College of the Holy Cross Emergency Management Plan

September 1, 2023 - August 31, 2025

Holy Cross Emergency Management Plan

Record of Changes

The Emergency Management Plan goes through continuous, ongoing changes based on the results of actual events, post-exercise drills and activities, and input from units and departments tasked in this plan.

Date	Description	Pages	Author(s)
June 1, 2017	Emergency Management Plan Published		Britton, Burl, Cannon, Hart, Merrill
September 1, 2018	Significant revisions undertaken, including but not limited to updating personnel, a renaming and restructuring of EMA to ERT, expansion of checklist, and incorporation of Student Development Duty Procedure.	All	Burl
September 1, 2019	Annual review with minor revisions, including personnel updates, changing language from Blackboard to RAVE, adding a new temporary off campus site for the EDGE, revising the emergency notification message templates.	All	de Jong, Burl
September 2020	No changes made		
September 1, 2021	Updated plan to come into compliance with some OSHA requirements re: emergency response. Updated members of Emergency Response Team. Minor structural changes.	All	Burl
September 2023	Restructured several ERT functions. Updated members of Emergency Response Team. Identified different levels of hazard identification. Revised checklists.	All	Bavieri, Burl, de Jong

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I.   EXECUTIVE SUMMARY

Introduction

This Emergency Management Plan (EMP) establishes the organizational structure, policies, and procedures to respond to situations and hazards that cause a significant disruption to the College. Among other functions, this Plan describes the roles and responsibilities of our Emergency Response Team, establishes the institutional priorities during response and recovery, and sets forth the specific protocols to be used in certain situations. That said, given the nature of emergencies, which can occur suddenly and without warning, our emergency management program is designed to be flexible, so as to permit the College to respond appropriately under the specific circumstances, as they may arise. When responding to such emergencies, the College will work closely with and cooperate with federal, state, and local emergency management agencies and other responders. Elements of this EMP are designed to meet the federal Occupational Safety and Health Administration (OSHA) standards for Emergency Action Plans (29 CFR 1910.38) that cover employees of the College.

The EMP can not only be used to respond to emergencies, but also to prepare for planned events, such as:

- Events expected to draw large numbers of people that, if an incident occurred, the emergency response would require a multi-departmental and multi-agency response.
- Events where significant disruptions and/or violence might be anticipated, regardless of crowd size.
- Events that include potential human targets, such as high profile dignitaries, politicians, or controversial speakers.

Hazard Identification

When identifying threats and hazards to include in the EMP, we considered two key factors: (1) the likelihood of a threat or hazard affecting the Holy Cross community; and (2) the challenge presented by the impacts of that threat or hazard and our capabilities to mitigate, respond and recover, should it occur.

Based on a combination of experience, forecasting, subject matter expertise, and other available resources, a list of threats and hazards that could affect the Holy Cross community has been identified below. Hazards are organized under three different categories– Natural, Technological, and Human-Caused. These categories help to inform mitigation strategies. There may be hazards not yet realized and thus not identified here, that will require the ERT to convene.

NATURAL	TECHNOLOGICAL	HUMAN-CAUSED
- Epidemic / Outbreak - Food Contamination - Severe Weather - Student Death	- Building Fire - HazMat Release On Campus - Network / IT Failures - Structural Failures / Collapses - Utility Disruption	- Active Shooter - Armed Assault - Cyber Attack - Explosives/Bomb Threat - Missing Student - Riots and Civil Unrest

Hazards can fall under multiple types dependent upon the initial cause/hazard. Some examples of this are:

- Food contamination - Was it caused naturally (Natural) or purposefully (Human-Caused)?
- Fire - Was it caused by lightning/severe weather (Natural) or arson/violence (Human-Caused)?
- Loss of network services - Was it a cyber attack (Human-Caused) or a technological failure (Technological)?

Adopting the Emergency Support Functions (ESF)

The Emergency Support Functions are part of the National Response Framework and build on the National Incident Management System ("NIMS"). Together these create an emergency management structure that allows for the coordination of communication and response between and among entities and responding emergency providers. Generally, NIMS is recognized as a best practice within federal, state, and municipal emergency response teams. The Holy Cross ESF structure is modeled after the national ESF Annex structure, i.e. ESF #8 outlined under NIMS is Public Health /Medical. While the Holy Cross Emergency Response Team does not adopt specifically the label "ESF #8," it does have a "Medical Lead" that by definition serves in a similar capacity for the ERT.   The College has, in the development of this EMP, reviewed and received training regarding NIMS so as to be able to incorporate those elements that are transferable to our unique environment, under our current structure and within available resources.

