

APPROVAL AND IMPLEMENTATION

This Emergency Operations Plan (EOP) shall apply to all Kent ISD students, faculty, staff, and others participating in protection, prevention, mitigation, preparedness, response, and recovery efforts. Furthermore, the EOP may be applied to any school-sponsored events, whether on or off-property.

The Kent ISD Superintendent has designated the Kent ISD Director of Security and Safety as the person who shall be responsible for the oversight of this plan. Additionally, the Director of Security and Safety shall be responsible for the coordination of this plan with applicable stakeholders, such as law enforcement, county health department, fire services, emergency management, etc. This emergency operations plan is based on the “all-hazards” concept and plans for natural and man-made disasters and incidents.

This plan is flexible. The entire plan, or segments of the plan, maybe activated based on the specific emergency and decision by school leadership.

This EOP overwrites all previous editions formerly referred to as the Kent Intermediate School District EOP and is effective immediately upon the signing of the authorities below.

Dr. Ron Gorman
Kent ISD Superintendent
Date: _____

Andrea Haidle
Kent ISD Board President
Date: _____

This Kent ISD Emergency Operations Plan (EOP) was completed through a collaborative community effort. The input and feedback from the following agencies were paramount to the construction of this plan.

- American Red Cross
- AMR Emergency Medical Services
- Calvary Church
- Calvin University
- Gerald R. Ford Airport Police Department
- Grand Rapids Catholic Diocese
- Grand Rapids Police and Fire Departments
- Grand Rapids Township Fire Department
- I Love U Guys Foundation
- Kent County Emergency Manager's Office
- Kent County Sheriff's Office
- MSP Office of School Safety
- Northpointe Christian High School
- Salvation Army of West Michigan
- The Rapid
- TRAILS to Wellness
- Wyoming Police and Fire Departments

I. INTRODUCTION

The purpose of the Kent Intermediate School District (Kent ISD or ISD) Emergency Operations Plan (EOP) is to identify hazards and to provide policy for the response to incidents on Kent ISD Secondary Campus and all Center Program Campuses. This purpose is accomplished by outlining the responsibilities and duties of the Kent ISD and its employees.

Developing, maintaining, and exercising this plan will empower employees to act quickly and decisively in an emergency incident. Additionally, this plan educates students, teachers, staff, and other key stakeholders on their roles and responsibilities before, during, and after an incident. This plan provides parents/guardians and other members of the community with assurances that Kent ISD has established guidelines and procedures to respond to incidents/ hazards effectively.

It is the policy of Kent ISD to provide in-service training for faculty/staff on this EOP. It is the expectation of the ISD that faculty members will use this in-service training to develop educational modules for their students on the proper response to hazards/incidents. It is only through the combined efforts of all Kent ISD administrators, faculty, staff, and students that active events and hazards can be mitigated with minimal impact on our educational environment.

School Board Policy Statement

This Kent ISD Emergency Operations Plan is within the scope and framework of district policies. Kent ISD's vision is to build thriving communities through meaningful partnerships and equitable educational opportunities for all learners.

Scope of the Plan

The Kent ISD EOP outlines the expectations of the administration for faculty/ staff response to an emergency for all of the Kent ISD programs.

EOP Goals

The goals of the Kent ISD EOP are to:

- Protect lives.
- Keep our students' parents/guardians informed as to the status of the incident.
- Respond to emergencies promptly and properly.
- Coordinate Kent ISD emergency response with local authorities and resources.
- Provide aid in recovery operations for students, staff, and our community.

Plan Development, Maintenance, Distribution

Dissemination of the Plan

Upon approval of this EOP by the Kent ISD School Board, the Kent ISD Superintendent will ensure the dissemination of the EOP and its appendices through the following steps:

- By providing training to staff and faculty on the contents of the EOP
- By briefing local first responders on the plan and incorporating their insights into the EOP
- By conducting regular training exercises for leadership/staff/students on responding to emergency matters in accordance with the EOP

Plan Review and Updates

The EOP will be reviewed annually by the Kent ISD Director of Safety and Security. The Director will coordinate with local emergency management agencies and other entities as deemed appropriate. In addition, the EOP will be updated based upon deficiencies identified during training exercises and/or incident management activities. It may also be updated when changes in threats, resources, or school structure occur. Per Michigan state law the Security Director will be responsible for submitting Kent ISD's EOP to the Kent County Emergency Managers Office.

