



The Commonwealth of Massachusetts

**NORTH SHORE
COMMUNITY COLLEGE**



1 Ferncroft Road, P.O. Box 3340, Danvers, MA 01923-0840

Emergency Response Plan 2018

I. Mission Statement

An emergency can arise at North Shore Community College at any time, from a variety of various sources. The North Shore Community College Emergency Response Plan is a procedural document for organizing, coordinating, and directing available resources toward the mitigation, preparedness, response and recovery in the event of an emergency.

The purpose of the plan is to provide information that will save lives during emergency events and hasten the resumption of normal campus operations during recovery process. An effective organization emergency response depends on an informed campus community whose members are familiar with campus procedures to understand their personal responsibility for emergency preparedness and response.

As with any document of this nature, the plan should be seen as a living text, subject to changes, updates, and revisions as the environment of the institution changes. What follows is North Shore Community College's plan, which will be updated annually and available on the Campus Police webpage.

II. Crisis Administration

A. Emergency Response Team

Members

- President
- Vice President of Administration and Finance
- Vice President of Academic Affairs
- Vice President of Student Affairs
- Vice President of Human Resource Development
- Police Chief
- Assistant Vice President of Facilities Operations & Services
- Chief Information Officer
- Executive Director of External & Public Relations
- Disaster Recovery Committee Liaison (Assistant Vice President Budget & Planning)

Responsibilities

- Gather, confirm and evaluate incident information
- Determine and implement tactics/actions
- Implement standing operating policies & procedures
- Coordinate Response
- Manage and track resources
- Update and communicate with Executive Staff
- Support on going critical needs
- Issue public information reports and instructions
- Link to local, state, and federal emergency coordination centers
- Serve as liaison to governmental agencies and external organizations
- Coordinate after action response with Disaster Recovery Committee
- Debrief and review outcomes for policy and procedural review
- Meet in the event of a possible impending emergency for proactive planning
- Test the response plan and equipment

Structure

The Emergency Response Team Leader (ERTL) is the Assistant Vice President of Facilities Operations & Services who shall designate a chain of command.

Understanding that emergencies are clearly unpredictable the initial response will likely be undertaken by Facilities Staff, Campus Police or others guided by policy, procedures, training, expertise, and experience.

Information gathering, mobilizing resources, providing direction and notifying the College Community are critical in the early stages of an event. Therefore, the Emergency Response Team though the team leader is authorized to make decisions that may have institution wide impact in a effort to protect life, minimize property damage and safeguard the College Community.

It shall be the Emergency Response Team Leader's responsibility to notify the designated Executive Staff members of an event and the actions being taken in a reasonable and responsible time frame.

NOTE: The College acknowledges that under conditions that requires the response of external public safety departments or agencies (EX: State Police, State Fire Marshal, Municipal Police & Fire, Federal Law Enforcement/Agencies, etc.) in such situations the College may have to relinquish all or a portion of its authority to respond to, manage or communicate information regarding the event/incident.

Meeting Schedule

The team will meet as needed with a goal of updating the plan annually.

B. College Staff Responsibilities

College Employees may be assigned to assume temporary roles outside of their normal duties and responsibilities to assist in responding to the emergency by the ERTL.

C. Emergency Coordination Centers

Locations

In cases of general widespread emergencies the Assistant Vice President of Facilities Operations & Services and/or the Chief of Campus Police will activate the Emergency Coordination Center (ECC) as needed that shall serve as the workspace for the Emergency Response Team. Typical locations are:

Danvers Campus & North Shore Professional Building, Middleton

- Friends Building
- Presidents Board Room

Lynn Campus

- Community conference Room LS328
- Modular Building

ECC Equipment

The ECC shall have easy access to:

- Telephone
- 2 Phone lines with NSCC switchboard bypass capability; 5 in total
- Fax Machine
- Cell phone
- Computers and networked printer
- Wired and wireless computer network connection
- Campus Map
- Backup power source

Portable Resources

Portable resources available for emergencies:

- A laptop computer
- Information available electronically (redundant means of storage):
 - Building plans to include infrastructure drawings
 - Personnel telephone numbers
 - Federal, state, and local public safety, public health, Public Services etc. emergency telephone numbers
 - College Contractors telephone numbers
 - Disaster Recovery Plan
- Public Safety Radio
 - Battery packs
 - Rapid battery charger

III. The Plan

A. Levels of Emergency

An emergency is an unplanned event that can range from minor to catastrophic. By defining a general level of response to unforeseen or emergency events a framework is established in which the event is managed. The following levels have been established to assist in responding to incidents or events:

Level 1

A minor department or building event/incident that can be resolved by the responding service unit. This may result in calling in personnel and notifying the department where the problem occurred. (Example: Physical Plant responds to a broken water pipe).

