



North Shore Community College

Emergency Management Plan

December 13, 2024

North Shore Community College Emergency Management Team

This document contains an overview of the North Shore Community College plan for emergency operations. It details emergency response policies, describes response departments and assigns tasks.

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1. -Emergency Management Plan Graphic Layout

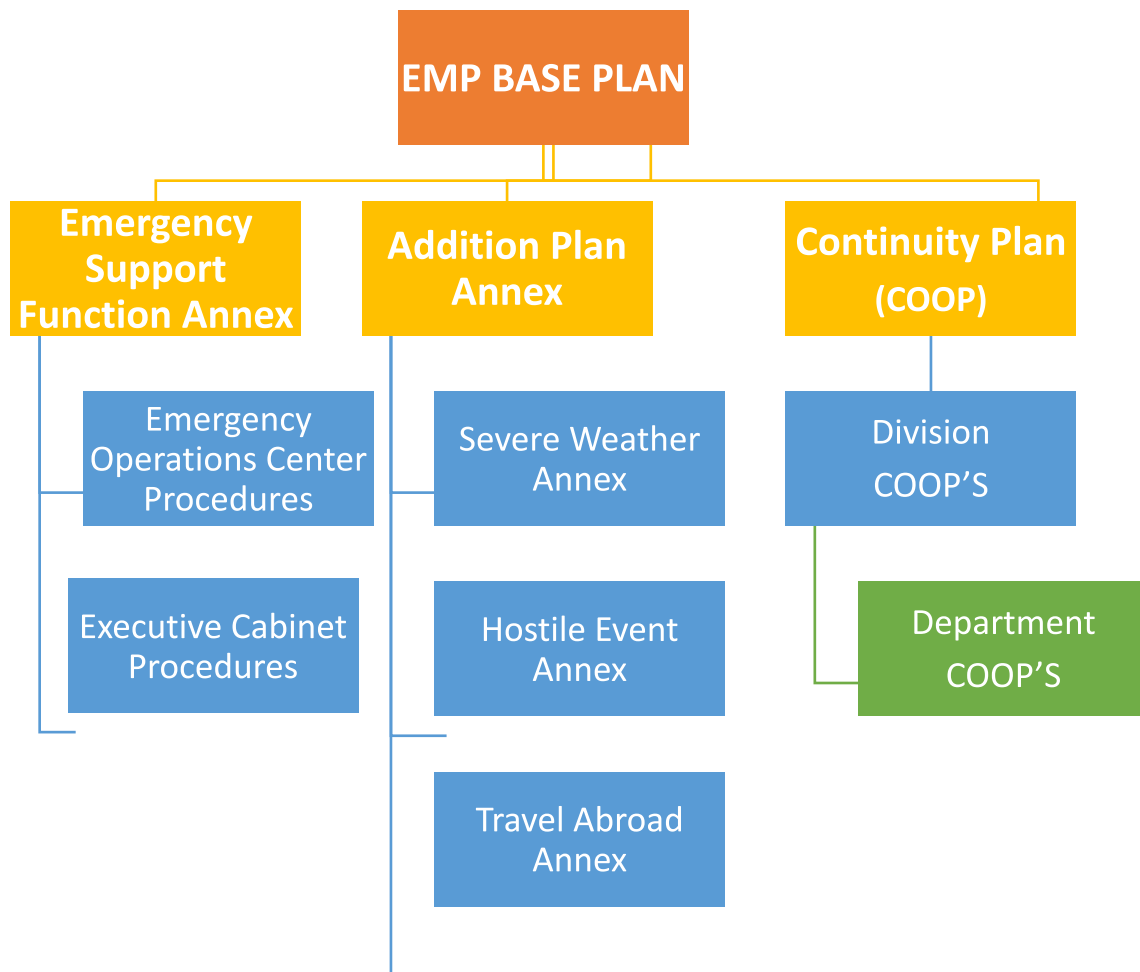
North Shore Community College (NSCC) Emergency Management Plan (EMP) is organized according to the following diagram:

This **EMP** Base Plan illustrates the overall methodology behind how emergencies/incidents will be managed by the college.

The **Emergency Support Function (ESF) Annexes** aligns applicable NSCC departments into functional areas according to their roles in response to a campus emergency or disaster. The ESF annexes provide basic information on internal and external departments and agencies that might be needed for an incident that impacts NSCC. Each ESF has at least one lead department within the college that will lead the specific response, one or more supporting departments within the college that will provide response support, and/or outside response agencies that coordinate with internal ESFs. Annexes are not publicly shared for security purposes.

The **Additional Plans/Annexes** contain supplemental information relevant to all Emergency Management Plan elements, such as the Hostile Events Annex, Severe Weather Annex, and Travel Abroad Annex.

The **Continuity of Operation Plans (COOP)** contains information at the departmental and divisional level that maximizes the college's capacity to provide uninterrupted services and support, while maintaining organizational viability, before, during, and after an event that disrupts normal operations.



2. Plan Documentation

2.1 Record of Review and Changes

Date	Version	Description of Change	Approved By

Recommended changes to this document should be forwarded to the NSCC Emergency Management Team C/O: dcook@northshore.edu or kmarshal@northshore.edu

2.2 Plan Distribution List

The Emergency Management Plan is distributed to all departments and auxiliaries involved in the plan, which includes the following:

- All members and departments of the Emergency Response Team (ERT)
- North Shore Community College President's Cabinet
- Massachusetts Emergency Management Agency (MEMA)

2.3 Authorities and Standards

This plan is established under the following authorities and standards for emergency management:

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act / Public Law 93-288, as amended
- 44 Code of Federal Regulations (CFR), Policy and Guidance for Federal Disaster Response and Recovery
- Homeland Security Presidential Directive (HSPD) 5 “Management of Domestic Incidents”, February 28, 2003
- National Response Framework, March 22, 2008
- National Incident Management System (NIMS), March 1, 2004
- The Clery Act (20 U.S.C. § 1092(f)) is a federal law that requires colleges’ participation as a condition of receiving Title IV student financial assistance programs under the Higher Education Act.
- Occupational Safety and Health Standards, 1910 Subpart E, Exit Routes and Emergency Planning as well as 1910.38, Emergency action plans.

