

Cathedral Church of St. Paul
Emergency Operations Plan

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Section 1: Basic Info

I. Statement of Purpose

The Cathedral Church of St. Paul's Emergency Operations Plan (EOP) is intended to provide a standardized set of guidelines and protocols to follow in the event that an emergency situation occurs on its property or in a space managed by its staff. The plan contains an outline of the roles and responsibilities that will need to be filled during an event; recommended methods for communicating both internally and externally; an Emergency Code of Conduct for Cathedral employees and tenants; and plans of action to take in response to the major threats facing the Cathedral and its offices in the Sears and Clark Buildings.

We seek to accomplish the following objectives through the adoption of this EOP:

- Keep ourselves, our space, and our community safe and comfortable at all times.
- Identify the Cathedral's emergency preparedness strengths and vulnerabilities, and make comprehensive efforts to respond to them.
- Standardize our emergency response protocols such that all those present in our space are prepared to mitigate the effects of a crisis.
- Clarify staff and community member roles and responsibilities during emergencies.
- Equip staff and community members to carry out their respective roles efficiently and comfortably.

While it would be impossible to write detailed plans covering every eventuality, the information here serves as an overview to addressing the Cathedral's most pressing vulnerabilities, as outlined by its clergy, lay staff, committee members, and parishioners. Cathedral staff, tenants, and community members are encouraged to read this plan in its entirety and familiarize themselves with its contents.

Any questions, comments or concerns regarding the EOP should be directed to Matthew Jarrell, Cathedral Operations Manager, at mjarrell@diomass.org or (617) 482-5800 x581.

II. Plan Design & Approval

The EOP is the culmination of eight months of research and preparation on the part of Cathedral staff. It is informed by industry standards and best practices and was developed based on recommendations from the U.S. Department of Homeland Security (DHS) and its constituent Cybersecurity and Infrastructure Security Agency (CISA); the Federal Emergency Management Agency (FEMA); the National Fire Protection Association (NFPA); and numerous local faith-based groups. The plan has been reviewed by the Downtown Boston Business Improvement District (BID) Safety & Risk Manager and the Boston Police Department District A-1 Sergeant.

The EOP was initially approved by a vote of Cathedral Chapter at its Annual Meeting on January 24, 2023.

III. Plan Revisions

The EOP is subject to a yearly revision process:

- In May of each year, it will be reviewed by the Emergency Response Team (ERT). ERT members will have the opportunity to submit revisions to the plan.
- In January of each year, it will be submitted to Cathedral staff and Chapter for review one week in advance of each year's Annual Meeting. Revisions to the plan will then be subject to a Chapter vote at the Annual Meeting.

Approved revisions will be recorded in the space below, including date of approval.

May 2023: Following the installation of Bluetooth-controlled secure locks on ten doors in the Cathedral structure, safe rooms for shelter-in-place protocol were updated. Two new locations were added in Sproat Hall. One location on the Loft Level was removed. In case of a shelter-in-place, those on the Loft Level should proceed downstairs.

March 2024: Emergency Response Team membership, Floor Lead designations, and Incident Command System responsibilities updated due to staff turnover and vacancies.

IV. Emergency Response Team

The Emergency Response Team (ERT) is a standing committee in charge of facilitating the church's response to an emergency and maintaining the EOP. The ERT will formally meet in May of each year in order to review and revise the EOP.

In the case of an emergency, the ERT should immediately be alerted using 138's Teams communication system (see Section 1, Subsection VI) and will then convene ad hoc. The ERT has full authority to determine the Cathedral community's actions after an incident, including temporarily or indefinitely closing the Cathedral and offices to the public.

The ERT consists of the following members:

- Dean of the Cathedral – currently Amy McCreath
- Facilities Manager – currently vacant
- Operations Manager – currently Matthew Jarrell
- Diocesan Chief Financial Officer – currently Deb Thomas
- Chancellor – currently Nick Carter

V. Incident Command System

The Incident Command System (ICS) forms the on-the-ground chain of command when an emergency occurs in a Cathedral space. It outlines roles and responsibilities among those present and off-site during the incident. Unlike the ERT, the ICS varies by incident and by location. It is comprised of some members who are consistent across incidents, and some who are specific to the incident based on their presence and role in the affected space.

A. Worship Space/Event Space

1. Incident Commander
 - a. Role: The Incident Commander is the leader of the on-site response. This person will direct the response until emergency workers arrive, delegate other roles and responsibilities as necessary, and continuously assess the situation while advising those present on how to proceed.
 - b. Assigned To: During worship services and Cathedral events, the worship leader or event director will play the Incident Commander role. The exception to this is the Friday Prayer space, in which a community leader will play this role. During externally-sponsored events, the person in charge of overseeing and/or hosting the event will play this role.
2. Liaison
 - a. Role: The Liaison is in charge of communicating with the ERT and with emergency first responders, and will remain in communication with the ERT throughout the incident, as the situation allows.
 - b. Assigned To: The Incident Commander has authority to assign a Liaison. For Cathedral communities, worship leaders are **strongly** encouraged to think ahead and identify some possible Liaisons, ask if they would be willing to serve in this role, and brief them on the responsibilities involved.
3. Planning Coordinator
 - a. Role: The Planning Coordinator is in charge of convening the ERT, communicating directly with the Liaison, overseeing the maintenance of the EOP, and briefing/training Incident Commanders on the ICS.
 - b. Assigned To: The Cathedral Operations Manager, currently Matthew Jarrell, will play this role regardless of the incident.
4. Operations Coordinator
 - a. Role: The Operations Coordinator will direct the congregational or community response during an incident. This person will ensure that all members of the congregation, or all those present at the event, are accounted for. They will also ensure attendance to those in the space with special needs.
 - b. Assigned To: The Incident Commander has authority to assign an Operations Coordinator, or in some cases, multiple Operations Coordinators. For Cathedral communities, worship leaders are **strongly** encouraged to think ahead and identify some possible Coordinators, ask if they would be willing to serve in this role, and brief them on the responsibilities involved.
5. Logistics Coordinator
 - a. Role: The Logistics Coordinator will support the on-site response to the incident with equipment, supplies, and access to space. This person will call in additional Facilities support as necessary, and will be responsible for ensuring that arriving emergency workers have access to the building.
 - b. Assigned To: The Cathedral Facilities Manager and/or the Sexton on-site at the time of the incident, will play this role regardless of the incident.
6. Communication Coordinator
 - a. Role: The Communication Coordinator will oversee the process of notifying the wider Cathedral community of the incident. This person will write messages to release to the community, coordinate postings on social media

and the Cathedral website, and keep community members updated as the situation evolves.