Level 2

A department or building incident that can be resolved with existing College resources or limited outside assistance. A Level 2 incident is usually a one-dimensional event that has a limited duration and some impact on the campus beyond those using the space/building in which it occurred. (Example: Minor chemical or fuel oil spills, building loss of heat or electricity for several hours, or a minor fire confined to a room and not involving hazardous chemicals, Telecommunications failure, etc .)

Level 3

Events primarily involving people rather than infrastructure. In particular, many student issues can become quite complex because of varied institutional and student support responses that must be coordinated. (Examples: Assaults, Sexual Assaults, Building/Office Occupation, Bias and Hate Crimes, Bomb Threats, Controversial Speakers). In these situations specific departmental plans may be implemented and the level of response may be elevated commensurate with the magnitude of the event.

Level 4

A major emergency that impacts a sizable portion of the campus and/or outside community. Level 4 emergencies may be single or multi-hazard situations and often require considerable and timely coordination both internal and external to the College. Level 4 emergencies also include imminent events on campus or in the general community that may develop into a major College crisis or a full disaster. (Examples: Active Shooter, Heating plant failure, extended power outage, severe storms, major fire, significant chemical hazard, contagious disease outbreak or domestic water contamination.)

Level 5

A catastrophic emergency event involving the entire campus and surrounding community. Immediate resolution of the crisis, which is usually multi-hazard, is beyond the emergency response capabilities of campus and local resources. (Example: Earthquake, major hurricane or act of terrorism, which would require state and federal assistance.)

B. Response

Initial Notification

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. If called the Campus Police Dispatcher will make appropriate fire and/or medical rescue calls and will notify the Officer-in-Charge (OIC). The OIC will make the initial determination of necessary resources and if the Emergency Response network needs to be activated as per the Specific Responses noted in the next section.

Specific Responses

Level 1 or 2 Incidents

Level 1 events typically are reported by the departments involved (Facilities Management for building issues, Telecommunications for telephone problems, etc.) or the effected individual(s) and are handled based upon established departmental practices. A Level 2 incident will be handled in a similar way and may necessitate several departments being involved in order to re-establish normal operations.

Level 3

Appropriate members of the Emergency Response Team will assess and address complex situations involving people and determine whether part of or if the entire team should be called together. In the event the scope of the incident is significant the Assistant Vice President of Facilities Operations & Services/Emergency Response Team Leader may elevate the response level to a 4-5 response. (Examples: Assaults, Sexual Assaults, Building/Office Occupation, Bias and Hate Crimes, Bomb Threats, Controversial Speakers).

Level 4-5

When a Level 4 or 5 emergency has been declared the Assistant Vice President of Facilities Operations & Services/Emergency Response Team Leader will immediately notify members of the Emergency Response Team and assemble them at an identified location or facilitate a conference call.

Prior to the assembling of the Emergency Response Team on scene responders are authorized to make necessary operational decisions and to commit resources to mitigate and control the crisis. The Office of Facilities Management or the Campus Police Department may also direct other departments to provide assistance, on an emergency basis, including requiring that staff be pulled off less critical assignments to assist their personnel.

Executive Staff – Emergency Closing Guideline

Elective Closing

A closing short in duration, typically twenty-four hours or less. Traditionally, elective closings occur during periods of hazardous weather, in response to a troubling incident, during a building system failure or for a college event. The

President with input from the appropriate staff shall make the determination as to whether the college will be closed in whole or in part. Examples:

- Hazardous Weather – Snow Storm, Hurricane, etc
- Community Emergencies – Local Fire, Traffic Accident, Infrastructure Failure
- Threat – Bomb, Attack

Closing/Relocation

As a consequence of some type of significant accident or building structural failure which will necessitate the closing of the effected facility or some portion for a period of time and may require the relocation of classes, services or activities; or an elective closing of some duration in response to a significant community emergency. The Executive Staff shall collaborate and as necessary consult with other appropriate staff to determine the college recovery strategy and/or the duration of the closure. Examples:

- Fire/Explosion – College Structure
- Major – Basic Service Failure/Environmental System Failure
- Major – Structure Damage/Failure – Roof Collapse, Structural Damage, Major Flooding
- College Specific Epidemic