Emergency Response at the College of the Holy Cross

Operating as a minor municipality with approximately 3,000 resident students in and around 175 acres in a location that experiences occasional severe weather, the College anticipates the possibility of urgent and unexpected hazards that will impact its normal operations. Individual departments are responsible for

creating and maintaining protocols to respond to localized incidents that may solely impact their area. Our broader emergency management program is activated for those events that have a significant impact on one area of the College or events that impact multiple areas of the College.

In the event of such an emergency, the Emergency Response Team will convene to evaluate and respond to the situation. The ERT is led by the ERT Commander, who is responsible for the oversight and management of the College's response. The ERT Commander works directly with the Executive Liaison, who serves as a relay between the ERT and the College's leadership team. The Public Information Officer reports directly to the ERT Commander and serves as the designated communications officer, facilitating coordinated and consistent messaging regarding the incident.

Within the ERT, there are subject matter Leads who are responsible for coordinating resources and support in the areas for which they are responsible. These positions are not based on departments, but on related categories of need. This model assures that each component of emergency management is taken into consideration, regardless of whether the individual normally responsible for that component is present. Each Lead position maintains a primary and secondary representative.

In addition, the Emergency Response Team relies upon existing relationships with external emergency responders, including but not limited to Worcester Fire, Worcester Police, Worcester Public Works, Worcester Emergency Management, Massachusetts Emergency Management Agency ("MEMA") and the Federal Emergency Management Agency ("FEMA"), among others. This Emergency Management Plan is to be read in conjunction with other emergency management manuals, including Dean on Duty Protocols, the College's Postvention Manual, and other documents.

Contact

If you have any questions or concerns regarding this Plan, you may contact either of the following offices:

Denielle M. Burl
Chief Risk and Compliance Officer
dburl@holycross.edu
O: (508) 793-2339

Shawn de Jong
Director of Public Safety
Chief of Police
sdejong@holycross.edu
O: (508) 793-2224

In an emergency, please contact 9-1-1.

II.   HOLY CROSS OVERVIEW

Holy Cross is situated on the side of Mt. St. James in the south west corner of Worcester, MA. The campus includes 174 acres of property, 33 buildings (The Fauci Integrated Science Complex counts as 5 buildings), 25 off-campus houses, the majority of which are occupied by faculty and staff tenants, and 1 off-campus utility structures. The campus grounds include an arboretum, large football and baseball stadiums along with numerous other fields for athletic opportunities. Wooded areas and trails exist on the campus's geographical footprint. The campus is adjacent to a major interstate (Rt. 290), as well as in close proximity to a major rail yard and freight train rail lines. The campus is a semi-controlled environment with fencing and gates surrounding the property however the public is welcome on the campus for campus offered activities or to tour the grounds.

The College also owns the Thomas P. Joyce '59 Contemplative Center, a retreat space situated on a 52-acre parcel of land in West Boylston, Mass., just 20 minutes from campus. The building is located at 1000 Goodale Street, West Boylston, includes a chapel, meeting rooms, dining room, and bedrooms for 60 individuals.

The school has approximately 3,000 students, of which roughly 92% are residents on campus. Additionally, Holy Cross has approximately 1,100 faculty and staff.

Special populations/conditions consist of the following:

- Jesuit community located in a residential facility.
- Summer activities including classes, research, camps and conferences.
- The Performing Arts Center, which hosts special events.
- St. Joseph Chapel with many weekend public activities.
- Frequent large construction projects with a significant population of workers.
- The Hogan Campus Center provides conference activities.
- The athletic venues host numerous activities with the largest being football games.

Holy Cross is generally self sufficient with the following critical resources:

- Public Safety is a 24/7, 365 day a year operation providing all police and emergency response.
- Full Facilities department with support in all facilities-related requirements.
- Dining Services provides services in numerous food service venues on campus for both students, faculty and staff as well as events and other campus community activities.
- There is a very limited population of contracted labor for night and weekend cleaning.
- IT services all telephone and data technology for the campus.
- The Campus has key locations on campus recorded on camera and access to live streams.
- Emergency notification and loudspeaker systems are available for emergency alerts.

A central heating plant provides service for 25 buildings. This is located in the basement of Kimball Hall which is the main dining facility. Water and sewage is provided by the city of Worcester however the underground piping on campus is the responsibility of the College. Power is provided by National Grid

through three 13.8Kv underground services. The equipment is the responsibility of NGrid until it reaches the first switchgear, then it is the responsibility of the College. Eversource provides natural gas service and they are responsible for the underground piping and meters on campus.

 The College has internet service provided over leased dark fiber from one internet service provider (Cogent), and we are in the process of configuring a second internet service provider, coming into campus from an independent fiber path (Crown Castle). These internet links will be configured in a redundant manner such that if one link is damaged, the other would remain operational. They are physically separated as well to avoid the same incident from disrupting both circuits. This work is scheduled to be completed in FY24.

