

**College of the Holy Cross  
Emergency Management Plan**

September 1, 2018 - August 31, 2019

# 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, incorporation of Student Affairs Duty Procedure, and substantial revisions to checklists to address current security structures.	All	Burl, de Jong



# Table of Contents

- I. Executive Summary**
- II. Holy Cross Overview**
- III. Identification of Risks**
- IV. The College's Emergency Response Program**
  - A. Mission
  - B. Emergency Response Priorities
  - C. Emergency Response Team
  - D. Emergency Notification Systems
  - E. Emergency Operations Center ("EOC")
  - F. Planning
    - a. *Organization and Planning*
    - b. *Plan Maintenance, Review and Updating*
    - c. *Training and Exercises*
  - G. Providing Special Assistance to Those Who Need It
  - H. Adapting the National Incident Management Systems
- V. Emergency Response at the College of the Holy Cross**
  - A. In the Event of an Emergency
  - B. Communication
  - C. Emergency Responses
  - D. Critical Facilities, Infrastructure & Facilities
  - E. Emergency Personnel
  - F. Relying on Local Resources
  - G. MOUs for Mutual Aid
  - H. Campus Recovery
  - I. The Postvention Process
  - J. Conducting After-Action Reviews

Appendix A - Emergency Response Team - Members and Contact

Appendix B - The Emergency Operation Center: Description, Equipment and Resources

Appendix C - Campus Maps

Appendix D - MOUs for Mutual Aid

Appendix E - Student Emergency Guide

Appendix F - Critical Local, Regional, State, and Federal Contacts

Appendix G - Emergency Response Checklists (under separate cover / restricted access)

# **EXECUTIVE SUMMARY**

## **Introduction**

This Emergency Management Plan establishes the organizational structure, policies, and procedures to respond to situations 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.

## **Hazard Identification**

There are virtually hundreds of potential risks that could undermine the College's ability to conduct its operation safely and effectively. In 2016, an emergency management committee undertook a systematic risk analysis (including a vulnerability threat assessment) to identify and prioritize the campus hazards that pose the greatest risk.

Based on these risks, the College created its original emergency management checklists, contained in Appendix G. For all other general risks, the College created a general checklist to aid in the emergency response. Emergency planners continue to review and update this list of hazards as conditions and priorities change.

## **Adapting the National Incident Management System**

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.

## **Emergency Response at the College of the Holy Cross**

Operating as a minor municipality with approximately 3,000 residents in 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 Executive 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 ten 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 (ERT) 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 ("FERT"), among others. This Emergency Management Plan is to be read in conjunction with the College's Postvention Manual which provides the critical framework by which the College will implement supportive measures for members of its community affected by a campus crisis or catastrophic emergency.

## **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, 37 buildings, 19 off-campus houses and 2 off-campus utility structures. The campus grounds include an arboretum, large football and baseball stadiums along with numerous other fields for athletic opportunities. 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 school has approximately 3,020 students, of which roughly 92% are residents on campus. Additionally, Holy Cross has approximately 1,100 faculty and staff.

Special populations consist of the following:

- Jesuit community located in Ciampi Hall.
- Summer activities including camps and conferences.
- St. Joseph Chapel with many weekend public activities.
- Frequent large construction projects with a significant population of workers.
- The Hogan Campus Center provides significant conference activities.
- The athletic venues host numerous activities with the largest being football games.
- Performing Arts and Special Academic events throughout campus with frequent public attendees.

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.

### **III. IDENTIFICATION OF RISKS**

In 2016, the College undertook a three-tiered process to identify those hazards that pose the greatest risk - or are seen to pose the greatest risk - to the College and/or its communities and are therefore the primary focus of its emergency planning.

First, a small group of College employees with subject-matter expertise and/or historical knowledge met to identify the universe of potential hazards that might pose a risk to the institution. Next, a survey was distributed to campus leadership and other key stakeholders in which these individuals were asked to identify which of these hazards they felt posed the greatest risks to the campus. Upon receipt of this

information, a key list of hazards was identified. Finally, a vulnerability risk assessment survey was provided to the members of the Emergency Response Team and most of the members of the Emergency Management Support Team to identify (1) those risks most likely to occur; and (2) those risks, were they to occur, that would have the greatest negative impact on the institution and its community.