- b. Assigned To: The Cathedral social media team will play this role regardless of the incident.

7. Administration Coordinator

- a. Role: The Administration Coordinator will manage the financial aspects of the incident, document the Cathedral's damages and liabilities, and initiate insurance claims.
- b. Assigned To: The Diocesan Finance Department, currently under the auspices of Chief Financial Officer Deb Thomas, will play this role regardless of the incident.

B. Office Space

The permanent ICS roles (Planning Coordinator, Communication Coordinator, Logistics Coordinator, Administration Coordinator) are the same for an emergency in the offices as for one in a worship or event space. Each floor of the office buildings will have a designated Floor Lead, who will serve as both the Incident Commander and the Operations Coordinator during an incident. Each floor will also have a Backup Floor Lead who will serve in these roles if the Floor Lead is not present in the building. In the event that both the Floor Lead and Backup Floor Lead are not present at the time of an incident, the Facilities Manager and/or the sexton(s) present in the building will assume the duties of the Floor Lead for that floor.

- First Floor
 - Floor Lead: Glen Schultzberg
 - Backup Floor Lead: Sexton on duty
- Third Floor
 - Floor Lead: Matthew Jarrell
 - Backup Floor Lead: Amy McCreath

Second, Fourth and Fifth Floor Leads will depend on whom is present in the office on each day, and the Facilities Team will serve in a perpetual backup role.

Some incidents may require a faster response and will not allow for assignment of the above roles. The Incident Commander has full discretion to temporarily or permanently leave certain roles unfilled, or to assume certain roles themselves, as the situation dictates.

VI. Communications


Quick, clear, and decisive communication is critical during any emergency situation. Emergency first responders should be contacted as soon as possible; staff and community members inside the buildings should be alerted to the incident so that they can appropriately respond; and staff who are not on premises should be made aware of what has happened on-site. The response to an emergency is a community undertaking, rather than an individual one, and those who are present should never act alone – the first step is always to reach out to someone, whether verbally or over messaging, emergency workers or fellow staff, permanent employees or visitors.


Two sets of emergency communication guidelines are below: the first is designed for use by those with a permanent presence at 138, while the second is designed for use by short-term renters and visitors to the space.

A. Employees at 138

All those in possession of office space in the Sears and Clark Buildings, and those who work routinely in any Cathedral spaces, are added to a Microsoft Teams group called “**138 Tremont – Emergency Response.**” Staff who are new to 138 should set up a Teams account and download the Teams app to their work computer and/or smartphone on their first day of employment. Once added to the Emergency Response group, they should ensure that notifications are on for the group by conducting the following process:

1. Open the Microsoft Teams app on a computer, and in the list of options on the left-

hand side, click on Teams.  Then click on the 138 Tremont – Emergency Response team under “Your teams,” and click on “General.”

2. At top right, there will be this set of buttons.  Click the three dots on the far right.
3. In the dropdown menu, hover over the top option, “Channel notifications.” In the menu to the left, click on “All activity.”
4. Click on “Emergency Alerts” underneath General on the left-hand panel. Follow steps 2 and 3 again.

For assistance with launching and using Teams, or to request that a new staff member be added to the Teams group, please contact Matthew Jarrell.

Staff members will primarily use the messaging functionality of Teams, and will do so via one of two channels.

1. General: This channel should be used to advise those present in the building of foreseeable situations and ongoing non-emergency incidents. Staff members are permitted to post in the General channel about neighborhood events and occurrences that may impact the Cathedral, such as approaching severe weather, demonstrations or gatherings on Boston Common or at the State House, downtown road closures, and significant MBTA delays or service outages. Incidents reported in the General channel may have the potential to escalate into an emergency response situation, or may simply be occurrences that it would be helpful for those in the building to know about. Upon receiving a notification from the General channel, staff members are **encouraged** to read the message in its entirety and consider whether advance planning is needed.
2. Emergency Alerts: This channel should be used to advise those present in the building of incidents that require an emergency response. Staff members may only post in this channel to advise of an imminent threat and to inform those present to take immediate action. Upon receiving a notification from the Emergency Alerts channel, staff members are **required** to read the message in its entirety and immediately begin executing the called-for response.

In case of emergency, staff members should post a short message in the Emergency Alerts channel as soon as it is safe and possible to do so. The message should begin with the word “ALERT,” then identify the nature of the incident and its location if known, and specify the appropriate response. This can be done in two sentences at most. Two examples of informative, well-crafted alert messages:

- “ALERT: Active shooter situation developing on Boston Common at Boylston and Tremont Streets. Please initiate the shelter-in-place protocol.”
- “ALERT: Smoke detected in Upper Sproat Hall, fire alarm activated. Please evacuate the buildings.”

If a staff member becomes aware of a developing emergency situation and is unsure what response is appropriate, they should immediately seek out, call, or text a member of the Emergency Response Team (ERT) for guidance. ERT members should be contacted in the order listed below; if the first member is unavailable or unresponsive, the second member should be contacted, and so on.