III.   IDENTIFICATION OF RISKS

 Through regular hazard identification and in consultation with other collegiate emergency management directors, the College identified the critical hazards for our Holy Cross community and tailored our emergency response planning towards those risks. For those critical hazards, emergency planners created specific emergency protocols designed to guide the College's response through such an incident. For other events, we created and shall refer to a *Damage and Impact Assessment Checklist* to help the College identify, assess and prioritize areas for recovery.

IV.   THE COLLEGE OF THE HOLY CROSS' EMERGENCY MANAGEMENT PROGRAM

A.   Mission

Mission Statement: To mitigate against, prepare for, respond to, and recover from emergencies on campus through the development, testing and application of appropriate emergency response protocols.

Purpose: The purposes of our management program are to (1) set forth the overarching framework for an emergency management program; (2) define the scope, responsibility, and authority of our emergency response team; and (3) set forth the protocols to be followed in the event of a campus emergency.

B.   Emergency Response Priorities

Priorities for all emergency response at Holy Cross are as follows:

Protection of Life
1. Students
2. Faculty & Staff
3. General Public

Stabilization of the event

1. Prevent the incident from expanding.
2. Bring the situation to a point of order.
3. Isolate the scene and control entry.
4. Determine course of action.

Protection of College Property and the Environment
1. Facilities and infrastructure necessary for shelter and care of students.
2. Critical College records and collections.
3. Facilities and infrastructure used for education and operational purposes.
4. Ensure, to the extent practical, that emergency response efforts do not adversely impact the environment.

Restoration of critical services, education and research programs
1. Services critical to the well-being of students.
2. Services critical to educational services.
3. Services critical to facilities. (other than those required to re-establish a basic operating environment, such as power, water, communications, etc., which have the highest priority for restoration)

Coordination of Communication
1. Provide timely updates within the community.
2. Provide accurate and timely information regarding the event to the larger communities and the media.
3. Coordinate and control media sources on campus.

Resource Management
1. Ensure appropriate maintenance of College resources.
2. Ensure smooth transition from ERT response to designated recovery team for continued response and communications.

C.   Emergency Response Team

As the College essentially functions as a small municipality, there are many urgent situations that may arise requiring immediate action by College personnel. The College maintains multiple systems of response, depending upon the situation. For example, Public Safety is usually the first to respond to a major incident or medical emergency. Facilities may be the first to respond to problems in the infrastructure supporting Holy Cross. Information Technology Services would respond to enterprise-wide network failures or cyber attacks that compromise network security. Student Development will rely upon their Duty Protocols to respond to urgent situations involving residents on or off campus. The **Emergency Response Team (ERT)** is convened for emergency situations that are not immediately resolved (serious outbreak), that may have an impact on multiple departments (significant flooding in academic building), or that requires a coordinated response, particularly with regard to safety and communications (an incident impacting the Worcester community).

Effective emergency response relies on a coordinated approach that **avoids**:

- An unmanageable Span of Control for the ERT Commander. (e.g. Community Support Lead's team members all take directives from the ERT Commander as opposed to our model in which CS staff and directives must be managed by the CS Lead who reports outcomes back up to the ERT Commander.)

- Unnecessarily redundant response actions that waste human and/or physical resources. (e.g. Student Lead and Resource Lead both work to secure food options for students without the knowledge of either and with a lack of coordination)

- A lack of the larger ERT awareness of the response actions of one person or group. (e.g. The Safety Lead orders the immediate closure of a roadway without communicating this to the ERT.)

Organization and Roles of the Emergency Response Team

In the event of an emergency, the Emergency Response Team provides executive leadership and oversight on all high level emergency management decisions for the College. The ERT will coordinate with local responders, through their Incident Command structure, relying upon the Executive Team direction throughout.

The Executive Team provides executive leadership, support, expertise and guidance to the Emergency Response Team and impacted departments during an emergency. This group is the ultimate authority over significant decisions that must be made during a crisis, communicates with the Board of Trustees and key College stakeholders, and provides directions to the Emergency Response Team regarding priorities during recovery.

The ERT consists of the following roles with the following responsibilities:

ERT Commander
As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus, in this ERT structure, and especially in larger incidents, the ERT Commander manages the organization and not the incident.
- The ERT Commander is responsible for the development and maintenance of an emergency management program at the College.
- The ERT Commander works with the Tech Lead to develop and maintain the shared drive within which emergency management resources are housed.
- In an active emergency, the ERT Commander monitors all emergency activities, and leads the development, implementation, and review of strategic decisions, as well as post event assessment.
- The ERT Commander is the coordinator for all emergency response efforts and serves as supervisor to the Public Information Officer, ERT Liaisons, and the Emergency Leads
- The ERT Commander communicates closely with the Executive Team, through the Executive

Liaison.