Emergency Declaration – Municipality/State/Region

In the event of a Community, State, or Regional declared emergency when the college as a whole or part is either requested or required to be closed by the Governor or Municipal Government Leaders. The Executive Staff shall collaborate to determine the appropriateness of requests made of the college. In the event the college is directed to close by the Governor, the Executive Staff shall determine the best method of communicating the closure to the college community and as necessary the best method of evacuation. Examples:

- Community Emergency/Shelter Request
- Extreme Environmental Condition
- Nuclear Attack/Accident/Terrorism
- Pandemic, Epidemic, or Disease
- Governor's Proclamation

Emergency Declaration – National

In the event of a National Emergency and the college is directed by the Federal Government to close the Executive Staff shall collaborate to determine the best method of communicating the closure to the college community and as necessary the best method of evacuation. Examples:

- War/Terrorism
- Pandemic, Epidemic, or Disease
- U. S. Presidential Proclamation

Declaration of an Emergency Condition

The ERTL, the President or his/her designee shall declare a state of College Emergency when he/she deems it necessary to initiate emergency protocols or operations and/or to close the College in all or part. The ERTL, the President or designee shall declare an end

to the state of emergency when appropriate. Once an emergency is declared the ERTL or his/her designee shall notify the Vice Presidents who will in turn notify the effected staff and students.

Departmental Responses

In the event of the activation of the Emergency Response Plan many Departments have pre-determined responsibilities listed below. Other department may be asked for assistance as needed.

President

- May be required to declare a College state of emergency; make other decisions and give direction as required.
- **Executive Director of External & Public Relations**
 - Activate Crisis Commination Plan in accordance with The Crisis Communication Policy & Procedure. (See appendix 1)
 - Initiate emergency messages to Campus Community
 - Handle media response.
 - Distribute information to internal and external audiences via Web, social media phone, email, mail etc.

Vice President - Administration & Finance / Administrative Services

- May be required to declare a College state of emergency; make other decisions and give direction as required.
- **Assistant Vice President - Budget & Planning**
 - While the event is in-progress act as the liaison responsible for intercommunication with the Executive Staff.
 - Liaison to the Disaster Recovery Committee
- **Facilities Management**
 - Mitigate facility and grounds damages and restore to functional level
Provide emergency equipment.
 - Coordinate response with municipal, state and federal agencies.
 - Assist Campus Police with creating a safety perimeter at the site of the emergency.
 - Coordinate dining services for dislocated personnel, emergency workers and others as needed.
- **Campus Police Department**
 - Handle law enforcement, crowd control, evacuation, site security, and mobile communications.
 - Initiate Immediate Threat Communications & Clery compliance requirements (Refer to Crime Awareness and Campus Security Act Document and Policies/Procedures for additional guidance. See Appendixes 2 & 3).
 - Oversee EMS in treating immediate injuries and establishing a Medical Command in multi-injury situations.
 - Serve as liaison with on-site Police, Fire and Medical incident command personnel
 - Provide key access to buildings and property.

- **Auxiliary Services**
 - Provide courier services.
 - Provide printed material as directed (letters to parents, posters, temporary procedures, etc.).
- **Chief Information Officer**
 - Coordinate temporary telephone, fax, and computer hookups.
 - Administer mass messaging system.
 - Arrange access to phone bank and assist as necessary.
 - Create temporary identification/access credentials as requested

Vice President – Academic Affairs

- Coordinate rescheduling of classes
- Communicate information to Faculty.
- **Academic Deans and Chairs**
 - Identify and resolve instructional issues.
 - Coordinate necessary faculty resources.
 - Inform internal and external audiences about cancelled events.

Vice President – Student Affairs

- **Dean of Students**
 - Provide guidance for potential student disciplinary/judiciary matters.
- **Student Support Center**
 - Provide mental health counseling and assist employees and students in coping with trauma.
- **Health Services Coordinator**
 - Provide medical support.
 - Coordinate with first aid services.
 - Assist in providing services to those with minor injuries and provide trauma support.
 - May be asked to assist/provide onsite medical triage.
 - Coordinate with CDC, DPH and other external agencies.
- **Director of Student Engagement**
 - Coordinate use of athletic facilities as a staging area and/or temporary shelter.

Vice President – Human Resource Development

- Activate Employee Assistance as appropriate
- Administer payroll & leave use issues.
- Provide guidance for potential employee related matters.

C. Emergency Communications

Timely and accurate communication with the campus community during a Level 3, 4 or 5 emergency is essential. External communications shall be guided by the College Crisis Communication Plan.