Record of Changes

Each update or revision to this EOP will be tracked. Revisions will include the following:

- The section of the EOP was affected by the change.
- A description of the change.
- The name of the person entering the change.
- The date the change was made.

The Record of Changes is below. The Kent ISD Director of Safety and Security is responsible for ensuring EOP revisions are disseminated to affected stakeholders.

RECORD OF EOP CHANGES

Page/Section of Change	Brief description of change	Change Entered By	Date Approved by Kent ISD Board
Entire EOP	Document was constructed into the FEMA/MSP-OSS recommended format. Document was reviewed and updated by a collaborative group of employees to include: Safety Coordinator John Wittkowski, IT Security Coordinator Micky Clark, Security Supervisor Eric Van Dyke, Student Success Facilitator Amy Albert, Agra Science Teacher Jennifer Wood, Acting Principal Jennifer Wittenbach, Health Services Teacher Alison VanAndel, Director of Communications & Marketing Katie McClintic, Nurse Coordinator Rachel Vandenbrink, Mental Health Coordinator Chelsea Kitteridge-Farrell, and Assistant Principal Kelly Bowers	Sean Burns	

TERMS/ACRONYMS USED

The following terms and acronyms are used throughout this EOP. They are listed here for the convenience of the reader.

- **AAR** – After Action Review
- **AED**- Automated External Defibrillator
- **CBRNE** – Chemical, Biological, Radiological, Nuclear, and Explosives
- **COOP** – Continuity of Operations Plan
- **CTES** – Career Tech Education Specialist
- **CP** – Command Post
- **CPR** – Cardio-Pulmonary Resuscitation
- **CPS** – Child Protective Services
- **ELL** – English Language Learner
- **EMT** – Emergency Medical Technician
- **EMS** – Emergency Medical Service
- **EOP** – Emergency Operations Plan
- **ERT** - Emergency Response Team
- **ESC** – Educational Service Center
- **ESL** – English Second Language
- **EUC** - Empower U Central
- **EUN** - Empower U North
- **EUS** – Empower U South
- **HVAC** – Heating, Ventilation, Air Conditioning
- **HMP** – Hazard Mitigation Plan
- **IAW** – In Accordance With
- **IC** – Incident Command
- **ICP** – Incident Command Post
- **ICS** – Incident Command Staff
- **KCC** – Kent ISD Conference Center
- **KEC** – Kent Education Center
- **KCTC-East** – Kent Career Tech Center - East

Terms/Acronyms Continued

- **KCTC-West** – Kent Career Tech Center - West
- **KCHMP** – Kent County Hazards Mitigation Plan
- **Kent ISD** – Kent Intermediate School District
- **LEA** – Local Educational Agency
- **LEP** – Limited English Proficiency
- **LDC** – Lincoln Developmental Center
- **LS** – Lincoln School
- **MDHHS** – MI Department of Health and Human Services
- **MERT** – Medical Emergency Response Team
- **MOU** – Memorandum of Understanding
- **NGO** – Non-Governmental Organization
- **NIMS** – National Incident Management System
- **NLT** – No Later Than
- **NOAA** – National Oceanic and Atmospheric Administration
- **NWS** – National Weather Service
- **OC** – Operations Chief
- **PIO** – Public Information Officer
- **PA** – Public Address
- **PGLC** – Pine Grove Learning Center
- **PWID** – Possession with Intent to Deliver
- **SRO** – School Resource Officer
- **SSO** – School Security Officer

I. SITUATION OVERVIEW

Building Addresses

In addition to classes during the school day classes, ISD facilities are frequently used for events and gatherings outside normal school hours. This EOP is applicable to all buildings and events that occur on any Kent **ISD** campus or property. When Kent ISD staff/program are housed within another school district’s building, the EOP for that district will take precedence over the ISD’s EOP. **The following pages contain lists of Kent ISD’s buildings and campuses.**