1. Facilities Manager, currently vacant
2. Operations Manager, currently Matthew Jarrell
3. Dean of the Cathedral, currently Amy McCreath
4. Diocesan Chief Financial Officer, currently Deb Thomas
5. Chancellor, currently Nick Carter

B. Short-Term Renters, Visitors, and Guests

Non-permanent occupants of the Cathedral space do not have access to the Microsoft Teams app or the Emergency Response group. Upon agreeing to use any Cathedral space, the main contact for a short-term renter should be given a copy of this EOP and review it in full. This person should then save the contact information for the Facilities Manager, currently Jim Woodworth, and the Sexton on duty at the time of the event. In the case of an emergency, the main contact should reach out to both contacts by sending a message, or placing a phone call if safe to do so. Either the Facilities Manager or the Sexton on duty will then post the alert in Microsoft Teams.

Visitors to and guests in the Cathedral space should be accompanied by a member of the Cathedral or Diocesan staff, or by a staff member of a Cathedral tenant, at all times. If an unaccompanied visitor or guest is made aware of an emergency, they should seek out the nearest staff member and inform them of the situation.

VII. Emergency Code of Conduct

Cathedral staff and tenants are expected to model best behavior practices during emergency situations. By following these practices, staff and tenants help facilitate an orderly process and create a safe environment for other community members in our spaces.

1. As much as possible, *remain calm* as the incident develops. Practice steady breathing when necessary, and reach out to others if help is needed.
2. Keep noise levels to a minimum while responding to an incident.
3. When possible, do not freeze – commit to the action your body will allow. Immediately begin carrying out the called-for procedure.

4. Ensure that community members, non-staff, and non-tenants understand the agreed-upon procedure, and are comfortable carrying it out.
5. Ensure that instructions are clear for those who are disabled or differently abled.
6. Abide by the Incident Commander's instructions.
7. Cooperate fully with emergency first responders arriving on site, and assist when asked to do so, if able and willing. If unable or unwilling to assist, communicate this clearly to emergency personnel.

Section 2: Protocols

I. Reporting an Incident

If an incident occurs that may require one of the below protocols, it is the responsibility of those present to immediately report the incident and initiate the proper protocol. Reporting is the first step in the response to any emergency in a Cathedral space.

A. Worship Space/Event Space

For incidents detected during a worship service or gathering in the Cathedral, the Incident Commander has sole authority to initiate one of the emergency protocols.

- As soon as it is safe to do so, the Incident Commander should halt proceedings and announce to those present that one of the protocols is needed.
- Incident Commander should then take time during the announcement to identify the Operations Coordinators so that those present are aware of to whom they should turn for instructions and guidance.
- While the Incident Commander is making the announcement, the designated Liaison should place a call to emergency services, almost always via 911. Once emergency responders have been contacted, the Liaison should alert the ERT and the rest of 138, either via the Emergency Alerts channel in Teams (if an employee at 138) or via text message to the members of the ERT in the rank order from Section 1, Subsection VI (if a community member, guest, or non-permanent staff).

B. Office Space

For incidents detected in the Sears or Clark Buildings and/or by someone present in the office spaces during business hours, the incident should be reported to the rest of 138 and the ERT as quickly as possible.

- If the incident is detected by an employee at 138, the employee should report the incident using the Emergency Alerts channel in Microsoft Teams, as outlined in Section 1, Subsection VI.
- Floor Leads should immediately assume responsibility as Incident Commanders and ensure that those present on their floor execute the called-for protocol.
- If the incident is detected by an unaccompanied visitor or community member, the visitor or community member should seek out the nearest employee and report the incident

directly to them. The contacted employee then has the responsibility to report the incident in Teams.

- Upon notifying 138 via the Teams channel, the reporting employee should contact emergency authorities by dialing 911, if an emergency response is necessary.

II. Evacuation

The evacuation protocol should be initiated in situations such as the following:

- Alarm
- Indication of fire
- Bomb threat
- Indication of building structural issue
- Indication of building system failure, such as flooding, a gas leak, or an electrical outage

If an alarm sounds, or a command to evacuate is received verbally or over the Teams channel, those in the space should:

- Pull the nearest fire alarm, if there is an indication of fire.
- Proceed to their area's evacuation route (see Section 3, Evacuation Maps), closely following instructions from the Incident Commander and the Operations Coordinator(s).
- Leave belongings behind.
- Follow evacuation routes lead to the nearest stairwell, and from there, to the nearest exterior door leading out of the buildings.
- Close doors and turn off lights when departing offices.
- Inform and assist others in the space as necessary.
- Continue to exit the building, even if the alarm stops while en route.
- Proceed to the designated assembly point at Brewer Fountain in Boston Common (see Section 3, Evacuation Maps). Backup location is City Hall Plaza.
- Not re-enter the building unless cleared to do so by emergency personnel and/or members of the ERT.

Evacuation procedures may be most challenging in large gatherings and worship spaces in the Cathedral and Sproat Hall. In these cases, multiple evacuation routes will need to be used. These spaces also often play host to community members with special needs. The maps in Section 3 indicate suggestions for traffic flows from these spaces. The Incident Commander and any assigned Operations Coordinators have full authority to conduct the evacuation in the manner safest for their community, and complete license to design a protocol that makes sense in the moment.

III. Shelter-in-Place

The shelter-in-place protocol should be initiated in situations such as the following:

- Indication of violence or threats in the immediate vicinity of the Cathedral
- Indication of a violent intruder in the building (except for active shooter situations, covered in Section 2, Subsection IV)
- Indication of approaching severe weather, such as a tornado or extreme hailstorm

If a command to shelter in place is received verbally or over the Teams channel, those in the space should:

- Proceed to their area's safe rooms (see Section 3, Shelter-in-Place Maps), closely following instructions from the Incident Commander and the Operations Coordinator(s).



All designated safe rooms have Nautilus logos on the door.