Commonwealth of Massachusetts

- Massachusetts Civil Defense Act, Chapter 639 of the Acts of 1950 Codified, Appendix 33
- MA Executive Order #242, June 28, 1984 (Comprehensive All-Hazards Planning)
- MA Executive Order #469, September 28, 2005 (Designation of the National Incident Management System as the Commonwealth’s Incident Management Standard)

Massachusetts Board of Higher Education

- Campus Violence Prevention and Response: Best Practices for Massachusetts Higher Education
- **(2008)**
- Securing Our Future: Best Practice Recommendations for Campus Safety and Violence Prevention **(2016)**

Additional References

- Emergency Management Accreditation Program (EMAP) Standards, 2016
- U.S. Department of Education: Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education

3. Introduction

3.1 Overview

North Shore Community College (NSCC) is vulnerable to a number of natural and human-caused hazards that can affect college property and faculty, staff, students, and visitors. To effectively respond to these natural and human-caused hazards, NSCC has adopted this Emergency Management Plan (EMP) to guide response efforts.

The priorities for this plan are to (1) protect lives, (2) stabilize the incident, (3) protect the environment, (4) protect college property, and (5) restore critical services, education, and research programs. This plan

also strives to meet National Incident Management System - Incident Command System (NIMS ICS) requirements as established by the Federal Emergency Management Agency (FEMA). The use of NIMS ICS enables this response plan to coordinate effectively with other jurisdictions involved in a response, such as the Danvers or Lynn Police Department, the Danvers or Lynn Fire/EMS Department, other local agencies and state agencies.

3.2 Purpose

The purpose of the NSCC Emergency Management Plan (EMP) is to outline the management structure, responsibilities, procedures, and guiding policies to assist the North Shore Community College campus(s) when responding to an emergency event. Department-specific plans and standard operating procedures complement and coordinate overall efforts while providing more depth and specific detail regarding department-level response.

3.3 Scope

The NSCC EMP is a campus-level plan covering property owned, operated, and controlled by North Shore Community College and the faculty, staff, students, and visitors associated with the NSCC campus(s). This EMP is designed to address a range of natural and manmade hazards that could affect the NSCC campus(es). The plan includes procedures for responding to a range of levels of emergency, regardless of size, type, or complexity.

This plan supersedes and rescinds all previous editions of NSCC emergency plans. If any portion of this plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this plan..

Nothing in the EMP, or any element thereof, should be construed as limiting the use of good judgment and common sense in matters not foreseen or addressed by the EMP, Annexes, or its appendices.

3.4 Situation

Established in 1965, North Shore Community College (NSCC) is one of the oldest of the 15 community colleges in Massachusetts. Operating from campuses in Lynn and Danvers, we serve 26 cities and towns along the coastal region from north metropolitan Boston to Cape Ann. Since its founding in 1965, NSCC has grown from a single building to two campuses, and from five to over 70 academic programs.

NSCC delivers post-secondary education to credit and noncredit students. The College also provides lifelong learning opportunities to area residents through workforce development training to businesses and individuals and community development resources. In 2021 NSCC collaborated with Lynn Public Schools, beginning the first Frederick Douglas High School which is currently located on our Lynn campus property.

The population served by NSCC represents a mix of urban and suburban, a diversity of ethnic and racial groups, white- and blue-collar, middle- and low-income groups, as well as growing numbers of recent immigrants. NSCC has touched the lives of more than a quarter million residents on the North Shore in its half-century of service.

3.5 Assumptions

NSCC's EMP is based on assumptions that provide a basic foundation for establishing our operating procedures and checklists. These assumptions cover a wide range of potential hazards from natural disasters to human-caused events. Therefore, the plan's assumptions will be based on "general"

considerations.

- Emergencies may require cooperation/coordination of internal and external departments, organizations, and agencies to include college, town, city, county, state, and federal entities and other organizations like the American Red Cross, Community Emergency Response Team (CERT), etc.
 - In any given emergency, local, state, and federal services may have limited or no availability.
 - Basic services including electric, water, natural gas, heat, telecommunications, and other information systems may be interrupted.
 - Buildings and other structures may be damaged.
 - Normal suppliers may not be able to deliver goods and services.
 - Students, faculty, staff, and visitors may not be able to travel to or leave the campus(s).

This EMP is based on emergency events that are most likely to occur at either campus or area; however, it may be implemented in a modified condition to cover other emergency situations.

Most emergency events will occur with little or no warning.

There is an expectation that specific departments at the college tasked by the EMP maintain training and readiness to respond to emergency situations.

- Periodic exercising of the plan's response requirements is critical to ensure operational readiness and effectiveness.

3.6 Hazard Mitigation

As part of all-hazard planning, the campus(es) has one committee called the North Shore Community College Emergency Management Team (NSCC EMT), which includes departments representing the majority of aspects of campus operations (administration and academic). The purpose of the team is to identify the natural and human-caused hazards that may affect the College's ability to accomplish its mission, assess the status of plans to prepare for and mitigate hazards, analyze and prioritize identified hazards, make recommendations to NSCC President's Cabinet concerning responding to those hazards, and monitor and update progress.