SECONDARY CAMPUS
<p>Educational Service Building Center (ESC) 2930 Knapp NE Grand Rapids, MI, 49525 616-364-1333</p>
<p>Kent Educational Center – Beltline (KEC-Belt) 1606 Leffingwell NE Grand Rapids, MI 49525 616-365-2357</p>
<p>Kent Career Tech Center - West (KCTC-West) 1800 Leffingwell NE Grand Rapids, MI 49525 616-365-2391</p>
<p>Kent Career Tech Center - East (KCTC-East) 1655 Beltline Avenue, NE Grand Rapids MI 49525 616-364-8421</p>
<p>Kent ISD Maintenance/Receiving/Facilities 1655 Beltline Avenue Grand Rapids, MI 49525 616-364-8421</p>
<p>Kent ISD Conference Center (KCC) 1633 Beltline Avenue, NE Grand Rapids, MI 49525 616-301-8840</p>
<p>Kent ISD Pole Barn (KPB) 1480 Leffingwell NE Grand Rapids, MI 49525 616-365-2357</p>

Kent Aviation Center (KAV)
 4958 VanLaar Dr., SE
 Grand Rapids, MI 49512
 616-301-8830

EARLY CHILDHOOD & CENTER PROGRAM CAMPUSES

Early Childhood/Bright Beginnings
 864 Crahen, NE
 Grand Rapids, MI 49525
 616-365-2276

Empower U Central (EUC)
 225 Mayfield, NE
 Grand Rapids, MI 49503
 616-410-4860

Empower U South (EUS)
 3600 Byron Center Avenue, SW
 Wyoming, MI 49519
 616-410-4420

Empower U North (EUN)
 655 12 Mile Rd., NW
 Sparta, MI 49345
 616-802-3560

Early Childhood Center North (ECC-N)
 Greenridge Elementary
 3825 Oakridge Ave, NW
 Comstock Park, MI 49321
 616-254-5401

Early Childhood Center South (ECC-S)
 South Godwin Elementary
 28 Bellevue, SE
 Wyoming, MI 49548
 616-410-4990

Kent Education Center Beltline (KEC-Belt)
 1606 Leffingwell NE
 Grand Rapids, MI 49525
 616-365-2357

<p>Kent Education Center Oakleigh (KEC-Oak) 2223 Gordon St., NW Grand Rapids, MI 49504 616-410-4760</p>
<p>Lincoln Developmental Center (LDC) 862 Crahen, NE Grand Rapids, MI 49525 616-410-4700</p>
<p>Lincoln School (LS) 862 Crahen, NE Grand Rapids, MI 49525 616-410-4700</p>
<p>Oral Deaf North Oakridge Elementary 4300 Costa, NE Grand Rapids, MI 49525 616-365-6170</p>
<p>Pine Grove Learning Center (PGLC) 2101 52nd Street, SW Wyoming, MI 49519 616-410-4900</p>
<p>Total Communications Deaf and Hard of Hearing Office 4561 Hunsberger, NE Grand Rapids, MI 49525</p>
<p>ADULT EDUCATION CAMPUSES</p>
<p>Grand Rapids Adult Education Located at GRCC's Sneden Hall 415 Fulton St. E Grand Rapids, MI 49503 616-819-2734</p>
<p>Wyoming Adult Education (co-located with EUS) 3600 Byron Center Ave., SW Wyoming, MI 49519 616-530-7500</p>

SCHOOL POPULATION

General Population

At any one time during the school day, the Kent ISD secondary campus may have over 3,000 people on the secondary campus alone. The vast majority of these people are students attending one of the high schools on the campus. However, in addition to the students, the secondary campus has hundreds of staff members who also work on school grounds. In addition, Kent ISD campus buildings are used during after school hours for community events such as adult education, school board meetings, and summer camps for children during the summer months.

Special Needs Populations

Kent ISD Center Program schools are composed of special needs students. These special needs may include:

- Limited English Proficiency (LEP)
- Blindness or Visual Disabilities
- Cognitive or Emotional Disabilities
- Deafness or Hearing Loss
- Mobility and/or Physical Disabilities (Permanent and Temporary)
- Medically Fragile Health (Including, but not limited to, students that are vented, diabetic, asthmatic, and with severe allergies)
- Mental Health

Kent ISD is committed to the safe evacuation and transportation of students, faculty, staff, and visitors with special needs.