- Leave belongings behind.
- Barricade and/or lock doors and turn off lights upon arriving in the designated safe room.
- Inform and assist others in the space as necessary.
- Remain as silent as possible while in the safe room.
- Not leave the safe room unless cleared to do so by emergency personnel and/or members of the ERT.

Shelter-in-place procedures may be most challenging in large gatherings and worship spaces in the Cathedral and Sproat Hall. In these cases, multiple evacuation routes will need to be used. These spaces also often play host to community members with special needs. The maps in Section 3 indicate suggestions for traffic flows from these spaces. The Incident Commander and any assigned Operations Coordinators have full authority to conduct the shelter-in-place in the manner safest for their community, and complete license to design a protocol that makes sense in the moment.

IV. Active Shooter Addendum

Active shooter situations are by nature volatile, unpredictable, and terrifying. If a person with intent and ability to harm many people at once attains access to a Cathedral space, it is possible that there will not be time to follow the above protocols to the letter. When at all possible, an ongoing or potential active shooter situation on Cathedral property should be reported to those present at 138 via the protocols outlined in Section 2, Subsection I. From there, the decision to either evacuate or shelter-in-place may come down to an individual's choice, based on what feels the safest in the moment.

Upon witnessing a shooter entering the space, or receiving a report of an active shooter (either verbally or via the Teams channel), each person present has three options: **Run, Hide, or Fight**. Assessing these options requires snap decision-making and quick assessments to determine the most reasonable way to stay safe. As always, whenever possible, the guidance of the Incident Commander and Operations Coordinator(s) should be closely followed.

Option 1: Run

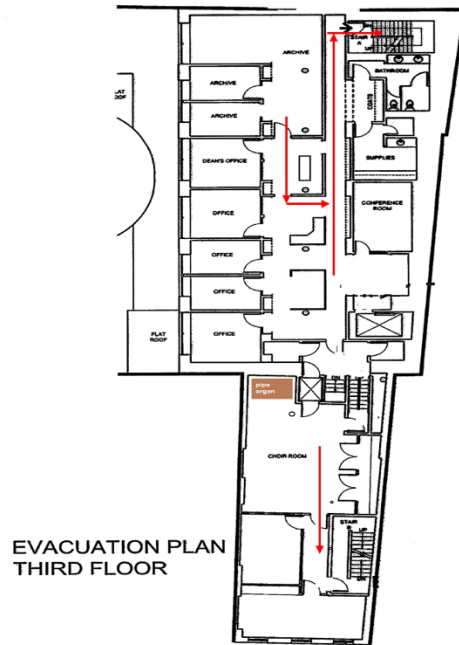
If the report of an active shooter is received over the Teams app, and no gunshots or other sounds indicating a threat in the immediate vicinity can be heard, those present in the space may elect to attempt evacuation the building as the safest course of action. When choosing the Run option, those present should execute the protocol in Section 2, Subsection II as quickly and quietly as possible, with one key exception: do not proceed to the designated assembly point at Brewer Fountain. Instead, upon exiting the building, continue to quickly walk or run as far away as possible. **Do not stop running.**

Option 2: Hide

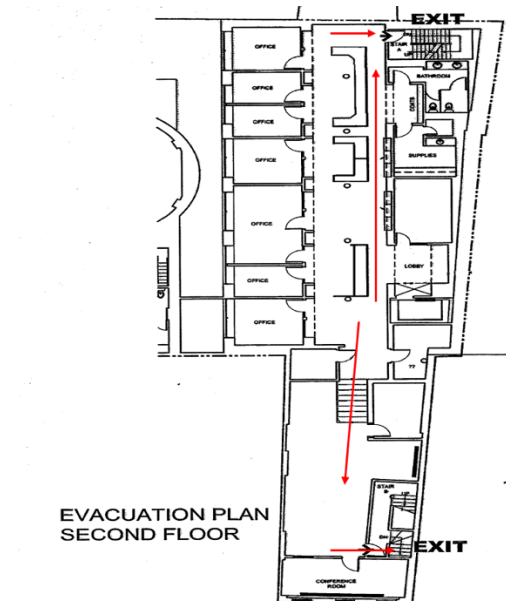
If the report of an active shooter is received verbally, and/or gunfire or other sounds indicating a threat in the immediate vicinity can be heard, those present in the space may elect to initiate a shelter-in-place as the safest course of action. When choosing the Hide option, those present should execute the protocol in Section 2, Subsection III as quickly and quietly as possible. If it is not possible to make it to a safe room without endangerment, those present should approximate the same protocol in whatever space they are in. Make the best possible effort to barricade the door, take cover behind furniture if needed, turn off lights, and remain silent.

Option 3: Fight

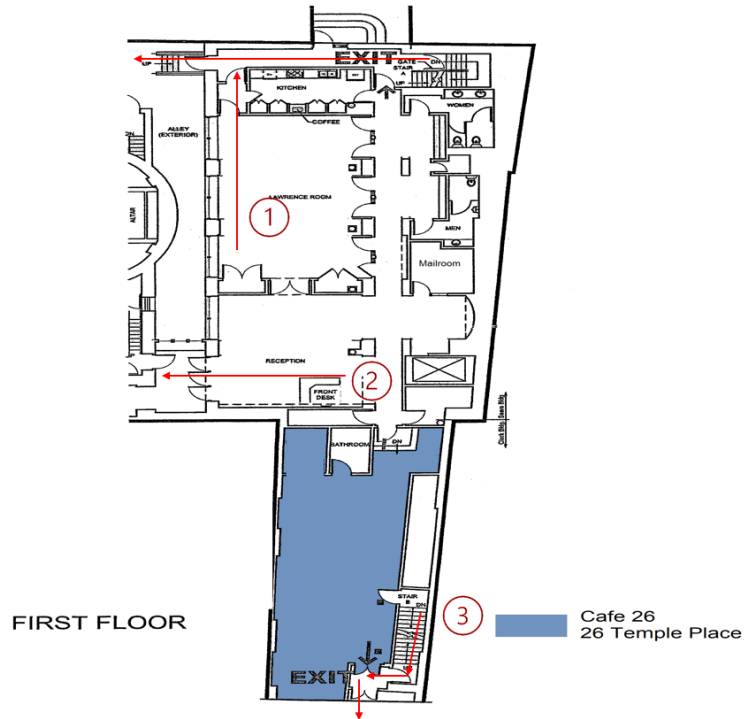
If the active shooter is visible or encountered while attempting Options 1 or 2, those present should attempt to disrupt or incapacitate the shooter as a last resort. Confront the shooter with as much physical force as possible; improvise weapons by using shoes, heavy objects on desks, and anything else with which to apply brute force; and work as a team if accompanied by others.