Through this process, 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. Some risks originally identified were determined to fall outside the jurisdiction of this Plan, including those hazards for which the response falls squarely within one department, like Public Safety, or would not potentially require a life-saving response.

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.
3. Coordinate and control media sources on campus.

#### **Resource Management**

1. Ensure appropriate maintenance of College resources.

### **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 Affairs will rely upon their Duty Protocols to respond to urgent situations involving residences on or off campus. The **Emergency Response Team** 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).

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 stakeholder, 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***

- 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 Executive Team. The Executive Liaison communicates the Executive Team’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, delivery of provisions, and other on-the-ground exercises, as required in an emergency.

***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.

- **Finance Lead:** The Finance Lead is responsible for purchasing and cost accountability relating to the response effort. This Lead develops and manages vendor relations, documents expenditures, purchase authorizations, documents damage to property, manages equipment usage, and vendor contracting, and develops FEMA documentation.
- **Provisions Lead:** The Provisions Lead is responsible for procuring, maintaining, and distributing provisions during an emergency. Such provisions may include, but are not limited to, food, water and space for events. The Provisions 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.
- **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 Affairs' Duty Protocols, and vice versa. In an emergency, the Student Lead will work directly with the Dean on Duty, the Finance Lead, Special Services Lead, and Provisions 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. This Lead coordinates with local responders, including Public Works.
- **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 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 appropriate 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.
- **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.
- **Postvention Lead:** Responsible for implementing and managing Postvention Process, when necessary.
- **Special Services Lead:** The Special Services Lead has two primary areas of responsibility in an emergency, including (1) caring for individuals with disabilities; and (2) caring for our Jesuits in Ciampi. This Lead will work with the Ciampi Lead to inquire and provide status updates regarding the Jesuits' needs and the College's status.
- **Ciampi Liaison:** The Ciampi Liaison serves as the liaison between the Jesuits residing in Ciampi Hall and the Emergency Response Team. In an emergency, the Ciampi Liaison is responsible for understanding and communicating the Jesuits' needs to the Special Services Lead, who, in turn, will coordinate to provide appropriate resources and care.

## 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, in an event that 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 via text message. 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 (ConnectED)*

Blackboard ConnectED is a hosted emergency notification system which allows the sender to transmit alerts via text or sms message, Email and phone call simultaneously. Students are required by the Student Center within STAR to setup an emergency contact number each semester before proceeding. They can at any time update the information on record. That contact information is transmitted to ConnectED 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 ConnectED 9:20 pm each night.

The Blackboard ConnectED 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 message 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 Blackboard ConnectED and the audible campus alert system. In order to send alerts through the audible campus alert system, the announcer must be located in the dispatch center or at one of the three loudspeaker locations around campus.

The following four individuals also have the authority and ability to log in and send a Blackboard ConnectED message: the Chief of Police/Director of Public Safety, Chief Facilities Officer, the Associate Director of Information Technology and the Information Security Officer.

#### *Email (through Gmail systems or through ConnectED)*

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, Director of Marketing and Communications 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 Director of Marketing and Communications is the responsible party for determining when information can be posted and the specific content to be provided. In the event of an emergency, the Director of Marketing 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](https://www.holycross.edu/emergency). The Director of Marketing and Communications 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 Director of Marketing and Communications will include a link within relevant communications, including the banner, ConnectED 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](https://twitter.com/holy_cross). The Director of Marketing and Communications is responsible for maintaining these pages. In the event of an emergency, the Director, or designees, will create the appropriate content and authorize its distribution.

### *Email (through Gmail systems or through ConnectED)*

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, Director of Marketing and Communications or designee, and Director of Human Resources or designee.

### *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 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 are responsible for the strategic overview of the incident. The ERT within the EOC collect, gather and analyze data, make decisions that protect life and property, maintain continuity of operations within the community, following the scope of applicable laws; and disseminate 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. In the event the primary and alternate EOCs are deemed unusable or if the magnitude of the situation warrants, the Emergency Operations Center may be relocated to an appropriate location as determined by the disaster event.

EOC 1: Second Floor Conference Room, Public Safety (until January 1, 2019)

EOC 2: The Main Conference Room, Physical Plant Building

EOC 3: Bud Ryan Room, Luth Athletics Complex

Additional information on the resources within the College's Emergency Operations Center (EOC) is located in Appendix B.

## **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 are 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 has primary responsibility for maintaining the plan. The ERT will gather and facilitate resources and effort 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 Management Support 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. 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. The College has adopted the following elements from the NIMS model:

- **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.