D. Debriefing

Upon the resolution and recovery from the event the Emergency Response Team will convene to conduct a critical incident review in an effort to improve our response to future emergencies and incidents.

Review Dates

- Plan Accepted – May 31, 2007
- Reviewed – May 2008
- Reviewed – May 2009
- Reviewed – September 2010
- Reviewed – August 2011
- Reviewed – December 2012
- Reviewed – December 2013
- Reviewed – December 2014
- Reviewed – July 2015
- Reviewed – July 2016
- Reviewed – May 2018

NORTH SHORE COMMUNITY COLLEGE
CRISIS COMMUNICATION POLICIES & PROCEDURES

January 1, 2014

Crisis: Any situation that is threatening or could threaten to harm people or property, seriously interrupt business, significantly damage reputation and/or negatively impact the college's bottom line.

INTRODUCTION

Purpose

Communication is a key component of successful crisis management. Per federal regulations, NSCC is legally required to inform the campus community of a significant, immediate, or continuing threat or emergency. This Crisis Communications Plan (CCP) was created to be an integrated resource for effectively managing communications during all levels of incidents or emergency situations at NSCC. This plan is a subset of NSCC's existing Emergency Response Plan.

Objectives

North Shore Community College's (NSCC) crisis communication goals are to proactively deliver timely, informative, consistent, candid information when incidents occur that impact NSCC students, faculty and staff. Our guiding principle will be to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the safety of the NSCC community and the continued operation of essential services. Our goal is to be open, accountable and accessible to all audiences, while also being mindful of legal and privacy concerns.

Caveats

Our efforts to be simultaneously accurate and quick may mean that some communications are incomplete. We accept this, knowing that how we communicate in an emergency or a crisis will affect public perceptions of the college. Honesty and speed are the most effective means to avoid lasting damage to the institution and widespread second-guessing by the public, which expects immediate access to accurate information. At the same time, we realize that in a crisis, people will likely expect us to have more information than we may actually have. That makes it imperative to speak with accuracy about what we know and not to speculate about details we do not know.

Scope

Audiences for this plan could include: students, faculty, staff, trustees, alumni, parents, neighbors, media, North Shore community, and local, state and federal officials.

PROCEDURES

Communication Coordination

During an incident, the Public Relations Officer (PRO), working in tandem with the Emergency Response Team Leader, Campus Police and Administration, will orchestrate the development and dissemination of consistent, accurate and timely instructions and information to the campus community, key stakeholders, general public, media and other appropriate agencies and organizations. The campus Public Relations Officer is a member of the Emergency Response Team and leads the Crisis Communications Team.

(NOTE: The College acknowledges that under conditions that require the response of external public safety departments or agencies (EX: State Police, State Fire Marshal, Municipal Police & Fire, Federal Law Enforcement/Agencies, etc.) in such situations the College may have to relinquish all or a portion of its authority to respond to, manage or communicate information regarding the event/incident.)

Crisis Communications Team

The Crisis Communications Team will convene when the Emergency Response Team Leader declares a Level 2-5 Emergency.

The Crisis Communications Team will implement the Crisis Communication Plan during emergencies in ways that ensure rapid, coordinated, and effective responses – for both campus and community constituents.

Crisis Communications Team Representatives

- Executive Director of External & Public Relations – Chair (PRO)
- Public Relations Staff Associate
- Online Marketing Communications Staff Associate
- College Web Master
- Others as needed

Given the situation, it may be necessary to have additional help. The PRO has the authority to enlist the help of communicators from across the college and assign them as needed to the crisis communication response.

Response Process

Upon notification of a “crisis”, the following tasks will be carried out:

Gather Info:

Determine what is known and unknown. Document known facts – those that can and cannot be released to the public — and determine whether a response is needed, and if that response is needed for all of the college’s key audiences. These facts will be used to fill in templates for news releases, text messages and other items that have already been developed.

Identify Key Audiences: Who needs to know? When? How?

Establish Communication Priorities:

Develop key messages that will be included in communications. For instance, what NSCC is doing to ensure the safety of students, staff and other community members, what the college will do to make sure the crisis, or a problem doesn't happen again. All of the messages should evolve as circumstances change but will always aim to restore and maintain confidence and calm, balancing a sense of concern with resolve and action. Anticipate questions and negative reactions and address.

Develop communications from the president, as appropriate. It may be necessary for the president to communicate to the NSCC community about the emergency. The PRO will be responsible for generating and reviewing presidential communications, including correspondence, e-mail messages, talking points, speeches or op-eds.