Planning Assumptions

Stating the planning assumptions allows the Kent ISD to deviate from the EOP if, during operations, certain assumptions are absent. The EOP assumes:

- Kent ISD buildings and campuses are subject to the hazards described in the Hazard Analysis summary (page 13), as well as lesser hazards and others that may develop in the future.
- A major disaster can occur with or without warning. In cases where a warning has been disseminated to the public, increased readiness measures may be implemented.
- Single-site incidents (e.g., fire, gas main breakage, etc.) can occur without warning.
- Kent ISD staff will take immediate action to mitigate issues if they are trained to do so.
- Following a catastrophic incident, Kent ISD buildings and campuses may have to be self-sustaining for up to 72 hours.
- There will be a number of injuries of varying degrees/seriousness to faculty, staff, and students.
- Outside assistance from fire, law enforcement, and medical will be available within 20 minutes of notification.
- Creating a positive school environment and conducting staff/student training sessions will reduce incident-related losses.

Planning Limitations

Kent ISD acknowledges that this EOP is not a perfect management system. This EOP is, however, based on current best practices at the federal, state, and local levels. Kent ISD will make every reasonable effort to manage the situation with the resources and information available at the time of the incident.

Resources

This plan is based upon the concept that any emergency responses that school personnel might be required to perform should parallel a person's normal day-to-day functions. When possible, personnel and material resources used for day-to-day activities will be employed during emergency situations.

Because personnel and equipment resources are limited, routine functions that do not contribute directly to the emergency may be suspended for the duration of an emergency. The personnel, equipment, and supplies that are normally required for those functions will be redirected to accomplish emergency tasks. Kent ISD will use its own resources to respond to emergency situations until emergency response personnel arrive. If additional resources are required, assistance from local emergency services, organized volunteer groups, or the State of Michigan may be requested. Resources from industry or individuals may also be requested.

References

The following references were used in the construction of this document:

A Framework for Safe and Successful Schools; National Association of School Psychologists (NASPO), 2013.

Crisis Management Affecting Institutions of Higher Education: A Collaborative Community Approach-MGT-361, version 3.1; FEMA and the Texas A&M Engineering Extension Service (TEEX), January 2023.

Final Recommendations of the School Safety Task Force, 2018. Michigan State Police, Office of School Safety website: [Final Recommendations Link](#).

Guide for Developing High-Quality School Emergency Operations Plans, Federal Emergency Management Agency (FEMA), June 2016.

I Love U Guys Foundation Standard Response Protocol; [I Luv U Guys SRP Link](#).

I Love U Guys Foundation, Standard Reunification Method; [I Love U Guys SRM Link](#).

School Safety and Violent Event Incident Management, FL-005-RESP, version 1.0; C-3 Pathways, Inc., October 2019.

II. HAZARD ANALYSIS

Hazard Risk Summary

Kent ISD campuses can potentially be exposed to many hazards. These hazards have the ability to disrupt the school community by causing injury or by damaging property. This EOP spells out incident response procedures that will minimize damage and trauma.

As part of an ongoing analysis of potential risks/hazards, Kent ISD will conduct the following vulnerability and risk assessments for all of its campuses:

- Biennial assessments of the strengths and weaknesses of individual campus buildings.
- Biennial assessments of the strengths and weaknesses of campus grounds.
- Annual reviews of staff skills and resources.
- Annual reviews of concerns of individuals with disabilities and special needs.

Risk and Vulnerability Assessment Summary, Kent County

To determine the hazards that present the greatest threat to Kent County residents (to include Kent ISD students and staff), the Kent County Emergency Manager's Office completes a yearly Hazards Mitigation Plan (HMP). The HMP ranks and prioritizes hazards that pose the most significant threat to Kent County. This HMP was taken into consideration while creating the Kent ISD EOP. See the next page for the Kent County Risk and Vulnerability Assessment.

The table below is the Kent County Risk and Vulnerability Assessment Summary. This table is compiled on a yearly basis. The higher the score (from a scale of 0-100), the more probability of a hazard occurring in Kent County. Values from this summary were used in developing the EOP. The Kent ISD Director of Safety and Security will review this data on a yearly basis with the Kent County Emergency Manager. Once the review is completed, the Director will update the EOP as appropriate.