Executive Liaison: The Executive Liaison facilitates communication between the ERT Commander and the leadership team. The Executive Liaison communicates the President's priorities during an event.

Public Information Officer: The Public Information Officer develops and implements an information strategy for faculty, staff, students, visitors and the media.

ERT Runners: The ERT Runners provide operational assistance during an emergency, including transmission of information from DPS Dispatch, delivery of provisions, and other on-the-ground exercises, as required in an emergency.

ERT Document Specialist: The ERT Documentation Specialist plays a crucial role in an emergency management team by ensuring accurate and comprehensive documentation of decision-making processes. They are responsible for taking detailed notes during meetings, recording key information, and documenting the team's decisions, actions, and recommendations. Their primary goal is to maintain a well-organized and easily accessible repository of information that supports effective emergency response and recovery efforts.

Emergency Leads*:* The Emergency Leads are responsible for understanding and providing the facilities, services, personnel, equipment, and materials in the areas for which they are responsible. Emergency Leads include the following:

- *Safety Lead:* The Safety Lead is responsible for monitoring and evaluating hazards and unsafe conditions, including the health and safety of emergency responder personnel. The Safety Lead is responsible for the execution of emergency communications. The Safety Lead is responsible for coordinating with the Department of Public Safety, as well as local emergency responders, including but not limited to Worcester Police Department, Worcester Fire Department, Traffic, Worcester Emergency Medical Services, and any Security Services.

- *Resource Lead:* The Resources Lead is responsible for procuring, maintaining, and distributing any and all resources needed to support the College's emergency response. These resources may include, but are not limited to equipment, tools, food, water, temporary shelter, transportation, and space for events. The Resources Lead works closely with the Finance Lead to document purchases and manage distribution. This individual is also responsible for arranging for the provision of services, support, and basic resources (food, water, bedding, etc.) to the members of the Emergency Response Team during an incident.

  FInance Lead: The Finance Lead is responsible for all financial and cost analysis aspects of the incident. The Finance Lead approves purchasing and ensures cost accountability relating to the response effort.

- *Student Lead:* The Student Lead is responsible for understanding and responding to the needs of students during an emergency. This Lead oversees the provision and distribution of *all* facilities,

services, personnel, equipment, and materials that on and off-campus students may need, including but not limited to evacuation, health services, and counseling services. The Student Lead has the responsibility to ensure that this Emergency Management Plan is congruous with the Student Development' Duty Protocols, and vice versa. In an emergency, the Student Lead will work directly with the Dean on Duty, the Finance Lead, and Resources Lead to provide a comprehensive response to our students.

- *Facilities Lead:* The Facilities Lead is responsible for the College's facilities and infrastructure. This Lead is responsible for maintaining the College's property. This Lead is responsible for maintaining and providing accurate and current maps of all College property and critical infrastructure feeds, including electricity, network, gas, and water. This Lead also maintains lists of resources used during emergencies, including but not limited to generators, mattresses, etc. This Lead coordinates with local responders, including Public Works.

- *Community Support Leads:* The Community Support Leads are responsible for gauging the impact of an emergency event and coordinating the emotional and pastoral support needed for such an event, which may include but is not limited to launching Postvention; creating opportunities to gather in supportive spaces, at campus liturgies, memorial services or other appropriate community rituals; individual or small group emotional and/or pastoral support; making community members aware of available supportive services; determining appropriate rituals for 1st anniversary and subsequent anniversaries. They will also consult with campus offices, including College Marketing and Communications, to consult on campus communications.

- *Tech Lead:* The Tech Lead is responsible for maintaining all key functions related to information technology, including but not limited to computers, networks, phones, and radios. This Lead maintains and manages the Google Drive. This Lead is also responsible for managing the appropriate personnel to have access to systems, as required.

- *Academic Lead:* The Academic Lead is responsible for the provision and distribution of all facilities, services, personnel, equipment, and materials that may be required by faculty during an emergency. The Academic Lead is responsible for coordinating business continuity within research and teaching labs. The Academic Lead is responsible for the library during an emergency. The Academic Lead works with the PIO to ensure communications appropriately address faculty concerns. This Lead is responsible for understanding and communicating the impact certain actions may have on the academic community.

- *Personnel Lead:* The Personnel Lead is responsible for considering and responding to employee issues that arise during an emergency. The Personnel Lead provides information and maintains documentation regarding overtime issues. This Lead serves as the liaison to the Employee Assistance Program.