4. Second Floor – Access staircases at far ends of the floor. Descend to first floor.

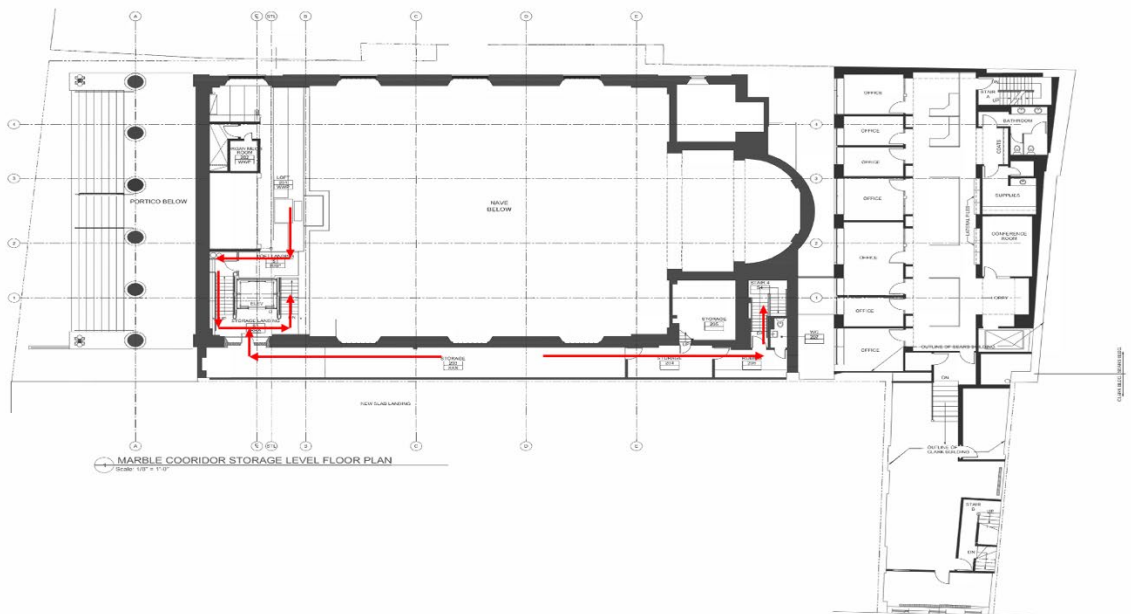


5. First Floor – There are three ways to exit the building once on the first floor. If descending from a higher floor via the Sears staircase, or in the Lawrence Room, use option 1: exit via the hallway leading to the back alley exit. If in another area on the first floor, use option 2: exit via the office front doors and proceed down the marble hallway to the entrance on Tremont Street. If descending from a higher floor via the Clark staircase, use option 3: exit via the front entrance onto Temple Place.



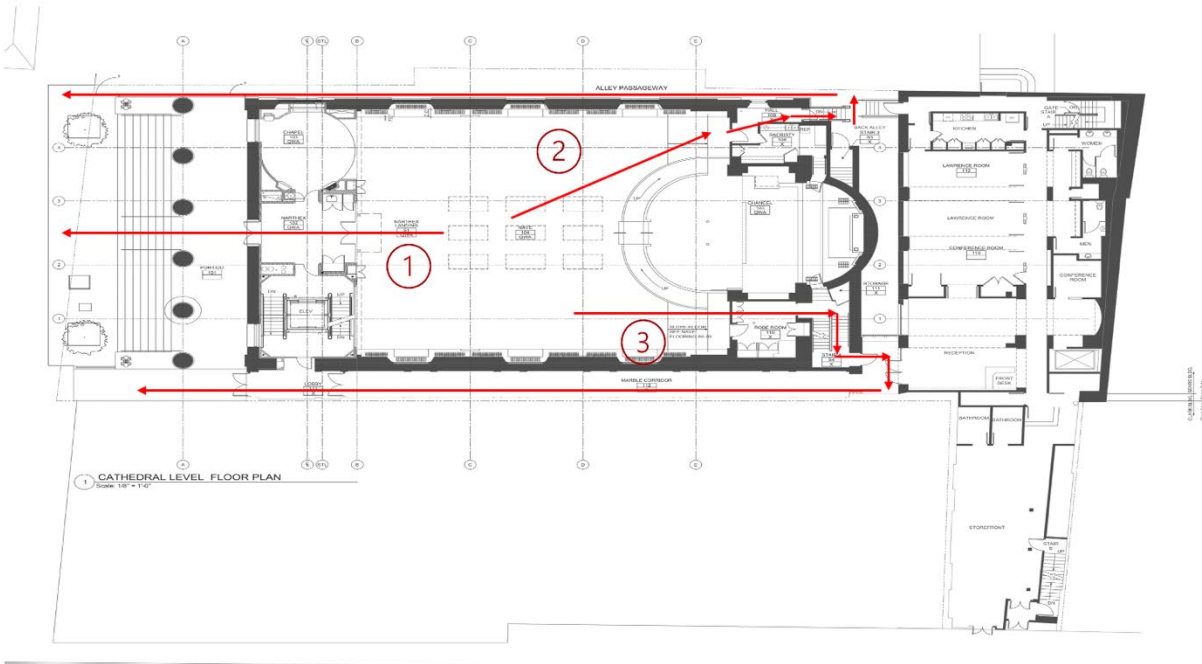
B. Cathedral

1. Loft Level – If in the choir loft, proceed down the stairs to the main level. If in the hallway storage area, proceed out of the storage area in either direction and down the stairs to the main level.