**2022 Kent County, Ottawa County, and the City of Grand Rapids
Regional Hazard Mitigation Plan**

Most Probable Hazard (top) to Least Probable (bottom)

Event	Ranking
Public Health Emergencies (Pan, Epi, Con F&W)	1
Flooding & Erosion (Riverine/Shoreline)	2
Infrastructure Failure (Electric, Gas/Oil, Pipeline, Water)	3
Severe Summer Weather (Hail, Lightning, High Winds)	4
Supply Chain Disruption (Gas/Oil, PPE, etc.)	5
Infrastructure Failure (Communications & Internet)	6
Extreme Temperature (Hot/Cold)	7
Winter Weather (Snow, Ice, Sleet)	8
Tornadoes	9
Major Fires	10
Invasive Species	11
Cyber Security Intrusion	12
Criminal Acts (Mass Shootings/Active Assailant)	13
Landslide	14
Civil Unrest	15

Taken from: Kent County, Ottawa County, and City of Grand Rapids Regional Hazard Mitigation Plan (Revision Date: December 29, 2022, and Approval Date: January 5, 2023), Pg. 5, Table 1: Hazard Ranking.

Prevention and Intervention Measures

All Kent ISD schools have implemented the following measures to prevent and minimize the impact of an adverse incident.

Limiting Access to Schools

Students and visitors entering a Kent ISD facility will be directed to specific entrance points. Administration and staff should continually discourage anyone from allowing individuals into buildings via any entrance other than the main entrance.

Staff should be visible in the hallways before school, during passing times, and at the end of the day. If a staff member observes a student allowing someone into the school via an exit-only door, corrective actions should be taken with the student, and the visitor should be escorted to the main office to be properly checked into the building.

Visitors to Kent ISD Buildings

All visitors/vendors are required to check in at the front office before visiting classroom areas. At the front office, visitors will be required to provide a picture identification card so that staff can check the visitor's name via 'Ident-A-Kid' software to ensure the visitor is not on the National Sex Offender Registry. Once the check has been completed, the visitor will be issued a "Visitor Pass", which will be displayed prominently on their person. All school faculty and staff should be advised to greet visitors or any unidentified person not having a pass and escort them to the office.

Emergency Alarm System

Warning announcements will be issued via the public notification system. Announcements will be used to alert and update staff/students in the event of a critical incident. Announcements will be used by building administrators to signal the following operations: lockdown, secure, hold, shelter, and evacuation. Additionally, announcements can be used to disseminate information to a large crowd in a rapid fashion. See Appendix J for further communication procedures.

Evacuation Sites and Routes

In the event of an evacuation of a building on the Kent ISD Secondary Campus, students and staff will relocate to one of three locations: NorthPointe High School, Catholic Central CAT Complex, or the Kent Conference Center. In the event of the evacuation of any other Kent ISD facility, staff and students will move to pre-designated evacuation sites. Detailed information concerning evacuation routes, evacuation sites, and points of contact for those sites can be found in the Functional Annex. Additionally, all this information can be found on the MyEOP desktop/phone application.

Reunification Site

In the event of a campus evacuation, students will be transported to a predetermined location to be reunited with parents/guardians. See Functional Annex-Reunification, for further information.

Building Plans, Maps, Utility Shutoffs

Building floor plans are on file with local police and fire departments. Additionally, critical incident maps for all Kent ISD buildings have been constructed and are available to Kent County Dispatch and Grand Rapids Dispatch.

MyEOP Desktop and Phone Application (App)

Kent ISD has purchased the MyEOP phone and desk app. Instructions on how to download the application can be located on the Kent ISD Staff portal at the following site: [Link to download Kent ISD MyEOP plan](#).

All Kent ISD staff will have the MyEOP app downloaded onto their issued laptops. Staff are highly encouraged to download the app onto their phones.

IV. INCIDENT MANAGEMENT

Kent ISD will use the federal National Incident Management System (NIMS) to manage all incidents and planned events. NIMS can be used to address all phases of incident management, including preparation, response, and recovery.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The National Incident Management System (NIMS) is a systematic approach that guides the coordination of government agencies, nongovernmental organizations (NGOs), and the private sector in emergency situations. The foundation of NIMS is that incidents are managed by those with the greatest level of technological/practical expertise in relation to the hazard.