### **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 Operations Center (EOC), 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 Incident 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 in the College's Emergency Personnel Policy. 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 members of the Emergency Management Team, employees of 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 will 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 approximately 70 other schools 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 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. These steps are in addition to the interpersonal recovery, as facilitated through the Postvention Process.

## **The Postvention Process**

Any crisis or catastrophe in a community (for example, a natural or accidental death, a suicide, 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 response to several challenging incidents, Holy Cross implemented strategies to manage crises in the community compassionately and to respect the needs of individuals to respond in their own ways, while also attempting to restore the community to a state of equilibrium as quickly as possible. This process is defined in the Postvention Manual, which is managed by the Postvention Coordinator. The Associate Dean for Student Development has been designated as the College's Postvention Coordinator with the responsibility for the overall management of the College's response after a catastrophic event has occurred. In the event the Associate Dean for Student Development is unavailable, the Director of the Counseling Center will assume that responsibility.

## **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

Appendix A - Emergency Response Team - Members and Contact **[REDACTED]**

Appendix B - The Emergency Operation Center: Description, Equipment and Resources

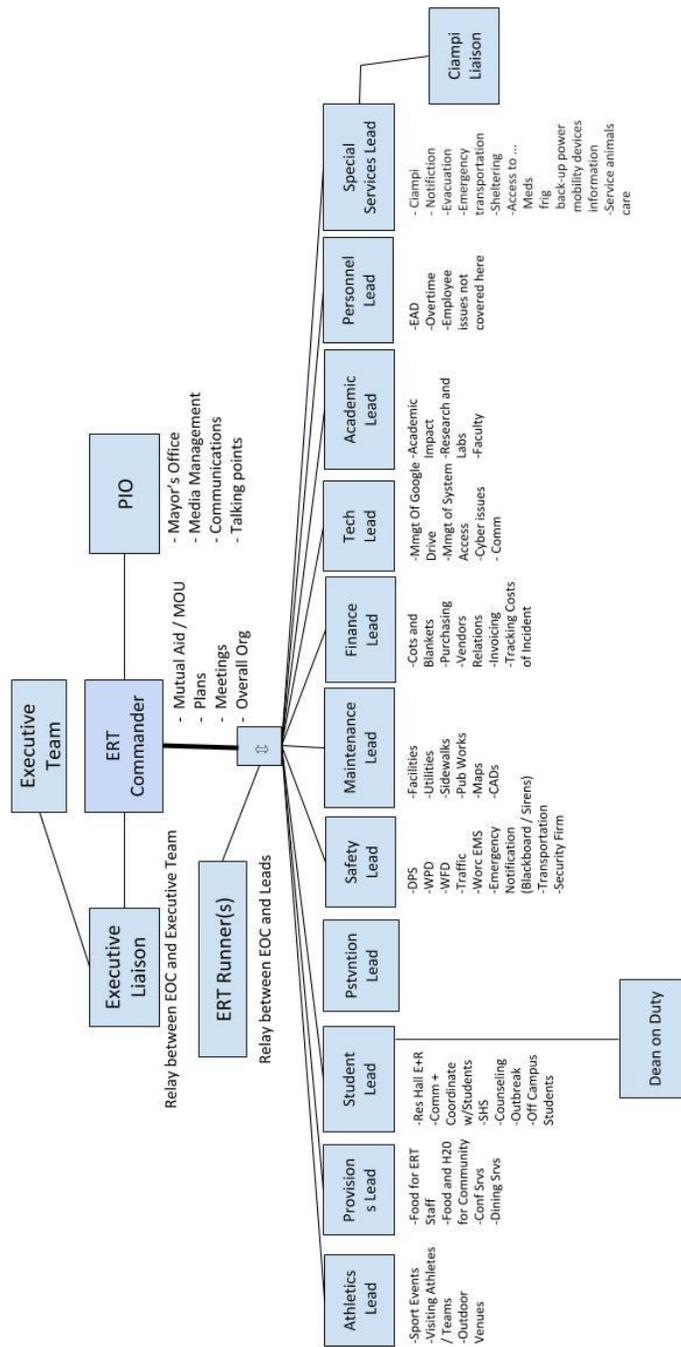
Appendix C - Campus Maps

Appendix D - MOUs for Mutual Aid

Appendix E - Student Emergency Guide

Appendix F - Critical Local, Regional, State, and Federal Contacts **[REDACTED]**

Appendix G - Emergency Response Checklists **[Under separate cover / restricted access]**






# Appendix B

## The Emergency Operations Center

The College's **Emergency Operations Center** functions as the central location in which emergency response and recovery activities are planned, coordinated, and delegated. The Emergency Operations Center (EOC) is activated and managed by the Emergency Response Team. The Emergency Response Team (ERT) will activate the Emergency Operations Center (EOC) during any situation that requires the immediate coordination of multiple College departments and auxiliaries.