3.7 Access and Functional Needs Populations

In our ongoing effort to ensure the safety and well-being of all employees, we are enhancing our Emergency Response Plan to better address the needs of [individuals with Access and Functional Needs \(AFN\)](#). AFN populations include individuals who may require additional assistance during an emergency due to disabilities, chronic health conditions, limited mobility, communication barriers, or other needs.

If you believe you may have access and functional needs in the event of an emergency, we invite you to confidentially and voluntarily identify yourself by completing the following form so that we can work together to develop an individualized emergency plan tailored to your specific needs:

<https://forms.gle/AV2qncJscuiDczNc9>

This plan will ensure that you:

- Are included in our emergency response planning.
- Receive appropriate notifications and communication during an emergency.
- Have the necessary assistance to evacuate or access shelter.

To participate in creating an individualized plan, [please complete this brief questionnaire](#). All information shared will remain strictly confidential and will only be used with the Emergency Response Team, Human Resources, and ADA Coordinator to ensure your safety and preparedness during emergencies.

By taking this important step it helps us create a safer and more inclusive environment for everyone at NSCC. *David Cook, Chief of Police and Emergency Response Team Lead, Dr. Loyce Brown, Assistant Vice President of Human Resources, Nikki Pelonia, Chief Diversity & Equity Officer and ADA Coordinator*

4. Concept of Operations

4.1 Overview

NSCC will strive to rapidly and effectively manage campus emergency incidents through clear leadership, effective management, and timely response. Management of emergencies at NSCC will utilize best practices from the National Incident Management System (NIMS). Management of response actions and resources during emergency incidents will utilize the Incident Command System (ICS). Incident Action Plans (IAP), verbal or written, will document the strategies, tactics, and resources to manage the incident.

Management of campus incidents begins with first responders, and elevates to include others from the college and local communities, as well as other partners as additional resources may be applied to the incident. The EMP is written in a capabilities-based format as the framework for responding to and managing incidents caused by both anticipated and unexpected hazards. Emergency response capabilities and responsibilities are documented in the Emergency Support Function (ESF) Annexes attached to this plan. Activation of specific capabilities and resources will be limited to those needed to respond to and manage the particular incident or event.

4.2 Levels of Emergency Response

Emergency conditions vary with incident and activation. Most incidents that occur on a daily basis can be resolved with on-duty personnel within the scope of their functional area without activation of this Plan. In other situations, this guide provides the three levels of emergency, which are specified as follows:

- **Level 1:** Localized; poses limited impact to campus community and on-campus operations or services; requires individual department response, resources and coordination. Emergency Operation Center (EOC) Team activation is optional.

- **Level 2:** A serious event that poses significant risk to the campus community, either completely or in part, and/or has considerable impact on overall campus operations/services. May require additional campus resources or external agency resources and coordination. EOC Team partial or full activation is necessary.
- **Level 3:** A significant or catastrophic situation that impacts the entire campus and/or poses a significant threat to safety of the campus community. Likely to require additional campus resources or external agency resources and coordination. EOC Team partial or full activation is needed.

Generally, the EOC is activated under Level 2 and 3 emergencies. **Table A** provides the definitions and response actions for each NSCC Emergency Level.

In the event of an emergency contact North Shore Community College Campus Police at extension 6222 on campus or 781-477-2100 if using cell or an outside phone. The non-emergency number to the North Shore Community College Police is extension 6209 on campus or 781-593-7032 if using cell or an outside phone.

Table A – North Shore Community College Emergency Response Levels

Emergency Response Level	Definition	Action
1.	<p>Localized; poses limited impact to campus community and on campus operations or services; requires individual department response, resources and coordination.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> • Minor water pipe leak within a building • Minor chemical/fuel spill • Student/employee related incident • Single or limited power outage affecting non- research/lab buildings • Traffic accident w/ or w/out injuries—no or little traffic impact • Small fire of limited scope/impact • Suspicious odors in building • Technology outage of limited impact and scope • Civil/student protest 	<ul style="list-style-type: none"> • Handled within normal operations of the department with primary responsibility over the incident. • Incident notifications and procedures are conducted in accordance with the department's internal plans and Procedures. • Department representative is responsible for Notifications to any additional NSCC departments and Public Relations. • Notifications to college police, Facilities and Maintenance, Environmental Health and Safety, etc. must be made as appropriate to the incident. • Activation of the EOC Team is OPTIONAL.
2.	<p>A serious event that poses significant risk to the campus community, either in whole or in part, and/or has considerable impact on overall campus operations/services. May require additional campus resources or external agency resources and coordination.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> • Isolated utility failure >4 hours • Impending severe storm • Medium chemical/fuel spills • Medium fire that has a potential to impact campus community or services • Gas leak within building • Bomb threat in a specific location • Technology failure > 4 hours • Significant student disruptions • Risk of severe weather requiring advance preparation • Specific health concern affecting portion of campus or limited scope (e.g., EEE high-risk designation, foodborne illness, meningitis) • Any evacuation of a building • Sewer back-up in building • Accident that affects traffic pattern for significant time 	<ul style="list-style-type: none"> • Manage incidents in accordance with established departmental procedures. • On-Scene Incident Command may be activated. • Notification to NSCC PD is required. • NSCC PD responsibilities: <ul style="list-style-type: none"> – Notify President's Cabinet or designee – Determine EOC activation level (partial or full) – Determine Emergency Support Functions to activate. – Coordinate with EOC members regarding response, situational briefing, and activated EOC location – Notify Public Information Officer (PIO)/ (Public Relations) – Coordinate with On-Scene Incident Commander • Notifications to the Facilities Department must be made as appropriate to the incident.