- *Medical Lead:* The Medical Lead is responsible for providing medical expertise, guidance, and coordination during emergency situations on campus. They play a crucial role in ensuring the health and safety of students, faculty, and staff, as well as the overall response and recovery

efforts. The Medical Lead collaborates closely with the ERT, healthcare providers, and external agencies to develop and implement effective medical response plans.

- *Athletics Lead:* The Athletics Lead is responsible for managing any athletics-related matters in an emergency, including coordinating the care of visiting athletes/teams that may be present during an emergency, managing indoor and outdoor venues, and arranging for the rescheduling or cancellation of sports events.

- *Special Services Lead -* The Special Services Lead supports those populations on our campus that might need additional consideration in an emergency, including but not limited to the Jesuits residing on campus and faculty, staff, and students with disabilities. In an emergency, the Special Services Lead is responsible for understanding the needs of these individuals and coordinating the appropriate resources and care, in consultation with appropriate Leads.

D. Emergency Communications Systems

General Information and Clery Requirements

To provide the campus community with information necessary to make informed decisions about their health and safety, the College will issue emergency notifications upon the confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees occurring on the campus. In drafting such messages, the institution will, without delay, and taking into account the safety of the community, determine the content of the notification and initiate the notification system, unless issuing a notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or to contain, respond to, or otherwise mitigate the emergency.

In evaluating whether a significant emergency or dangerous situation exists, the College will rely upon information received by first responders, including but not limited to Public Safety, Facilities or the relevant College department that witnessed the event. Generally, if the event implicates campus safety, Public Safety will evaluate whether an emergency exists. When there is an issue with campus facilities, we will rely upon Facilities' staff to determine the status of an incident. Emergency Response Team will be available and will communicate about issues in a timely manner. If necessary, the College will rely upon external agencies to inform decision making regarding the status of and appropriate action in the event of an emergency.

Upon the determination that a campus emergency exists, the College will send an emergency communication to the segment of the population that is affected. In a campus our size, this will generally include the whole campus. In determining the content of the message, the College will rely upon (1) template messages written in advance; and/or (2) new messages written in real time, as relevant to the circumstances and with input of the PIO, and other departments as appropriate.

Emergency Notification Systems

Zipbridge and/or Zoom

Emergency Response Team will use Zipbridge and/or Zoom to provide preliminary intel regarding an incident and direct next steps for incident response. Communications include a phone call, text, and email. Each of the members of the ERT have received information and training on how to launch and receive communications through this tool.

RAVE

RAVE is a hosted emergency notification system which allows the sender to transmit alerts via text or sms message, Email and phone call simultaneously. Students' primary cell phone number and email address is automatically uploaded by the College into Rave. The student can at any time update the information on record. That contact information is transmitted to Rave each morning at 4:15 am. Faculty and staff are asked to provide emergency contact information within the PeopleSoft HR system. That information is then transmitted to RAVE 9:20 pm each night.

The RAVE system can be accessed by authorized users from a smartphone application or any web browser. Once proper authentication is completed, the authorized user can send one of many pre-formatted alerts or create their own message and distribute it immediately. There are several call centers from which messages are dispatched, this allows all cell phones and home phones to be called simultaneously along with sending text or sms messages to cell phones. Campus phones are throttled to prevent flooding our inbound phone lines to the campus allowing only 80% of the lines to be used.

The Director of Public Safety has the primary authority and responsibility for the maintenance, management and use of our emergency communication systems. In the event of an emergency, the authorized Public Safety dispatcher may send alerts through RAVE and the audible campus alert system. The system requires a unique username, password, and the proper access rights in order to send alerts through the audible campus alert system. This access is restricted to Public Safety personnel.

The following three individuals also have the authority and ability to login and send a RAVE message: the Chief of Police/Director of Public Safety or any Public Safety designee in the Chief's absence, the Associate Director of Information Technology and the Information Security Officer.

Email (through Gmail systems or through RAVE)

In the event of an emergency, the campus will utilize the College Email system to send notifications and updates. The following individuals are authorized to send campus-wide emergency Emails: Director of Public Safety or designee, Vice President for Communications, Chief Communications Officer or designee, and Director of Human Resources or designee.

Emergency Block on Website

The College's official website has the capacity to display an emergency banner. The Chief Communications Officer is the responsible party for determining when information can be posted and, in consultation with the Department of Public Safety or other responsible party, the specific content to be

provided. In the event of an emergency, the Chief Communications Officer will direct appropriate staff to make the requested communications.

emergency.holycross.edu

The College maintains a webpage reserved solely for emergency notifications, hosted at emergency.holycross.edu. The Chief Communications Officer has the authority for determining when information can be posted and the specific content to be provided. In the event the Emergency Management Team(s) determine the need to utilize this emergency website, the Chief Communications Officer will include a link within relevant communications, including the banner, RAVE communications and social media.

