322-8721)

❑ All Intelligence Group members help EOC Manager set up the EOC supplies/equipment and help the Facilities Manager dismantle the EOC at the close of the activation.

Be observant for signs of fatigue. Divide the Group into shifts and provide rest periods during extended emergencies. *Notify Group Leader when you leave the EOC*

CAMPUS EMERGENCY PLAN
REVISED 2003

EOC Action Checklist: LOGISTICS/FINANCE GROUP
(YELLOW & TAN EMERGENCY SHIRTS & VESTS: EOC Location = Gold Room)

ROLE	**Obtain resources to implement the operational response**
	Document emergency expenditures, claims, & losses
REPORTS TO	**OPERATIONS GROUP**

ALL MEMBERS

❑ Sign in upon arrival at the EOC. Report to the Group Leader (wears yellow vest). The 1st Logistics/Finance Group member arriving at the EOC = Group Leader until the Incident Commander appoints a replacement.

❑ Get situation status briefing, review your responsibilities. Quickly review EOC Directory for inventory of available information and resources. Group liaisons must be appointed to interface with the Operations Group and with the Logistics Group (they wear designated white vests)

❑ Ensure that there is a liaison to interface with the Operations Group (wears designated white vest)

LOGISTICS SECTION *(yellow shirts)*

❑ Working with Operations Group and the SOCs, arrange and stage the delivery of incoming resources.

❑ Assist Operations Group with the activation of additional Stanford emergency response expertise or resources

❑ Obtain specialized supplies, equipment, or services to support the emergency response. Order additional EOC or Field Command Post comfort/support supplies, as needed. Refer to compiled summary of major emergency resources in EOC Directory, but be aware that these inventories may be incomplete.

❑ Identify and contract with external experts, contractors or vendors, or mutual aid (engineers, recovery specialists, equipment rental companies) as requested by the Operations Group. Provide temporary ID and credentials for emergency workers.

❑ Help establish appropriate shelters for resident population. Ensure students whereabouts are tracked.

❑ Identify necessary and appropriate volunteer tasks to the Student Affairs SOC "Volunteer Operations Center" at the Haas Center.

❑ Summarize space, facility, and personnel needs to achieve program resumption. Report recovery resource needs to the Operations Group

FINANCE SECTION *(tan shirts)*

❑ Track disaster costs/expenditures. Gather data on labor, equipment/supply, and overtime costs. Produce periodic estimates of disaster costs for Policy Group, the County Office of Emergency Services, and insurers.

❑ Work with Logistics, the Operations Group and the SOCs to ensure that damage impacts are recorded before repairs are made. that photographic evidence is maintained, etc. Collect copies of notes, tapes, photographs, videos and other records of damage from departments and field responders.

❑ Estimate the disaster's business impacts and anticipated recovery times. Provide summary reports to the Operations Group

❑ Begin the documentation of insurance and disaster assistance claims.

❑ Obtain official SU damage reports for the County EOC and State Office of Emergency Services Regional EOC

❑ Continue to meet after the disaster to coordinate ongoing coordination of damage claims process

Be observant for signs of fatigue. Divide the Group into shifts and provide rest periods during extended emergencies. *Notify Group Leader when you leave the EOC*

CAMPUS EMERGENCY PLAN
REVISED 2003