<p>3.</p>	<p>A significant or catastrophic situation that impacts the entire campus and/or poses a significant threat to safety of the campus community. Likely to require additional campus resources or external agency resources and coordination. <u>Examples:</u></p> <ul style="list-style-type: none"> • Long-term utility failure • Major chemical/fuel spills or explosion • Major fire that impacts campus community or services • Active shooter/Active threat • Water supply contamination • Responding to natural disaster and/or severe weather event • Technology failure >4 hours 	<ul style="list-style-type: none"> • On-Scene Incident Command is activated. • Notification to NSCC PD is required. • Notification to the entire EOC Team is required. • NSCC PD responsibilities: <ul style="list-style-type: none"> – Notify President's Cabinet or designee who will notify President or designee – Determine EOC activation level (partial or full) – Determine Emergency Support Functions to activate – Notify Public Information Officer (PIO) (Public Relations) – Coordinate with On-Scene Incident Commander • Notifications to, Facilities, and necessary external resources must be made as appropriate to the incident.
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4.3 Notice of Campus Event

Realization that an event has occurred or is occurring (and/or escalating) may come from a number of different departments and/or individuals depending on the nature of the event. Many times, calls made to the College Police Department Dispatch Center or Facilities and Maintenance may be the first indication that something out of the ordinary has occurred.

In addition to normal protocols, members of the Emergency Response Team (ERT) Team may first be notified of an unusual event occurring in their respective departments through routine communications channels.

Notification of an unusual event should be communicated to the Campus Police Department so a decision can be made whether an emergency notification is needed for the college community and/or if an activation of the ERT team is needed.

Administrative Guidelines for Emergency Notifications

In the event of an emergent situation or immediate threat, such as a Bomb Threat, Active Threat/Hostile Event, Hazmat Situation, Bioterrorism, Fire or Natural Disaster, etc. the NSCC Police Department will send out the initial emergency notification, per the direction of the Chief of Police or designee.

- The Chief will make notification to the college President as soon as possible after the initial emergency notification.
- All subsequent messages will be drafted and sent by Strategic Communications.
- Consider issuing a timely warning for any known Clery Act crime that represents an ongoing threat to the safety of students or employees. In addition, issue an emergency notification upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees on campus.
- The Chief will provide ongoing updates to the *Vice President, Administration & Finance* who will in turn notify the President and the cabinet, as appropriate



Emergency Situation Occurs

Notification is made to the Campus Police Department's Dispatch Center.

Are additional Emergency Notifications required?

Chief of Police or Designee is notified by the CPD Officer in Charge.

Chief of Police and Key Members of the President's Cabinet Assess the Situation and Determines:

- Risk to Public Safety?
- Potential For Property Damage?
- Level of Impact on College Operations or Services?
- Immediate Coordination with External Agencies / Organizations Needed?
- Immediate Public Information Necessary?
- Level of Emergency?

IF YES: Chief of Police or Designee notifies appropriate Emergency Response Team Members.

IF NO: Campus Police will monitor the situation.

The Emergency Manager will ensure that the EOC location is operational.

VP of Administration & Finance will update President on the incident and advise that the EOC has been activated.

President determines if Executive Policy Group needs to convene.

The EOC coordinates campus emergency situation response activities, generates a situation report, and coordinates campus resources for duration of emergency.

EMERGENCY ENDS: Chief of Police or Designee will coordinate an After-Action Report

4.4 NSCC Emergency Operation Center (EOC)

North Shore Community College maintains several available Emergency Operations Centers: a designated Primary EOC, a designated Partial EOC, and an alternate location. In circumstances where an incident impacts one college campus and not the other, accommodations have been made.

Danvers Campus

- Friends Building
- President's Boardroom
- CPD Police Office

Lynn Campus

- President's Boardroom
- Modular Building
- CPD Police Dispatch Center

Virtual - In some circumstances it may make sense to meet virtually

4.5 Plan Activation (Triggers for Notification)

When an incident occurs on campus, the Incident Commander on scene will assess the extent of the situation and the area impacted. The IC will determine the seriousness of the emergency and follow protocols to notify individual(s) with oversight of the impacted area(s)." (See Attachment-A, Call Tree Template) A determination will be made as to whether to activate the EOC. The following examples of emergencies may require activation of the ERT Team for further response, coordination, and evaluation:

- Any time the campus must be evacuated or in situations in which faculty, staff, or students are being evacuated for an extended period of time from a portion of the campus
- Threats that endanger any faculty, staff, students, or visitors
- Any widespread outbreak of disease or illness
- Catastrophic physical damage to NSCC property; land or structures. This includes but is not limited to any structure collapse, fire, explosion, or dangerous and unusual pollution or contamination
- Any situation where death or severe bodily injury occurs
- Any emergency situation which involves a large number of faculty, staff, or students
- Any suspected computer security incident rendering systems unstable, unusable or potential exposure of confidential/personal information
- Any similar situation that is likely to gain the attention of the news media

4.6 Media Relations

During an incident, members of the media will be directed to a designated Joint Information Center (JIC) for information and updates on the situation. The Public Information Officer (PIO) is responsible for the setup, use, and breakdown of the Joint Information Center. If the Emergency is town, city, state, or national in scope, the (PIO) will coordinate with external PIO's and the NSCC President or designee for the dissemination of information.

4.7 Deactivation Process

The Incident Commander, NSCC President (or designee), and the EOC Manager will collaborate on a decision regarding when an incident is under control, and the situation is sufficiently safe enough to allow the return of normal College operations. Deactivation of the EOC drives two key functions:

- Demobilization of Emergency Support Functions.
- Documentation of Incident (i.e., After-Action Reports (AAR)).

After the incident has been resolved, an After-Action Report (AAR) will be compiled to include information about the incident, the response actions taken, and lessons learned. Documentation required for reimbursement, insurance, and disaster assistance will be organized by the college's Finance and Administration Section.