Social media sites

The College maintains two official social media accounts that can be used in the event of an emergency. The College's official Facebook page is hosted at https://www.facebook.com/collegeoftheholycross/. The College's official Twitter page is https://twitter.com/holy_cross. The Chief Communications Officer is responsible for maintaining these pages. In the event of an emergency, the Communications Officer, or designees, will create the appropriate content and authorize its distribution.

Fire Alarm & Suppression System(s)

Each building has fire alarm and suppression systems for the event of a fire. These systems are maintained by Facilities and go through routine inspections and testing. The fire alarms utilize both auditory and visual (flashing lights) alarms to alert occupants of a fire in the building. Upon discovery of smoke, fire, or explosion in any Holy Cross building, pull the nearest fire alarm and immediately evacuate the building.

Periodic Testing

The Emergency Response Team will facilitate testing on our emergency communications systems twice a year, using all systems of emergency management. These events will be scheduled and communicated with Holy Cross campus students, faculty and staff to minimize disruption. Public Safety will maintain a log of this testing to include a description of the exercise, the date and time of the test, and a statement of whether it was announced or unannounced.

E. The Emergency Operations Center

The Emergency Operations Centers (EOC) are the designated locations on campus that serve as the primary meeting place by which the Emergency Response Team can meet, review, assess and determine the appropriate response to an emergency situation.

When the EOC is activated, the Emergency Response Team within the EOC is responsible for the strategic

overview of the incident. The ERT collects, gathers and analyzes data, makes decisions in consultation with critical responders with a highest priority of protection of life and property, maintains continuity of operations within the community, following the scope of applicable laws; and disseminates those decisions to all concerned agencies and individuals. In the event that the primary EOC is rendered or deemed unusable, emergency operations will relocate to the alternate EOC or move online.

The College now has several virtual meeting solutions available, both Zoom and Google Meets. Our EOC 1 has been equipped with technology to allow for a full Zoom meeting with all participants. EOC by Zoom will be password protected to ensure the confidentiality of communications between participants who may have to quickly jump on and off on their phone and may not be readily identifiable.

EOC 1: **Conference Room, Jo Athletic Center**
[*Parking:* On-street parking along College Ave, Hogan Parking Lot, the small lot at the College-owned property at 3 Cityview St.]

EOC 2: Bud Ryan Room, Luth Athletic Complex
[*Parking:* The parking lots between the Hogan Campus Center and Luth Complex.]

EOC 3: Main Conference Room, Facilities
[*Parking*: The Garage]

Other EOC: Zoom, Google Meets.

F. Planning

Organization and Planning

The Holy Cross Emergency Management Plan and all of the supporting plans and procedures are "living documents" that will change according to situations and circumstances at the college. The Emergency Response Team is responsible for making timely changes to the Plan, as necessary and appropriate.

Plan Maintenance, Review and Updating

The Emergency Management Plan is maintained in an online depository that is accessible by members of the ERT. The ERT Commander has primary responsibility for maintaining the plan. The ERT will gather and facilitate resources and efforts from all organizations on campus to ensure the on-going maintenance of the plan. To facilitate the development of plans, policies, and procedures, smaller subcommittees may be formed as needed to conduct additional research and focus on developing a final product.

To maintain a current and functional plan, the Emergency Response Team will conduct a formal review each year. The ERT will update the plan to accommodate changes in organizational structure, facilities, technological changes, etc. Upon completion of this review, the ERT will forward the updated, final plan

to all members of the Executive Team and the Emergency Response Team with a brief summary of the changes.

Please note that the Emergency Response Team may update information in the Appendixes, including but not limited to, individual designations, contact information, EOC location and supplies , without prior written notice to the community. Such information becomes effective and current upon publication.

Training and Exercises

No less than once a year, The Emergency Response Team will plan and conduct or cause to be planned and conducted a simulated emergency exercise. Those employees invited to join the exercise will be expected to take part. Real world events can be used in lieu of conducting an exercise or testing.

G.   Providing Special Assistance to Those Who Need it

The College recognizes that individuals with disabilities, including those with hearing, visual and mobility disabilities, among others, may require special or additional assistance during an emergency. The College has appointed the Special Services Lead, who has the responsibility for individuals with disabilities in an emergency. In addition, the College has created a "Student Emergency Guide" to provide information and assistance to these individuals. *See Appendix E*. Members of the College community are asked to be aware of and, when possible, provide assistance to these individuals. Obtain assistance for individuals requiring special assistance by calling Public Safety at 508-793-2222 and informing them about the individual's location and need for assistance.