Approvals of Outgoing Information:

Seconds matter in a crisis, and there is a need for unusually crisp decision-making during an emergency to enable timely, accurate communication. If the Emergency Response Team cannot be convened in a timely manner due to the nature of the situation, given the urgent need for rapid emergency communications, the PRO or her designee, has the authority to, in consultation with the Emergency Response Team Leader or his/her designee and senior ranking Administration member, begin communicating known facts immediately. To the extent possible, templates that have been approved in advance by senior administration will be utilized to expedite the approval process during a crisis.

Identify Communication Channels: Multiple mediums will be used to reach as many people as possible with accurate, timely information. The following is a matrix of available options.

Initial Response Communications			
Method	Description	Notes	Priority
(EMS) Emergency Messaging System	<ul style="list-style-type: none"> • Emails subscribers • Voice call to subscribers 	Only sends messages to those that have subscribed	1- Must Occur Campus Police responsible with Information Systems as backup
- (EMS) All Users Email	Email all NSCC email users in the system (100,000+ accounts)	Automated with Emergency Messaging System process above	1-Must Occur Campus Police responsible - Information Systems as
- (EMS) Social Media	College Facebook and Twitter Pages updated with EMS announcements Requires user to be “fan” or “follower”	Automated with Emergency Messaging System process above Important Note: If passwords change the system will not	1-Must Occur Campus Police responsible with Information Systems as backup
Web Emergency Announcements	Post announcements from EMS system on both public web site and CAS login pages	Requires user to visit website or login to NSCC systems	1-Must Occur Information Systems is responsible for posting messages
Automated Phone Calling	Recorded message calls faculty/staff on NSCC desk phones	Requires IS staff to record message and send out	Currently investigating feasibility – we are currently not licensed with our phone system
PA via Fire Alarm System	Easy, quick, goes to wide audience, can be done by floor	PA announcements require Campus Police to access and operate the system. Berry Bld	2 - Situation Dependent
Campus Link – Digital Signage	Message reaches those on campus	Announcements posted on Digital Signage displays @ Danvers & Lynn	2-Situation Dependent Requires a plan, training and interaction from marketing department
Secondary Communications			

Press Release	Quick message to broad audience	No guarantee of publication, must read/see	
Public Service Announcement	Reaches a wide audience	Users must be listening to radio	
Video Broadcast	Message reaches community	Limited to Cable Channel viewers	

Determine who will act as spokespeople: – President or VP, PRO, Campus Police.

ACTIVATE CRISIS COMMUNICATIONS TEAM RESPONSIBILITIES:

PRO

- **Interact with ERT, advise on PR implications**
- **Gather info**
- **Secure release approvals**
- **Determine Spokespeople**
- **Work collaboratively with team to craft key messages**
- **Manage Media Calls** –Log all media calls and interview requests
- **Prep Speakers for Media Interviews as Needed**

PR Assistant

Develop Press Releases and/or Fact Sheets

Brief front line communicators (Switchboard, secretaries) as needed, to handle phone calls, using a script developed from the key messages and facts the Crisis Communications Team has developed. (These staffers should reach out to other units that handle multiple calls during a crisis, including the general number.)

Photography – Assess needs and if needed take photos or arrange for a photographer/videographer working with Media Services

PR Assistant & Online Marketing Assistant

Social Media posting and monitoring on Facebook, Twitter, etc.

Monitor social media and press coverage to anticipate any problems in the way information is flowing to the news media and on the Internet. Summaries of relevant coverage will be provided to the college's senior leadership and Crisis Communications Team on at least a daily basis, or more frequently as needed.

Online Marketing Assistant

Post info on Campus Link (digital signage)

Develop constant contacts if appropriate

Webmaster

Update NSCC website by posting prominent message on home page.

As needed, may also create special pages or sites linking to www.northshore.edu.

Activate crisis website, with limited navigation, message boards and other features, that can be used as needed. Other possible online steps include removing Flash features, taking down images or seeking backup web support to ensure that download speeds and web effectiveness remain acceptable even as traffic demands increase.

DISSEMINATE MESSAGES: The channels used to communicate to each audience may differ, so each team member will be expected to develop plans to reach his/her designated audience.