4.8 Campus Recovery

The first recovery step for any incident is to establish a safe and secure campus. Restoration of critical infrastructure and facilities is then followed by resumption of normal instructional and research activities. The President's Cabinet will provide direction to the NSCC Emergency Management Team and other college departments/divisions to restore normal operations on campus.

4.9 Emergency Notification System

North Shore Community College utilizes an emergency notification system to provide immediate emergency notification to the community. This occurs when confirmation of a significant emergency or dangerous situation involving an immediate threat to the health and safety of students or employees takes place on campus. The North Shore College Police Department will immediately notify the college community using an established emergency notification procedure (RAVE Alert Mass Notification System) which will include:

- Nature of incident
- Location of incident
- Actions to be taken

For more information about Timely Warning and Emergency Notifications, go to the Timely Warning vs. Emergency Notifications Section, see attachment - B

5. Organization and Assignment of Responsibilities

5.1 Overview

This section describes the organizational structure that NSCC employs for responding to an emergency. It articulates the roles and responsibilities that various members of the organizational structure will typically have in a given response.

5.2 Incident Command System

The Incident Command System (ICS) is a modular emergency management system designed for all hazards and levels of emergency response. This system builds upon a combination of facilities, equipment, personnel, procedures, and communications operating within a standardized organizational structure. The system is used within the college, locally, statewide and throughout the United States as the basis for emergency response management. Use of the Incident Command System at North Shore Community College facilitates the college's ability to communicate and coordinate response actions with other jurisdictions.

5.3 Emergency Operations Center Team and Emergency Support Functions

The Emergency Operations Center (EOC) Team is composed of trained representatives of campus departments, town, city, state, and local organizations. These representatives have extensive knowledge of their departments' and organizations' resources and capabilities, as well as the authority to commit them in support of local emergency management efforts during an incident.

Members of the EOC Team have been organized into individual Emergency Support Functions (ESFs). These ESFs represent broad categories of support and provide an overall structure for coordinating assistance with first responders. **Departments have been assigned to ESFs based on the premise that their functions during an emergency should parallel their normal day-to-day responsibilities as closely as possible.**

When the EOC is activated, the College's Chief of Police or designee will consult with the College President or designee to identify a lead coordinating department for each activated ESF based on the necessary authority, expertise, resources, and capability to coordinate response and recovery activities in the ESF's area of responsibility. The lead coordinating department, with assistance from supporting ESF departments, is responsible for coordinating the activities of the ESF and for ensuring that responsibilities and tasks assigned to the ESF by the college are carried out.

5.4 Emergency Operations Center Organization

This section provides an overview of operational concepts and procedural flow for emergency management activities. It is intended to provide a baseline from which EOC personnel can align planning, response, and recovery operations.

The EOC Manager is responsible for incident response activities, including the framing and implementation of strategic decisions, and for approving, ordering, and releasing resources. The General and Command Staff directly support the EOC Manager with technical support in specific areas. This staff includes:

Command Staff

- EOC Manager
- NSCC President's Cabinet
- Strategic Communications.

General Staff

- Operations Section
- Information Technology
- Capital Planning and Maintenance
- Hazardous Material
- Campus Police
- Food Services

Planning Section

- Risk and Emergency Management
- Student and Academic Success

Logistics Section

- Transportation
- Housing (Salem State University)
- Counseling Services

Finance / Administration Section (Documentation)

- Finance and Resource Management
- Human Resource and Payroll Services

Emergency Support Functions are generally in line with FEMA and MEMA's classification and identification of essential functions.

5.5 Campus EOC Assignments and Responsibilities

The following section details the EOC assignment and responsibilities associated with the position and/or function.

EOC Manager: The EOC Manager is the overarching commander for campus-level coordination to support emergency response operations. The EOC Manager establishes campus-wide response priorities, exercises overall direction and control of EOC operations, and provides policy, guidance, and direction to EOC operations. The EOC Manager has primary responsibility for coordinating across each EOC Section and with the North Shore President's Cabinet (EC) (Policy Group), Massachusetts Emergency Management Agency (MEMA), and the EOC Managers from neighboring jurisdictions and/or colleges, as appropriate.

- Depending on the size and scope of an incident, the Incident Commander and the EOC Manager position may be the same individual.
- **North Shore College President's Cabinet:** The NSCC President's Cabinet (EC) (Policy Group) provides executive and strategic leadership to the College during emergencies. The President or designee serves as the head of the cabinet and will convene as needed. The President will designate the EC liaison for all campus emergency operations.

The President's Cabinet is comprised of the following officers:

- President of North Shore Community College
 - Senior Executive Officer, President's Office
 - Provost
 - Assistant Provost
 - Vice President for Finance and Administration
 - Assistant Vice President for Human Resources & Payroll Services
 - Chief Diversity and Equity Officer
 - Assistant Vice President for Strategic Employer Relations
- **Operations Section:** The operations section is responsible for the management of all operations directly applicable to the primary mission.
 - **Planning Section:** The planning section is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. The primary make-up of the Planning Section is constant throughout the variety of incidents, with the exception of scenarios requiring specific technical assistance.
 - **Logistics Section:** The logistics section is responsible for providing facilities, services, and material in support of the incident. The composition of the Logistics Section is constant throughout the variety of incidents.
 - **Finance/Administration Section:** The Finance Section is responsible for all financial and cost analysis related to the incident and for oversight of the operation and personnel of the Finance Section. The composition of the Finance Section is constant throughout the variety of incidents.
 - **Emergency Support Functions (ESFs):** The Emergency Support Functions (ESFs) carry out coordination and completion of assigned missions. The ESFs provide the structure for Coordinating interdepartmental support for incident response. They provide a framework for grouping functions most frequently used to provide support to incidents on campus and are based on departments' day-to-day functional responsibilities and available (external) partnerships
 - **Transportation:** Responsible for coordinating and providing resources (human, technical, equipment, facility, materials and supplies) of internal and external departments and agencies necessary to support transportation needs during an emergency.
 - **Information Technology:** Responsible for NSCC Information Technology (IT) related actions (e.g. Communications, Network etc.) that may be required during an emergency.
 - **Facilities and Maintenance:** Responsible for coordinating and providing resources (human, technical, equipment, facility, materials and supplies) of internal and external departments and agencies to support facilities and campus services during an emergency.
 - **Hazardous Materials:** Responsible for hazardous materials response actions. Typically, depending