H.   Adapting the National Incident Management Systems ("NIMS") and the Incident Command System ("ICS")

The National Incident Management System ("NIMS") is one emergency management structure that allows for the coordination of communication and response between and among entities and responding emergency providers. Generally, NIMS is recognized as a best practice within federal, state, and municipal emergency response teams. The College has, in the development of this Plan, reviewed and received training regarding NIMS so as to be able to incorporate those elements that are transferable to our unique environment, under our current structure and within available resources. By adapting the NIMS template, the College will be able to work more effectively and efficiently with its government and local responders to prevent, prepare for, respond to, recover from, and mitigate against domestic incidents regardless of cause, size, or complexity.

Specifically, the College has adopted the following elements:

- **Creation of a standardized management tool, instead of just an organizational chart.** *The Members of our Emergency Response Team have specific and disparate areas of responsibility as it relates to preparing for, responding to, and recovering from an emergency. The Emergency Management Leads have the authority and responsibility to take appropriate and necessary action prior to an emergency to ensure that they are well-positioned should one occur.*

- **Universal applicability across all events, including planned events, natural disasters, and acts of terrorism.** *Whereas our prior emergency management program relied upon different departments responding to different hazards, depending upon the hazard, our current program utilizes the same structure in all high-level emergencies. This approach ensures coordination of care across all departments in all kinds of disasters.*

- **Integration with other agencies Incident Command Structures.** *While this Plan does not formally adopt the traditional ICS nomenclature, members of our Emergency Response Team have been trained in ICS and are prepared to work with other agencies' command staff. Moreover, our Department of Public Safety, who will be on-site in many if not all such emergencies, follows the Incident Command Structure and will be coordinating with responding agencies pursuant to that system. It is likely that, in an emergency, DPS will coordinate in the establishment of an Incident Command Structure, which will communicate with the College's Emergency Response Team through its ERT Runners.*

V. EMERGENCY RESPONSE AT THE COLLEGE OF THE HOLY CROSS

In the Event of an Emergency

In the event of a major disaster or emergency, a large number of fatalities and injuries may result. Crisis may extend far beyond the campus boundaries and impact local, or even state, communities. The structural integrity of many buildings, bridges, roadways, and facilities may be compromised. Water and utility infrastructure may be severely affected. Emergency response personnel will be hampered in the response efforts due to transportation problems, the lack of electrical power, debris, and damaged, destroyed or inaccessible local structures.

When an emergency occurs or a disaster strikes, departments and units will utilize their own response capability augmented as necessary with other College resources. The Emergency Response Team will convene to provide support and a coordinated response across the College. The Emergency Response Team will provide College officials with information on the needs of the community that are essential to providing a rapid response to meeting the College's priorities, as identified in this Plan and other documents.

Employees of the College will report fires or other emergencies to DPS or local authorities by dialing 911. In some cases, pulling fire alarms may serve as a means to immediately report or alert others of an emergency, followed up with a phone call to DPS or local authorities, if safe to do so.

Receiving Information about an Emergency

Holy Cross may receive initial warning of an emergency or pending disaster from a number of sources, including 911 calls; students, staff or visitors; the National Weather Service (NWS); local, state or federal emergency officials or the media. When an emergency or disaster appears imminent, Holy Cross

emergency personnel will notify appropriate College officials using established procedures and protocols. (See Section IV.D, "**Emergency Communications Systems** ".)

Emergency Responses

In the event of an emergency, the Emergency Response Team is responsible for convening the group - in person or on the phone - to assess the situation and determine the appropriate response. The Emergency Management Team has a designated emergency conference line that can be used at any time to convene personnel, as located in our protocols.

The Emergency Response Team (ERT) may take one or more of the following actions, depending upon the nature of the situation:

1. **Take no official action and deem the situation resolved.** (*E.g., During a tornado warning, a tornado touches down in western Massachusetts, but Holy Cross and its community are unaffected.*)

2. **Take no official action, continue to monitor.** (*E.g., There is a large protest in downtown Worcester with the potential to turn violent, but Holy Cross is currently unaffected.*)

3. **Officially convene the Emergency Response Team , but do not take any official action. Continue to monitor.** (*E.g., There is a hurricane warning, but the College has not yet been affected.*)

4. **Officially convene the Emergency Operations Center (EOC), establish command, and/or take emergency response action, which may include, but is not limited to, the implementation of the Emergency Management Checklists, found in the Attachments.** (*E.g., There is substantial and ongoing flooding in a densely populated campus building.*)

5. **Contact emergency responders, including but not limited to, Worcester Emergency Management, Worcester Police, Worcester Fire, Worcester Public Works, MEMA and FERT.** (*E.g., There is a chemical spill on campus.*)

6. **Any other actions, as deemed necessary and appropriate by the Emergency Response Team and/or local responders.**

Critical Facilities, Infrastructure & Functions

Critical facilities, infrastructure and functions are those locations, systems, and items necessary to support life safety for the Holy Cross community. Key infrastructures include utilities such as power, heat, cooling, water, communications, sanitation and fuel along with all the associated delivery systems. Critical locations and services include residence halls, dining facilities, health services, parking and transportation. Other key functions include items such as information technology (computers, phones, radios, etc), mail service, building and grounds maintenance and public safety functions such as law

enforcement and emergency coordination. Important College functions such as research, athletics and special populations are also identified.