*Locations:*

EOC 1: Second Floor Conference Room, Public Safety

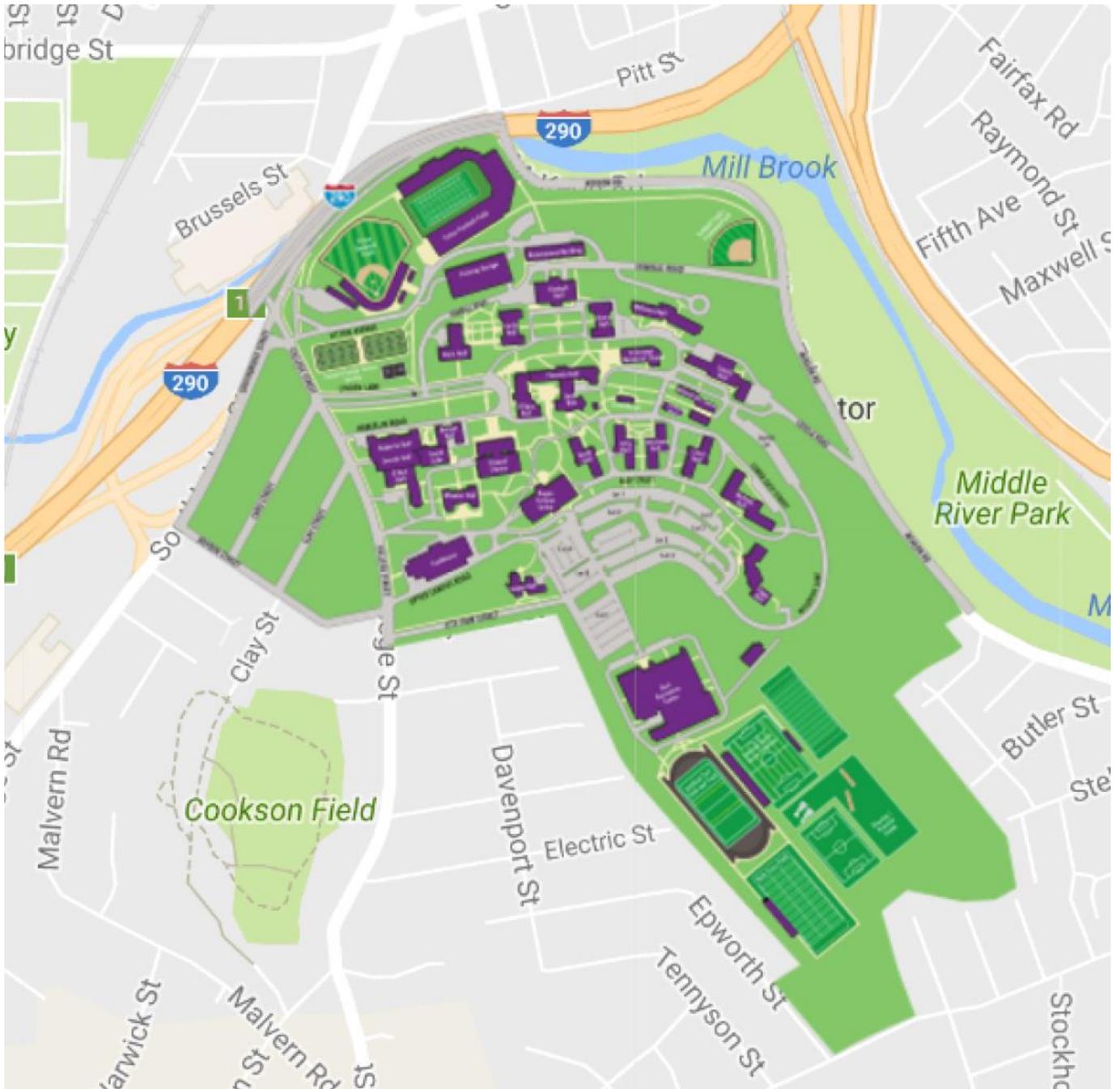
EOC 2: The Main Conference Room, Physical Plant Building