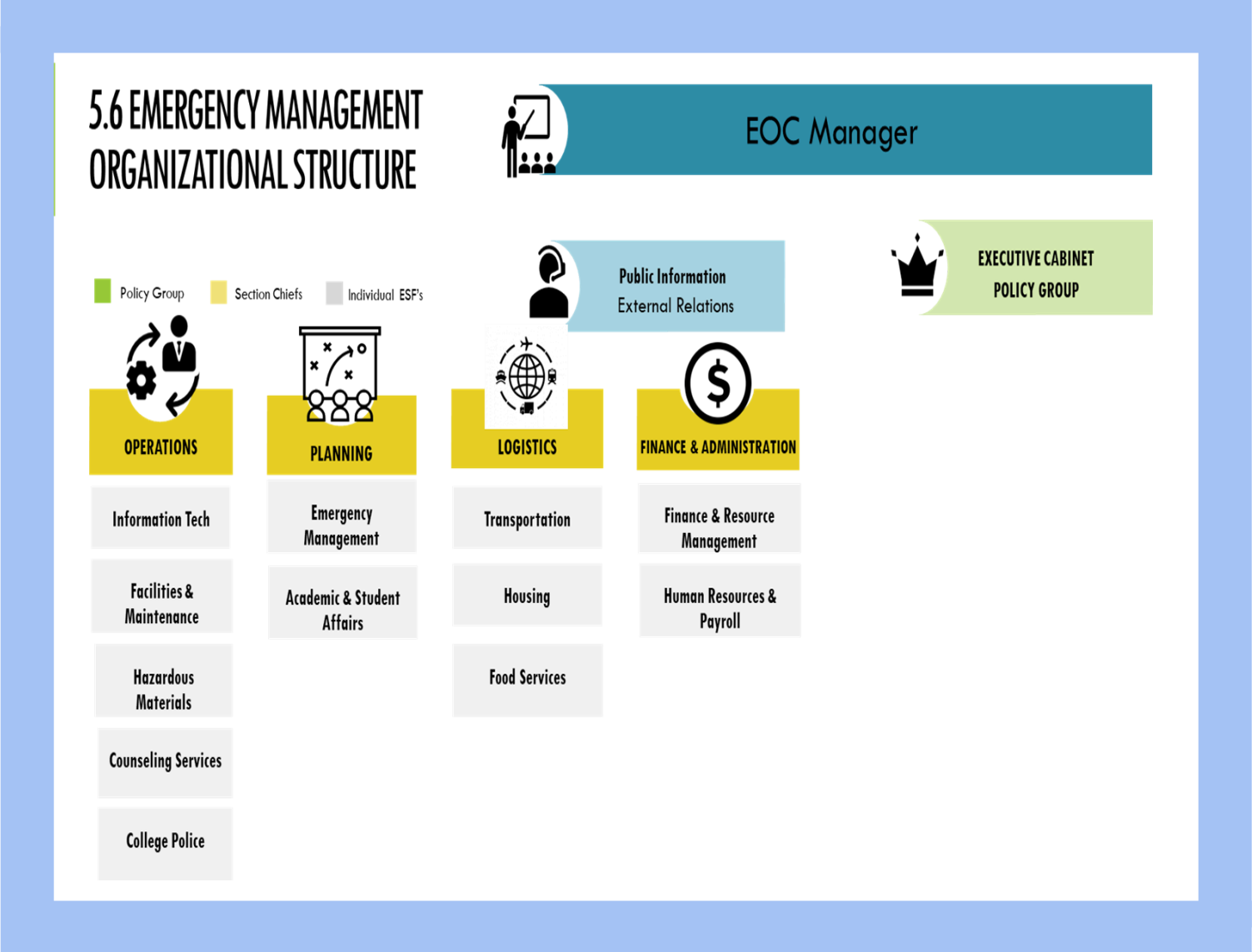
upon the hazardous material involved, this falls under the responsibility of the Facilities department.

- **Emergency Management:** Responsible for coordinating and executing emergency management activities that may be required during an emergency.
- **Housing and Residential Services:** Responsible for providing housing services and sheltering that may be required during an emergency.
- **Counseling Services:** Responsible for mental health, during and after an emergency.
- **Finance and Resource Management:** Responsible for ensuring financial and resource management (procurement) needs are supported during an emergency, as well as documentation necessary for fiscal oversight and potential reimbursement of costs.
- **Academic and Student Development and Enrollment Services:** Responsible for coordinating and providing resources (human, technical, equipment, facility, materials and supplies) of internal and external departments and agencies necessary to ensure student support services are adequately provided for during an emergency.”
- **NSCC Police:** Responsible for law enforcement and security actions during an emergency.
- **Human Resources, Payroll, and Compliance:** Responsible for payroll and human resources issues such as employee relations during a prolonged emergency and recovery.
- **Public Information and External Relations:** Responsible for public information, external relations (government and community relations) and social media actions that may be required during an emergency.
- **Food Services:** Responsible for the provision of dining and food services that may be required during an emergency. This is a contracted service provider under the oversight of the facilities Department.
- **President's Cabinet – Policy Group:** Serves as an aid the President's Cabinet (EC) in the vital role, function, and tasks of the Policy Group, when incidents or emergencies occur and guidance from senior leadership is required to continue the mission of the college.