Audience

Disseminator

Students	Vice president for Student Affairs or his/her designee, in collaboration with Dean of Students)
Faculty and staff (All Staff Email)	President
Senior leaders and trustees	President or designee
Deans	VPs
Alumni	Director of Alumni
Danvers/Lynn community, neighbors	President, Special Asst to President
Local law enforcement	Campus Police Department
Media	PRO
State leaders, agencies and contacts	President, Special Assistant to President

The Crisis Communications Team, depending on the circumstances, may identify other audiences and assign responsibility for them.

Extenuating Circumstances

Media Access: It is NSCC's normal practice to permit news reporters and photographers to have open access to the campus for the purpose of conducting interviews after they check in with the PR & New Media Office. However, during crisis situations the PRO will determine if access needs to be restricted to ensure

the safety of the campus or to avoid disruption to essential services and programs. If that determination has been made, campus police will direct news reporters and photographers to a staging area in the main lobbies.

Location: The Crisis Communications Team headquarters for most crises will be the Institutional Advancement Conference Room. Since this room has limited conference capabilities, it may be replaced with another location in the event of an extended crisis or emergency. The primary back-up location is the Emergency Coordination Center in the Friends Building, which is equipped with appropriate equipment and wireless technology.

Press Conferences: The PRO will determine whether circumstances warrant a press conference or media briefing and if so, will coordinate.

Crisis Conclusion

The Emergency Response Team Leader will determine when an emergency has ended and routine communications processes can resume. The decision to declare the emergency over will trigger a review of how the crisis was handled and how communications can be adapted or improved.

Debrief: Analyze what worked well and what needs improvement/adjustment

Evaluate how to help our community recover, return to normal and, if needed, regain faith in the college after the trigger event of the crisis is over, in coordination with senior leadership. This may include the need for town hall meetings, letters from the president expressing sympathy, detailed plans to prevent another such crisis, etc.

Recognize the work of partners whose help was invaluable

APPENDIX

MEDIA TALKING POINTS

DOS

Be factual

As appropriate, express understanding/regret/
sympathy for those directly impacted

Report on safety of those involved

Report on actions taken to manage and investigate
the incident and those affected

DONTS

Do not speculate

Do not argue or debate

Stay away from "No
Comment"

APPENDIX 2 Emergency Response Plan 2018

North Shore Community College Immediate Threat Emergency Notification Policy & Procedure

Departments involved in fulfilling the obligations of this Standard Operating Procedure include: The North Shore Community College Campus Police Department, the Assistant Vice President of Facilities Operations and Services, Information Systems Personnel, the Executive Director of External & Public Relations,

There is a separate procedure governing timely warning notices that are sent to the North Shore Community College Community to notify members of the community about serious crimes against people that occur on campus, when it is determined by North Shore Community College Campus Police administrators that the incident may pose an on going threat to members of the North Shore Community College community.

If a serious crime, a natural disaster or a manmade emergency occurs that poses an immediate threat to the health and safety of the North Shore Community College community or the a segment of the North Shore Community College community, Federal Law requires that the institution immediately notify the campus community or the appropriate segments of the community that may be affected by the situation. If the institution implements the procedures regarding notification of the North Shore Community College community for an immediate threat, the institution is not obligated to implement the timely warning notice procedures. The types of incidents that may cause an immediate threat to the North Shore Community College community could include but are not limited to emergencies such as: an active shooter on campus, hostage/barricade situation, a riot, suspicious package with confirmation of a device, a tornado, a fire/explosion, suspicious death, structural damage to a North Shore Community College owned or controlled facility, biological threat (anthrax, etc), significant flooding, a gas leak, hazardous materials spill, etc.

All members of the North Shore Community College Community are notified on an annual basis that they are required to notify the North Shore Community College Campus Police Department of any situation or incident on campus that involves a significant emergency or dangerous situation that may involve an immediate or on going threat to the health and safety of students and/or employees on campus. North Shore Community College Campus Police Department has a responsibility to respond to such incidents to determine if the situation does in fact, pose an immediate threat to the community.

The North Shore Community College Campus Police Supervisor/Officer-in-Charge on duty is responsible for immediately notifying the appropriate North Shore Community College Campus Police administrator of any situation that poses an immediate threat to the community. The North Shore Community College Campus Police administrator who has been notified is responsible for immediately notifying the following individuals who are responsible for developing the content of the message to the community and sending

the message using some or all of the below listed methods: The Chief of Campus Police, Lieutenant of Campus Police, Assistant Vice President of Facilities Operations and Services, Information Systems Personnel, the Executive Director of External & Public Relations about the incident.