EOC 3: Bud Ryan Room, Luth Athletics Complex

*Communications:* The Emergency Operations Center (EOC) uses dispatch radios, telephones, and Emails as the primary communication device between the Emergency Operations Center (EOC) and responders. Key emergency staff dispatched to the field are given radios to receive and report information to and from the Emergency Operations Center (EOC). A university-wide phone messaging system and mass distribution Emails are used to contact response staff in buildings. In the event that all radio, telephone, and Email systems become unavailable, runners may be used to communicate information from the Emergency Operations Center (EOC) to responders and the Executive Team. Runners are designated by the Emergency Operations Center (EOC) Coordinator. Backup capabilities for communications include TV receivers, weather alert radio, cable internet access and two way radios.

*Deactivation:* The Incident Commander or in the absence of an Incident Commander (IC), the Emergency Response Team (ERT), determines when an emergency is no longer a threat to the College or to people and is authorized to deactivate the Emergency Operations Center (EOC) and notify all affected individuals.

# Appendix C



## **Appendix D**

The College has signed two Memorandum of Understandings for the provision of mutual aid between other institutions of higher education. These agreements are maintained by the Emergency Response Team.

## Appendix E

# COLLEGE OF THE HOLY CROSS

## *STUDENT EMERGENCY GUIDE*

### INTRODUCTION

Holy Cross has developed, maintains and regularly tests its internal Emergency Management Plan to help our emergency responders prepare to respond to and recover from a range of emergency situations. Our Emergency Management Plan was created to provide the College of the Holy Cross with a management tool to facilitate a timely, effective, efficient, and coordinated emergency response to significant events affecting the campus community.

At Holy Cross, the authority and responsibility for emergency planning and response is shared between multiple departments, including, but not limited to, Public Safety, Facilities, Student Affairs and Risk Management. In the event of a campus emergency, the College will activate its emergency notifications and inform the community about the appropriate steps they should take to respond to an emergency. We will work with local resources and emergency responders, including but not limited to Worcester Emergency Management, Worcester Police Department, Worcester Fire Departments and Worcester Public Works.

### WORKING TOGETHER

Creating a culture of preparedness is a team effort. It requires staff, faculty and students to work together to create a safe and secure community. We provide the following description of steps you can take to better prepare yourself and the community in the event of an emergency.

The first step in being prepared for an emergency is to learn about what type of hazards can occur in our area and what actions we need to take to be ready for when they occur. This includes learning about the hazards, understanding how you would be notified of and updated about an emergency, what to do and where to go if an emergency occurs and what preparedness actions you should take now, such as developing a personal and family emergency plan and having an emergency supply kit.

- FERT's list of Federally Declared Disasters in New England: <https://www.fERT.gov/region-i-ct-me-ma-nh-ri-vt>.
- FERT's Emergency Supply List: [https://www.fERT.gov/media-library-data/1390846764394-dc08e309debe561d866b05ac84daf1ee/checklist\\_2014.pdf](https://www.fERT.gov/media-library-data/1390846764394-dc08e309debe561d866b05ac84daf1ee/checklist_2014.pdf).
- FERT's description of creating a supply kit can be found at: <https://www.fERT.gov/disaster/4085/updates/building-supply-kit-your-family>.

- FERT's brochure on creating a Family Emergency Communications Plan:  
[https://www.fERT.gov/media-library-data/1440449346150-1ff18127345615d8b7e1effb4752b668/Family\\_Comm\\_Plan\\_508\\_20150820.pdf](https://www.fERT.gov/media-library-data/1440449346150-1ff18127345615d8b7e1effb4752b668/Family_Comm_Plan_508_20150820.pdf).

## EMERGENCY NOTIFICATION AND INFORMATION

Holy Cross uses several different methods of notification to alert students, faculty, staff and others of an emergency. It is important that you become familiar with these notification tools and ensure your contact information is kept current and up to date. These include:

- Emails to [holycross.edu](http://holycross.edu) accounts
- Blackboard ConnectEd system which sends text (sms), phone and Email alerts
- The Colleges Emergency Web Page
- The Federal Alert loud speaker and Siren System
- Other methods (media, social media, handouts, etc.)