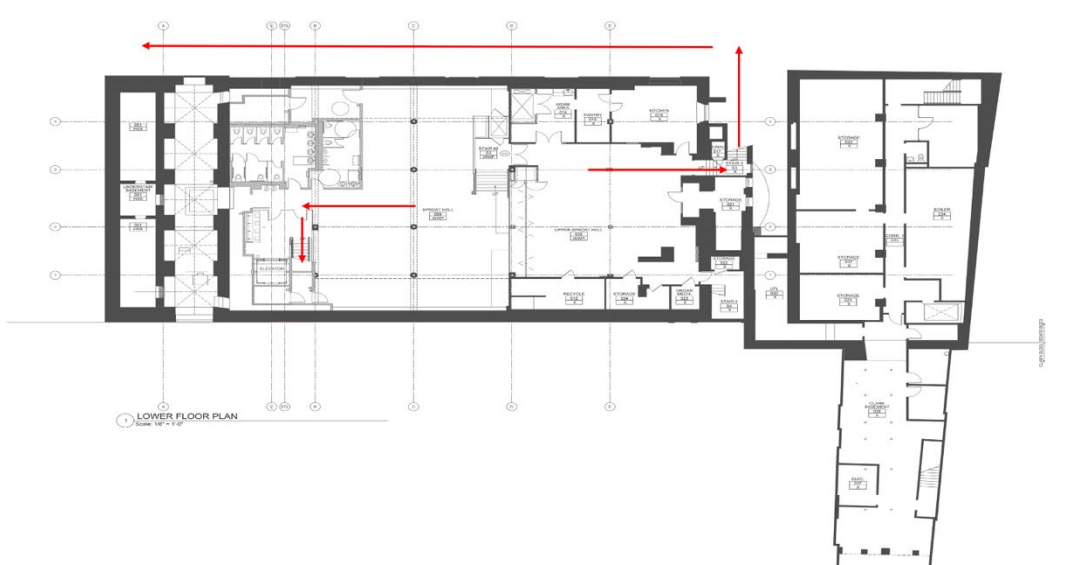


2. Main Level/Steps: – There are three ways to evacuate. For worship spaces or events with many attendees, all three should be used. Route 1 exits out front doors of the

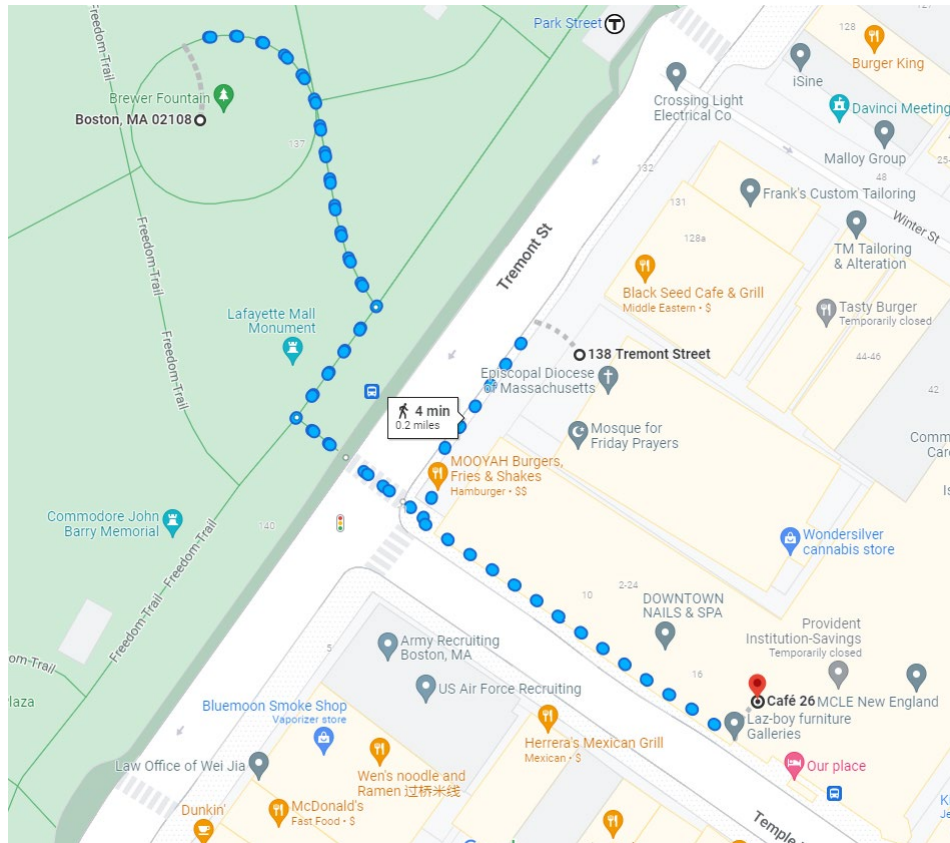
church. Route 2 proceeds into corridor next to sacristy, then out into alley passageway. Route 3 proceeds through storage room, down staircase to office front doors, then down marble corridor.



3. Sproat Hall – From Lower Sproat Hall, proceed up stairs to Main Level (lower arrows on map). For Upper Sproat Hall, proceed out back entryway into alley passageway (upper arrows on map).