Should the Assistant Vice President of Facilities Operations and Services, Presidents Office, Executive Staff, Information Systems Personnel, and Executive Director of External & Public Relations receive information from other sources about a situation on campus that may cause an immediate threat to the North Shore Community College community, they are responsible for contacting the North Shore Community College Campus Police Department to confirm whether or not North Shore Community College Campus Police are aware of and have responded to the incident.

Assistant Vice President of Facilities Operations and Services, the Chief of Campus Police, Lieutenant of Campus Police, and/or the Executive Director of External & Public Relations will determine the content of the message and will use some or all of the systems described below to communicate the threat to the North Shore Community College Community or to the appropriate segment of the community, if the threat is limited to a particular building or segment of the population.

As per the requirements of the law, Assistant Vice President of Facilities Operations and Services, the Chief of Campus Police, Lieutenant of Campus Police, and/or the Executive Director of External & Public Relations 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 judgment of the first responders (including, but not limited to: Campus, Local, State and Federal Law Enforcement, Fire and Emergency Medical Services), compromise the efforts to assist a victim or to contain, respond to, or otherwise mitigate the emergency.

The various systems that institution has in place for communicating information quickly to the North Shore Community College community include:

- Emergency Messaging System (Subscription required) which provides brief emergency messages utilizing email, text messaging and telephone voice messaging
- Activation of the Emergency Notification System (part of the fire alarm system) in building so equipped
- Messages on the home page of the Colleges website and electronic social media.

The Executive Director of External & Public Relations will post updates during a critical incident on the North Shore Community College Campus website and electronic social media.

Some or all of these methods of communication may be activated in the event of an immediate threat to the North Shore Community College Campus community.

Dpp 05/08/2018

APPENDIX 3

Emergency Response Plan 2018

North Shore Community College Timely Warning Notification Policy & Procedure

The College President or a designee will develop timely warning notices for the College Community to notify members of the community about serious crimes against people that occur on campus, where it is determined that the incident may pose an ongoing threat to members of the North Shore Community College community. These warnings will be distributed if the incident is reported either to North Shore Community College Campus Police directly or to North Shore Community College Campus Police indirectly through a campus security authority or the State, Transit or Municipal Police.

The department issues/posts Crime Alerts for incidents of

- Criminal Homicide
- Aggravated assault (cases involving assaults among known parties, such as two roommates fighting which results in an aggravated injury, will be evaluated on a case by case basis to determine if the individual is believed to be an on-going threat to the larger North Shore Community College community)
- Robbery involving force or violence (cases including pick pocketing and purse snatching will typically not result in the issuance of a Crime Alert, but will be assessed on a case by case basis)
- Sexual Assault (considered on a case by case basis depending on the facts of the case, when and where the incident occurred, when it was reported, and the amount information known by the North Shore Community College Campus Police Department)
- Major incidents of arson
- Other crimes as determined necessary by the Chief of Police, or his or her designee in his or her absence

A timely warning notice will typically include the following, unless issuing any of this information would risk compromising law enforcement efforts:

- Date and time or timeframe of the incident
- A brief description of the incident
- Information that will promote safety and potentially aid in the prevention of similar crimes (crime prevention or safety tips).
- Suspect description(s) when deemed appropriate and if there is sufficient detail (see below)
- Police/Public Safety agency contact information
- Other information as deemed appropriate by the President or his/her designee, and/or the Chief of Campus or his/her designee

The description of subjects in a case will only be included in the alert if there is a sufficient amount of detail to describe the individual. If the only known descriptors are sex and race, that will not be included in the alert.

President or his/her designee shall draft a notice containing the proposed Crime Alert and forward it to the Executive Director of External & Public Relations (PRO). The PRO will review and revise the notice as needed, and then transmit the notice containing the Crime Alert to the College Community as any or all of the following modalities:

- E-Mail
- Voice call/mail
- Facebook
- Twitter
- Emergency Messaging System
- Web Announcement
- Campus Link – Digital Signage
- Paper posting

Updates to the College community about any particular case resulting in a crime alert also may be distributed all or some of the previous mentioned modalities.

When a Crime Alert is posted in campus buildings, it shall be printed on orange paper and be posted in the lobby/entrance area of the affected building(s) for seven (7) days. A list of the buildings where Crime Alerts may be posted is maintained by the North Shore Community College Campus Police Department

The department does not issue Crime Alerts for the above listed crimes if:

1. The department apprehends the subject(s) and the threat of imminent danger for members of the College community has been mitigated by the apprehension.
2. If a report was not filed with the Campus Police or the Campus Police was not notified of the crime in a manner that would allow the department to post a “timely” warning for the community. A general guideline will include a report that is filed more than five days after the date of the alleged incident may not allow Campus Police to post a “timely” warning to the community. This type of situation will be evaluated on a case by case basis.