NSCC does not have volunteers or a Health Services Department. They have been listed here for future consideration.

- **Volunteers (CERT/EMC):** Responsible for providing additional trained volunteers in support of an emergency. *(Currently the college does not have volunteers that serve these functions, and would need to rely on external support)*
- **Health Services:** Responsible for public health, medical services, and mass casualty management response that may be required during an emergency. *(The college does not have employees who serve these functions, so we would be relying on external support.*

5.6 Emergency Management Organizational Structure (Sections and ESFs)



6. Resource Management and Logistics

6.1 Overview

Resource Management and Logistics responsibilities include all service support requirements needed to facilitate effective and efficient resource management and logistics, including ordering resources from off-incident locations. NSCC departments maintain resources, inventory status, maintenance, and locations across the campus. Campus departments may conduct a gap analysis for critical resources to determine if additional resources are necessary to support emergency operations.

Campus incidents require a coordinated campus and local response. Routinely, resource management involves coordination, oversight, and related processes that provide timely and appropriate resources during an incident. Resources support on-scene and command operations and are coordinated through the campus, local communities, and MEMA.

As incident priorities are established, needs are identified and resources are procured. Resource management systems are utilized to process the resource requests. In the initial stages of an incident, most of the resources requested are sourced locally and/or through mutual aid/assistance agreements. Such assistance may take the form of equipment, supplies, personnel or other available assets or capabilities. As an incident grows in size or complexity, or if it starts on a large scale, resource needs may be met by additional sources. All related agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible.

6.2 Resource Request Process

Resource requests are generated from the scene of the incident or by departments or organizations serving as response partners for the incident. Resource requests are submitted to the EOC and assigned through the Operations Section. The Operations Section determines if a Campus ESF can fulfill the request. If a Campus ESF cannot, the Operations Sections coordinate with Administration and Finance (Finance Section) to determine the most appropriate approach to obtaining the requested resource. The Operations Section has responsibility for identifying, deploying and demobilizing resources to address resource needs/requests.

6.3 Mutual Aid

Mutual Aid Agreements and Memoranda of Understanding are essential components in emergency management planning, response, and recovery activities. These agreements for reciprocal aid and assistance in case of emergencies can increase resources available to the campus and improve response and recovery efforts. NSCC maintains a list of all mutual aid agreements and memoranda of understanding that can be utilized during an emergency.

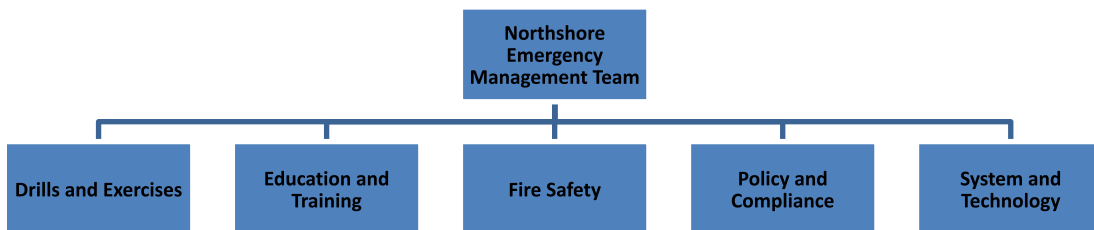
7. Plan Maintenance and Testing

7.1 Overview

This section discusses the overall approach to the planning process and the assignment of plan development and maintenance responsibilities. North Shore Community College Emergency Management Team's Policy and Compliance Subcommittee is responsible for the contents of the CEMP, including its annexes, as well as the coordination of its maintenance. Departments and organizations with a role in this plan should be familiar with its contents and will be responsible for contributing to the ongoing review and revision of this plan.

7.2 Emergency Management Team

The North Shore Community College Emergency Management Team is comprised of a cross-section of departments from the various divisions on campus, as well as external stakeholders from their perspective cities and or towns and region. The external members are representatives from the City of Lynn and Danvers Police and Fire Departments, area hospitals, and MEMA. The Emergency Management Team is broken down into five subcommittees as follows:



Each subcommittee consists of individuals who have expertise, functional responsibilities, or both, related to their subcommittee's function. The subcommittees meet as appropriate and address issues and concerns, plans and coordinates, and oversee aspects relating to the College's overall emergency preparedness. At the regular meeting, each subcommittee chair may be asked to report to the larger team.

EMP Maintenance

North Shore Community College Emergency Management Team's Policy and Compliance Subcommittee will facilitate the development and maintenance of the EMP Base Plan. ESF lead departments will be responsible for updating their respective ESF annexes, assisted by the Policy and Compliance Subcommittee. The EMP and ESF Annexes will be reviewed at least annually and updated as needed, considering the following elements:

- Formal updates of planning guidance or standards
- Changes in position

- Changes in response resources (e.g. Policies, personnel, organizational structures, leadership/management processes, facilities, and/or equipment)
- After-Action Reports and Improvement Plans from exercises or actual events
- Implementation of new or amended laws or Executive Orders
- Changes in demographics or hazard profiles

7.3 EMP Distribution

Electronic copies of this plan have been provided to the following departments and organizations and will be redistributed when the EMP is revised:

- All Emergency Support Function (ESF) responsible departments
- North Shore College President's Cabinet
- Massachusetts Emergency Management Agency

The EMP Base Plan is a public document available to the public, and will be available on the NSCC Police Department's webpage. All Annexes and supporting documents are exempt and not available to the public, per Massachusetts General Law Chapter 4 § 7, exemption (n) which states, *"records, including, but not limited to, blueprints, plans, policies, procedures and schematic drawings, which relate to internal layout and structural elements, security measures, **emergency preparedness**, threat or vulnerability assessments, or any other records relating to the security or safety of persons or buildings, structures, facilities, utilities, transportation, cybersecurity or other infrastructure located within the commonwealth"*.