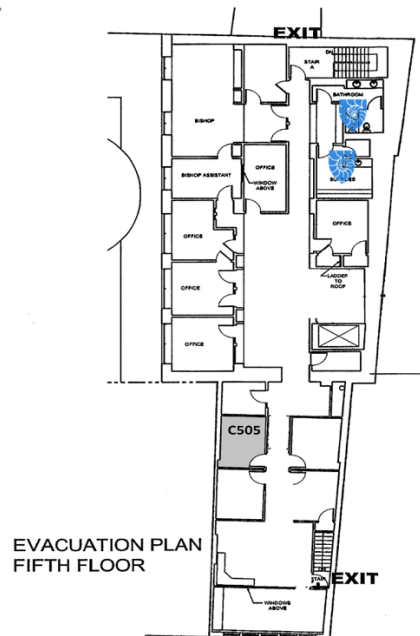
4. Route to Designated Assembly Point, Brewer Fountain



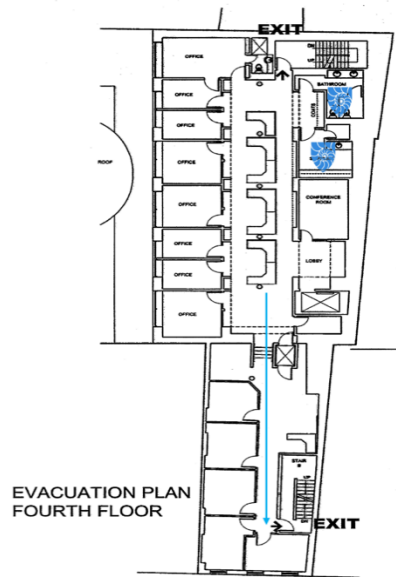
II. Shelter-in-Place Maps

A. Office Buildings

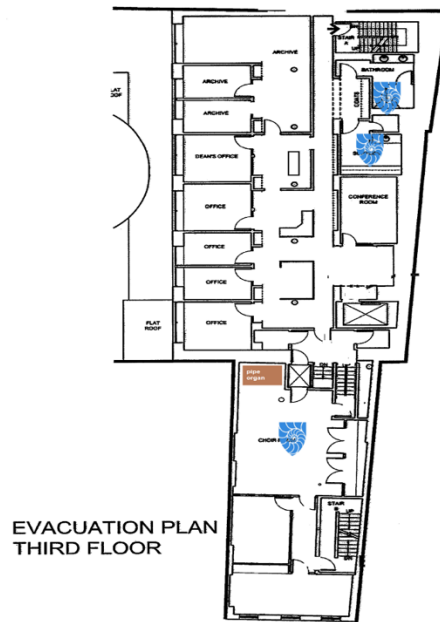
1. Fifth Floor – Shelter in the bathroom or kitchen/supply room.



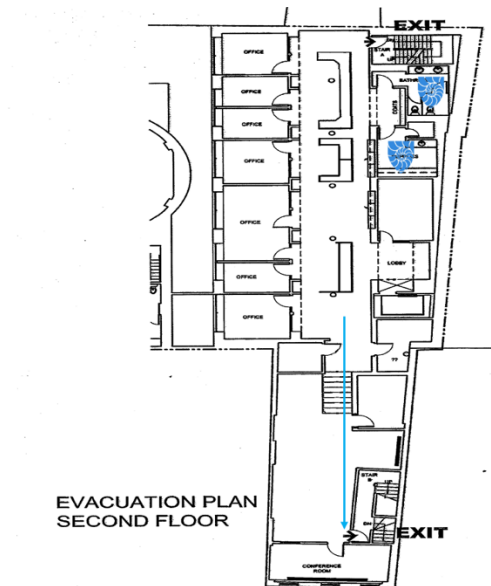
2. Fourth Floor – Shelter in the bathroom or kitchen/supply room. If safe to do so, fourth floor occupants may proceed down the Clark staircase (blue arrow) to the Clark Upper Third Floor and shelter in the choir room.



3. Third Floor – Shelter in the bathroom, kitchen/supply room, or choir room.

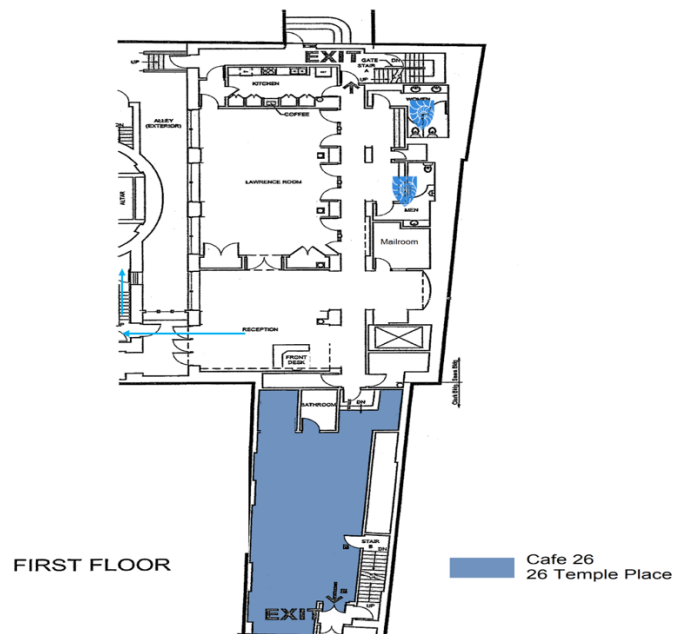


4. Second Floor – Shelter in the bathroom or kitchen/supply room. If safe to do so, second floor occupants may proceed up the Clark staircase (blue arrow) to the Clark Upper Third Floor and shelter in the choir room.



EVACUATION PLAN
SECOND FLOOR

5. First Floor – Shelter in either of the two bathrooms. If safe to do so, first floor occupants may proceed out of the office front doors and into the Cathedral to shelter there (blue arrows). Details later in Section 3.