The department also maintains a daily crime log which is normally updated each business day and contains all crimes reported to Campus Police.

Dpp 05/08/2018

NORTH SHORE COMMUNITY COLLEGE

INCIDENT RESPONSE TEAM¹

Background:

In January 2015, President Pat Gentile charged the Vice President of Human Resources and Vice President of Student Affairs to identify and convene a Campus Climate group of students, faculty, and staff. The group's charge was to talk through a process and propose a course of action, which would complement North Shore Community College's existing Emergency Response Plan. This course of action would be employed specifically for highly sensitive situations such as those where racial inequality and injustice are catalysts for student unrest

While the College has been taking steps for years to ensure an environment where all feel welcomed and can thrive, preparation for any unrest that may occur is essential. After discussion, the group decided to propose that the College identify an Incident Response Team. The details of this team are identified below, after more details about the Campus Climate group

Throughout the Spring 2016 semester, this group focused on the following:

- Reviewing and updating, as needed, the institution's Crisis Communications Plan.
- Discussing scenarios that could occur if tensions (e.g., racial, gender, and religious) escalate, such as petitions with a series of demands, sit-ins, hunger strikes, or demonstrations.
- Establishing a core "crisis" team and defining each person's role (e.g., media spokesperson, social media lead, student engagement lead).

Campus Climate Members:

Executive Director of External & Public Relations
Senior Academic Counselor
Assistant Dean of Liberal Studies
Dean of Career and Technical Education
Chief of Campus Police
Assistant Vice President of Facilities Management
Vice President of Human Resource Development
Vice President of Student Affairs (chair)
Dean of Students
Assistant Professor, Communication Skills
Professor, Behavioral Science
Professor/MCAS Coordinator, Communications Skills

Assistant Coordinator, Student Engagement
President, Student Government Association
President, Programming Council

Incident Response Team Information:

Guiding Philosophy and Purpose:

Support the College's "commitment to developing and maintaining an inclusive, proactive, and empowered culture where diversity is a guiding value, not just in theory, but in practice" by ensuring certain student actions are approached and managed in a culturally responsive and educational manner that promotes the affirmation, inclusivity, and safety of all students. **Composition:**

President, Vice President of Human Resources, Vice President of Student Affairs, Dean of Students, Executive Director of External & Public Relations, Chief of Campus Police¹

Responsibilities:

Pursue a course of action, which would complement our existing Emergency Response Plan, which would be employed specifically for highly sensitive situations of student unrest and/or protest, such as issues where racial inequality and injustice have been catalysts.

Meetings:

When there is an initial, and/or on-going, identified highly sensitive situation of student unrest and/or protest.

Process:

1. Members of the team meet to discuss the current issue at hand
2. Review current information regarding the situation
3. Identify if other parties are needed and invite them to the conversation
4. Identify what additional information is needed (e.g., news reports, social media traffic, and student information)
5. Begin gathering any needed additional data
6. Create next steps to propose to the President
 - a. Plan to interact with students (i.e., first, second, third, etc.)
 - i. Where
 - ii. Who
 - iii. Message (i.e., content and medium)
 - iv. Intended outcomes
 - v. Potential unintended outcomes
 - b. Messaging (Internal and External)
 - i. Anticipate questions and draft responses that can be updated once the facts are known.
 - ii. Draft and practice delivery of key messages.
 - iii. Ensure senior staff members are aware of the situation.
 - iv. Plan to communicate with important audiences as often as necessary. These groups include, and are not limited to, faculty,

¹ Additional members of senior staff may be brought into the initial conversation, depending on the incident.

staff, students, parents, alumni, donors, local law enforcement, and regional and state politicians.

- v. Follow social media protocols that are aligned with, Emergency Response Plan communication protocol, keeping in mind how quickly social media can go viral.
- c. Continual Engagement and Follow-Up Plan
 - i. Educational opportunities
 - 1. Brown bag
 - 2. Lecture series
 - 3. Collaboration with academic departments and faculty
 - 4. Community conversations
 - ii. Collaboration with the community to focus on relationship building and/or enhancement
 - iii. Policy redesign and/or support (e.g., departmental, Division, College, State, and Federal)
 - iv. Protocol redesign
 - v. Response to demands