Emergency Personnel

 Emergency Personnel are defined by supervisors. Emergency Personnel provide services that relate directly to the health, safety, and welfare of the College, ensure continuity of key operations, and maintain and protect the College of the Holy Cross and are required to report to work during an emergency or as requested by a supervisor. Each department is responsible for reviewing who is considered emergency workforce personnel and what responsibilities that includes with their staff.

 Additional personnel, including but not limited to employees of Facilities, Student Health Services, and volunteers, may also be called upon during an emergency.

 Relying on Local Resources

 In the event of a campus emergency, the Emergency Response Team will rely upon local resources and emergency responders, including but not limited to Worcester Emergency Management, Worcester Police Department, Worcester Fire Departments and Worcester Public Works.

 In the event of an emergency, the College may activate the WebEOC, which will enable it to coordinate with emergency responders and other institutions regarding their status, current information and available information.

 MOUs for Mutual Aid

 The College has entered into two Memorandums of Understanding (MOU) to provide and obtain mutual aid in the event of an emergency. One such MOU is with other Worcester-area colleges ("HECCMA), and can be relied upon for situations that have not impacted the larger Worcester community. In the event of a regional emergency that would also impact other Worcester schools, we can rely upon our participation in the [National Intercollegiate Mutual Aid Agreement](), which includes over 100 other institutions across the country. The Emergency Response Team has created Standard Operating Procedures to govern the provision and receipt of services under this M.O.U., which are saved in a shared drive. These MOUs are included in Appendix D.

 The MOU also provides for a streamlined process by which the College can coordinate with local campuses for the orderly and efficient evacuation of its campus. In the event of a crisis that requires evacuation from the campus, the Emergency Response Team, or other emergency responders, will reach out to neighboring campuses to identify the appropriate location in which to evacuate and then facilitate the process, relying upon the Emergency Management Support Team, the assisting of campus and local responders. The Emergency Response Team will ensure the provision of equipment and resources (including food and other provisions) as necessary and appropriate.

 Campus Recovery

Some situations may cause the campus to cease in some or all College operations. In situations when College operations have been shut down, the first step to recovery is to ensure that the campus is safe and secure. The second step will be to restore critical infrastructures and campus facilities/grounds to a level to support critical functions. The third step will be for the Executive Team to determine if and how to return to normal campus operations.

The Support Process

Any crisis or catastrophe in a community (for example, a natural or accidental death, a homicide, an instance of extreme violence or similar trauma) may create emotional disequilibrium for both the community as a whole and its individual members. For some, the event – especially a death – may be so emotionally disruptive as to precipitate feelings of profound sadness or despair or self-destructive behavior.

In recognition of this, the College has created a Community Support Lead on the ERT whose primary responsibility is to understand and mobilize appropriate mental health and pastoral care resources to support those individuals or communities who may be affected by these incidents; and to determine appropriate ritual or liturgy for community gathering.

Postvention falls under the "community support" role. Postvention is the process by which we endeavor to prevent suicide contagion. Suicide contagion refers to the process whereby one suicide or suicidal act within a school, community or geographic area increases the likelihood that others will attempt or complete suicide. There are a number of conditions that may increase the risk of suicide contagion and the College's Postvention process outlines specific actions the will take to address and/or prevent those conditions.

Conducting After-Action Reviews

The Emergency Management Team shall conduct a general review or After Action Review after every exercise or following any event in which the Emergency Operations Center (EOC) is activated. The level of review will depend upon the nature of the incident. If an After Action Review is warranted, it will take the form of a combination of a presentation of the events and actions taken during the exercise, and a group discussion about those events and actions. The after action evaluation serves as the basis for:

- Evaluating if the goals of the exercise (if applicable) were achieved.
- Evaluating training and staffing deficiencies.
- Evaluating necessary upgrades and corrections to all plans, protocols and procedures.
- Evaluating if additional inter-agency coordination is required for effective emergency response.
- Planning and upgrading of future exercises.

COLLEGE OF THE HOLY CROSS
EMERGENCY MANAGEMENT PLAN

APPENDIXES
CONFIDENTIAL AND UNDER SEPARATE COVER