In case of an emergency, these systems will provide information about the nature of the emergency, what to do and where to get additional details. Emergency updates and further information will be provided by postings to the listed websites, Emails to the Holy Cross community and other methods as needed. Multiple systems of delivering emergency notifications and updates are used to increase the likelihood of at least one reaching the intended audience and of reaching the whole community, including those with hearing or visual impairments. Also, be sure to develop an Emergency Communications Plan with family and friends to keep them informed of your status during an emergency. Please do not call 9-1-1 or the Holy Cross Department of Public Safety unless you truly need an emergency response (Police, Fire, Ambulance).

## WHERE TO GO

When an emergency occurs, there are typically two immediate strategies that are used to protect people. One is called ***Shelter in Place*** and the other is ***Evacuation***. *Shelter in Place* means to go and stay indoors when a situation occurs that may be a hazard to health or is life-threatening. During a *Shelter in Place*, you will be instructed to go indoors, lock doors/windows, shut off fans and air conditioners and stay away from doors and windows. RERTin in place until told it is safe to leave. *Evacuation* means to immediately leave a hazard location (ie: building, area of campus, etc.) due to an immediate health or life-threatening hazard.

Most emergencies that require an evacuation or shelter in place strategy are generally short in duration. If an emergency is going to continue for an extended period of time; arrangements will be made to move or provide support to people sheltering in place. In an extended evacuation situation, people will be directed to other buildings/areas on campus for support (information, food, shelter, medical attention,

etc). Generally, these sites are locations such as dining halls, sports complexes and other larger assembly areas on campus. Specific details will be provided at the time of the emergency by College emergency managers.

## **PEOPLE REQUIRING ADDITIONAL / SPECIAL ASSISTANCE**

People who have hearing, visual, mobility and other disabilities may require special or additional assistance during an emergency. These individuals are encouraged to become very familiar with emergency plans for where they live, work and/or attend various educational or other programs. It is also recommended that these individuals develop personalized emergency plans and emergency supply kits to meet their needs. Roommates, classmates, co-workers, friends and colleagues should note others around them that may require assistance. In an emergency, report the condition and location of any persons unable to leave the building or area to emergency personnel.

Individuals requiring special assistance should understand that they have some personal responsibility for implementing their plan, and discussion with the Disability Service Office is designed to ensure that students understand their own responsibilities in the event of an emergency. Students who live off-campus must develop and practice their own evacuation plans as part of a comprehensive fire safety plan. FERT's document entitled, "Preparing for Disaster for People with Disabilities and other Special Needs" may be found at [https://www.fERT.gov/media-library-data/20130726-1445-20490-6732/fERT\\_476.pdf](https://www.fERT.gov/media-library-data/20130726-1445-20490-6732/fERT_476.pdf).

If you require additional or special assistance, please follow these steps in the event of an evacuation:

- Leave the building or area if possible;
- Do not use an elevator during an evacuation;
- If you cannot evacuate on your own, proceed to the nearest stairwell and wait for an officer or someone to help you get out of the building (Emergency personnel are instructed to check all exit corridors and stairwells first for any stranded persons);
- Alert your professor, co-worker, classmate or friend who can tell others that you are going to the stairwell to await assistance;
- If possible, ask another person if they are willing to accompany you to the stairwell and to ensure that an officer is aware of your exact location;
- Call Holy Cross Public Safety 508-793-2222 and tell the dispatcher your exact location and what assistance you will need to get out of the building;

- Stay calm until help arrives. If help has not arrived within five minutes, call Public Safety again;
- Report the condition and location of any other persons unable to leave the building or area or who need assistance to emergency personnel.

The College is committed to considering the needs of their whole community, inclusive of individuals with disabilities.

## Contact

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

Ed Coolbaugh  
Student Lead,  
[ecoolbau@holycross.edu](mailto:ecoolbau@holycross.edu)  
O: (508) 793-2411

Shawn de Jong  
Emergency Response Team / Chief of Police  
[sdejong@holycross.edu](mailto:sdejong@holycross.edu)  
O: (508) 793-2224

In the event of an emergency, always contact Public Safety at (508) 793-2222 or 9-1-1.






**APPENDIX G**  
**CONFIDENTIAL CHECKLISTS**