7.4 Exercises

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act suggests that, "anyone who would be expected to respond to an emergency should participate in the test of the emergency response plan." "Emergency response and evacuation procedures must be tested or drilled at least once a year." Accordingly, the college will make efforts to test or drill emergency response and evacuation procedures at least annually. The North Shore Community College Emergency Management Team's Drill and Exercise Subcommittee will be responsible for designing, carrying out, and evaluating such exercise.

7.5 After Action Reports

Post-incident and exercise evaluation often leads to improved response practices. One of the most effective ways of summarizing an incident and capturing lessons learned is the After-Action Report (AAR) process. During an AAR, prior incident/exercise actions are appraised by participants, observers, and evaluators. Comments are incorporated into a verbal or written report summarizing strengths and opportunities for improvement, which then may be incorporated into NSCC emergency management program and associated plans/procedures.

8. Approval and Implementation

8.1 Approval and Implementation

Transmitted herewith is the updated North Shore Community College (NSCC) Emergency Management Plan (EMP). This plan supersedes all previously issued Emergency Management Plans and provides a flexible framework for emergency operations at NSCC.

The EMP describes the system that will be used by the NSCC to prevent, prepare for, respond to, and recover from an emergency or disaster. It also identifies and assigns specific areas of responsibility for coordinating resources to support the college's response to an emergency or disaster. The EMP is an all-hazards plan, developed to address the College's potential unique natural and human-caused hazards.

The EMP was developed with critical input from stakeholders involved in the college's Emergency Management Program (EMP). It was drafted in accordance with relevant federal and state laws, and conforms to the *Emergency Management Standard* published by the Emergency Management Accreditation Plan (EMAP).

All departments and organizations assigned a responsibility under this plan shall maintain a level of preparedness to support its implementation to include the establishment of written policies and procedures, training of personnel, and participation in emergency exercises.

The EMP is considered a living document and shall be continuously updated and revised to reflect lessons learned during incident responses or exercises. Stakeholders should direct comments, edits, and questions to the North Shore Community College Emergency Management Team.

The Call Tree Program, Attachment - A

Call Tree Purpose Statement:

A call tree is a telecommunications notification chain. Call trees are appropriate when the college, division, department or area need to contact their staff with secondary information related to an event, incident or emergency. It is recommended that all colleges, divisions, departments, areas and student organizations implement a call tree.

The call tree should have one coordinator for each organizational structure. The call tree coordinator will ensure that all members of colleges, divisions, departments and areas are included on a call tree chart.

Because privacy is a concern, take special care when distributing personal information. Creating charts for each office within your organization and allowing only immediate coworkers and supervisors access to each other's contact information can help maintain a level of privacy.

The optimum design for a call tree should be modeled after the existing organizational structure. Back-up call tree procedures should also be put in place, ensuring that all calls can be executed.

Call trees should be distributed to callers. The call tree should also be stored in a back-up location that all involved parties are aware of.

Please note that the call tree does not replace the RAVE ALERT System on campus, it is merely a supplement. Official emergency alerts are distributed through the RAVE ALERT system.

EMERGENCY TELEPHONE 'TREE' for

Division	
Date	

The telephone tree is intended for relaying phone messages in emergencies. If you get an answering machine or no response, skip to the next name down in the branch. The call cycle is complete when the last name on each of the branches returns a call to the Manager.

MANAGER	
Managers Name	
Home phone	
Work phone	
Mobile phone	

SUPERVISOR**ALTERNATE 1****ALTERNATE 2**

Name	
Home phone	
Work phone	
Mobile phone	

Name	
Home phone	
Work phone	
Mobile phone	

Name	
Home phone	
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Mobile phone	

Timely Warnings vs. Emergency Notifications, Attachment - B

TIMELY WARNINGS & EMERGENCY NOTIFICATIONS HAVE SEPARATE AND DISTINCT REQUIREMENTS

The Clery Act requires institutions of higher education to maintain two types of alerting systems for separate and distinct purposes. Below is a table breaking down the distinctions between these two types of alerts. Use this resource to understand which alert should be sent depending on the circumstances of the incident in question.

	Timely Warning	Emergency Notification
When should this alert be sent?	When Clery crimes reported to a campus security authority or local law enforcement pose a serious or ongoing threat to the campus community	When there is confirmation of an immediate threat to the health and safety of the campus community
Does the location of the incident matter?	Only required for Clery crimes occurring within Clery geography that pose a serious or ongoing threat*	On-campus emergencies only
What should this alert contain?	Date, nature, location of incident; prevention tips; how to report a similar occurrence	Information about the nature of the emergency and what changes one needs to make immediately as a result; evacuation procedures if necessary; assurance that an all-clear will be sent when emergency is over
Who should receive this alert?	Must reach entire campus community	Can be segmented, if appropriate
How is a determination made to send the alert?	Case-by-case analysis if the factors above are present*	Procedure in place to confirm whether a significant emergency exists
Who issues the alert?	Not prescribed by the Clery Act—should be an individual or office with authority and capability to issue campus-wide communication	Not prescribed by the Clery Act—should be an individual or office with authority and capability to issue campus-wide communication
How should it be disseminated?	Multi-modal system intended to reach the entire campus community; most commonly emails, website updates, and social media posts	Multi-modal system is best to ensure delivery; segmentation of messaging is permitted, if appropriate