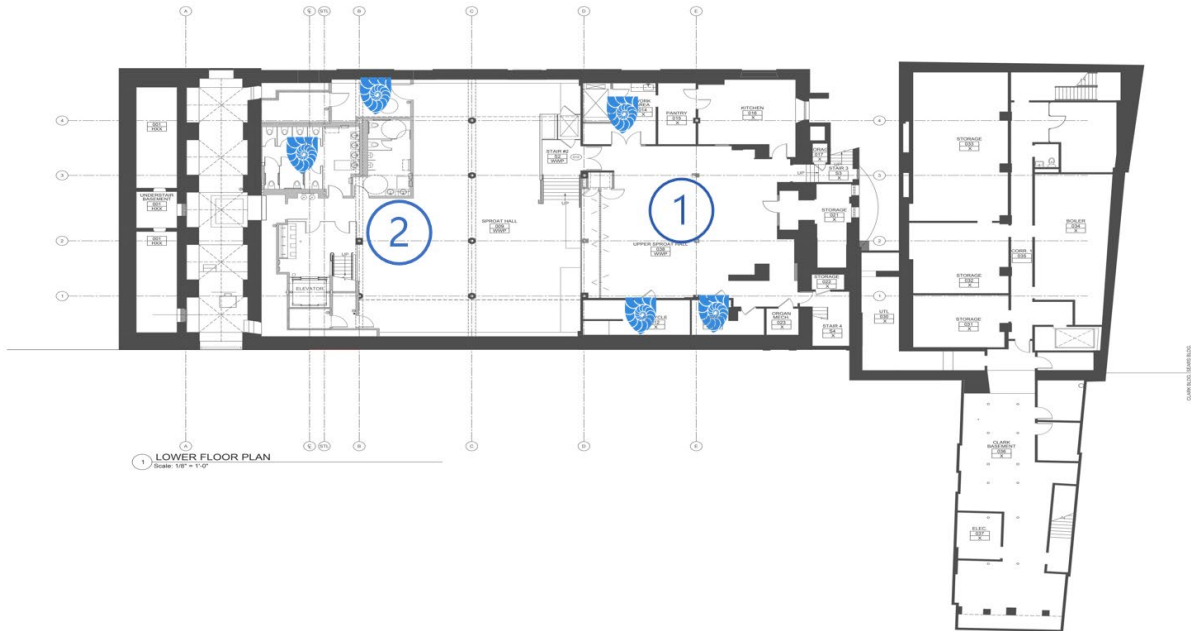


FIRST FLOOR

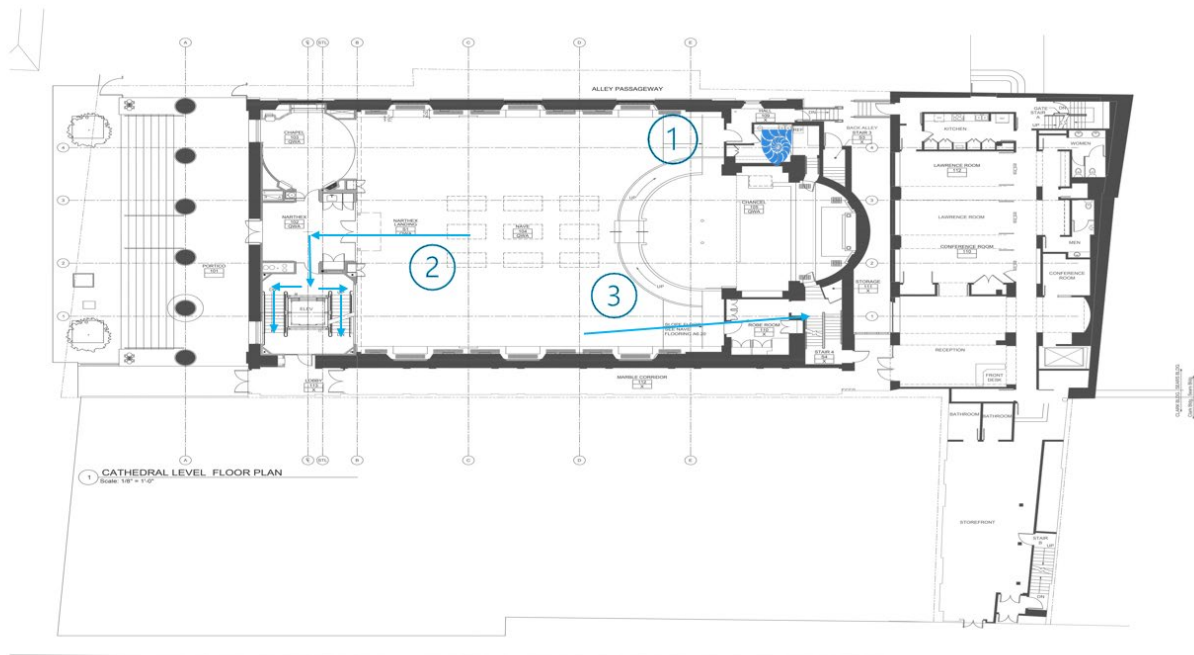
Cafe 26
26 Temple Place

B. Cathedral

1. Sproat Hall – Shelter in the kitchen and two supply closets off Upper Sproat (Option 1), the left-side bathroom and the maintenance closet off Lower Sproat (Option 2). If the shelter-in-place order is related to weather, as opposed to a security threat, occupants may shelter in the open areas of Sproat Hall.



2. Main Level/Steps: – There are three options to shelter in place from the main Cathedral space or the Steps. Option 1 is to proceed to the Sacristy. Option 2 is to exit the sanctuary via the front doors and proceed down the stairs to Sproat Hall, then shelter in the safe rooms there. Option 3 is to exit the sanctuary via the door to the right of the chancel and proceed down the stairs to Sproat Hall, then shelter in the safe rooms there.



3. Loft Level – Follow evacuation routes to Cathedral level, then see above.