A serious incident at a Kent ISD facility will require ISD officials to coordinate their activities with first responder agencies. NIMS not only enables ISD staff and administrators to respond effectively to an incident, it also facilitates coordination with first responder agencies as these agencies all utilize the NIMS model for their response to incidents.

It is critical that Kent ISD administration officials and emergency responders train together prior to an emergency. This will allow ISD officials and responders to develop a working relationship and an understanding of how the school's initial response will unfold. Training will also expose response flaws that can be addressed and resolved. This training can take the form of table-top exercises (TTX) that exercise the EOP's procedures with regard to higher probability hazards.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section establishes the operational organization that will be relied on to manage an incident. This will include a list of tasks and responsibilities by position.

Building principals are not able to manage all the aspects associated with an incident without assistance. Schools rely on key personnel to perform tasks that will ensure the safety of students and staff during a crisis or a critical incident. The Incident Command Structure (ICS) uses a team approach to manage incidents.

Staff roles within the ICS have been assigned based on training and qualifications. Additionally, key positions within the Kent ISD ICS have staff members designated as alternates in case the primary for the position is unavailable and for purposes of establishing a 'rest plan.' All staff members should be familiar with his/her role and responsibilities prior to the occurrence of an incident.

In the event of an incident, ISD staff may be required to remain at work or may be called in to work to assist with the incident.

Building Level (Incidents that are site specific)

During emergency situations, normal organizational arrangements are modified to facilitate emergency operations. These situations can take the forms of an emergency medical response, a student in crisis, bomb/swatting incident, and other services.

These situations are building specific. Buildings should establish teams that consist of staff members who possess the abilities and knowledge to serve in these specialized roles. Team members should be selected so that members are available to respond to incidents throughout the school day. Staff that are often away from the building or are in administrative roles should not be members of these teams.

As a general matter, primary responsibility for an emergency response at a Kent ISD facility will be assigned to the individual from that facility that possesses the skills and the authority to lead the response. Most times, this will be the building principal or senior administrator. The person will serve as the Incident Commander (IC) for the incident. Other personnel may be assigned support responsibilities for specific emergency events.

A principal may delegate their authority as an IC to a qualified individual in the principal's absence or at the principal's direction. However, the principal still retains the responsibility for the overall safety of students and staff.

District Level

During a district level incident, the Kent ISD Superintendent will institute the Incident Command Structure. During a district level incident, the Superintendent (or designee) may stand up the District's Incident Command Structure (ICS) to facilitate the direction of emergency response and recovery operations.

District Superintendent

At all times, the District Superintendent retains the overall responsibility for the safety of students and staff, regardless of the threat location and severity.

IMPLEMENTATION OF INCIDENT COMMAND STRUCTURE (ICS)

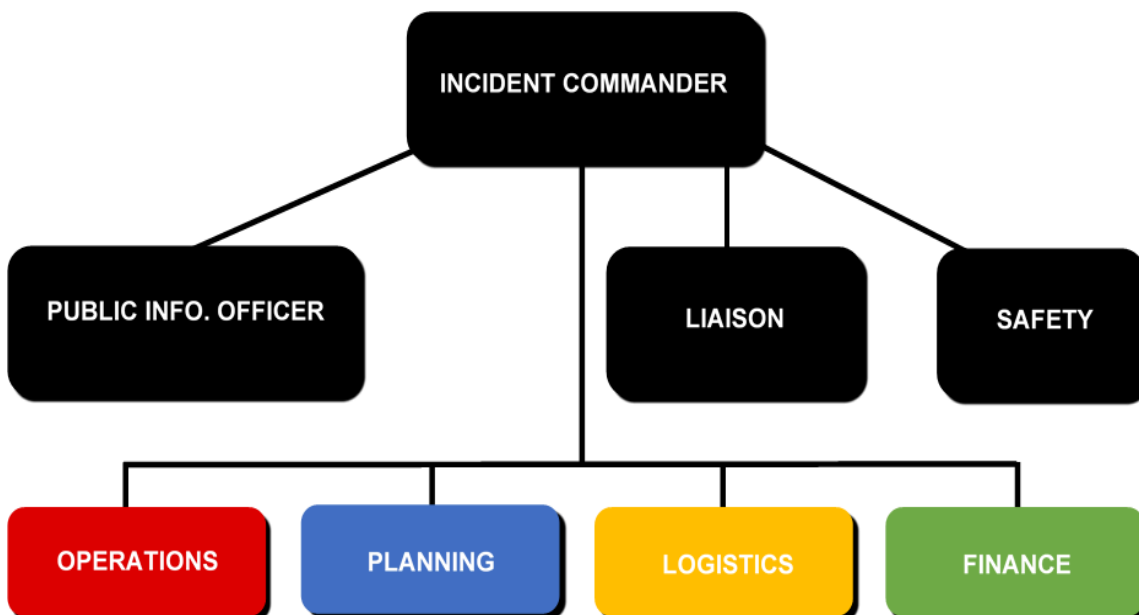
The purpose of this section is to provide guidance for the effective coordination of an incident on the Kent ISD secondary campus. The Kent ISD Superintendent or designee will serve as the Incident Commander (IC) and will be responsible for activating the Incident Command Structure. Kent ISD IC responsibilities include but are not limited to:

- Establishing an Incident Command Structure (see below).
- Determining the appropriate incident response.
- Determining which protocols to implement and/or adapt.
- Monitoring safety concerns.
- Coordinating media relations and information dissemination.
- Documenting all activities.

NIMS Incident Command Structure

The Incident Command Structure (ICS) is comprised of two staffs; the Command Staff that work *for* the Incident Commander, and the General Staff who work *with* the Incident Commander to mitigate an incident. The Command Staff positions are denoted by the **black** boxes in the diagram below. The General Staff positions are denoted by the red, blue, yellow, and green boxes. All staff positions are subordinate to the Incident Commander.

Depending on the type of incident, all, or portions of the ICS may be activated by the Incident Commander.



Incident Command Structure for Kent ISD

INCIDENT COMMANDER AND COMMAND STAFF RESPONSIBILITIES

INCIDENT COMMANDER (IC) – Kent ISD Superintendent

(Emergency Operations Center (EOC) Director or EOC Coordinator in the IC's absence)

Responsibilities

- Overall responsibility for the ISD's response to an incident.
- ISD's on-scene commander.
- Maintains command until public safety agencies arrive to assume command.
- Participates in the Unified Command with public safety agencies, once established.
- Establishes objectives, strategies, and priorities for the ISD's response to the incident.
- Reviews and approves/denies requests for resources.
- Determines when to terminate the ISD's response
 - When to demobilize assets
 - When to close down the incident command post (CP) or emergency operations center (EOC).
- In the absence of the IC, the EOC Director/Coordinators will assume the duties of the IC.
- Directs the ISD's short-term, medium-term, and long-term response to an incident with guidance from Leadership Response Group.
- Schedule a 'hotwash' at the immediate conclusion of the incident and a formal after-action review (AAR) when appropriate.

SAFETY OFFICER – Director of Strategic Planning

Responsibilities

- Keep the IC apprised of any activities or problem areas that may need solutions.
- Monitors conditions and develops measures for ensuring the safety of staff and students.
- Identify and disseminate hazardous situations.
- Prevent accidents by stopping unsafe acts and correcting unsafe conditions.
- Coordinates with the PIO to ensure safety messages are effectively communicated to ISD staff.
- Maintains a log of messages received, actions taken, and justification for decisions made.

PUBLIC INFORMATION OFFICER (PIO) - Director of Communications

Responsibilities

- Serves as or designates official spokesperson for Kent ISD following a critical incident.
- Coordinates public messages with the PIOs from all the agencies making up Unified Command.
- Serves as the **only** conduit for information on the incident for media outlets and ISD families.
- Develops information for use in media briefings.
- Obtains IC's approval for all media releases.
- Conducts periodic media briefs in conjunction with Unified Command agency counterparts.
- Maintains a log of messages received, actions taken, and justification for decisions made.

LIAISON OFFICER – Assistant Superintendent of Career and Talent Development

Responsibilities

- Point of contact for agencies outside the Unified Command.
- Monitors operations to identify inter-agency conflicts and to ensure the ISD's interests are upheld.
- Ensures effective coordination of efforts by keeping the IC informed of partner agencies action plans.

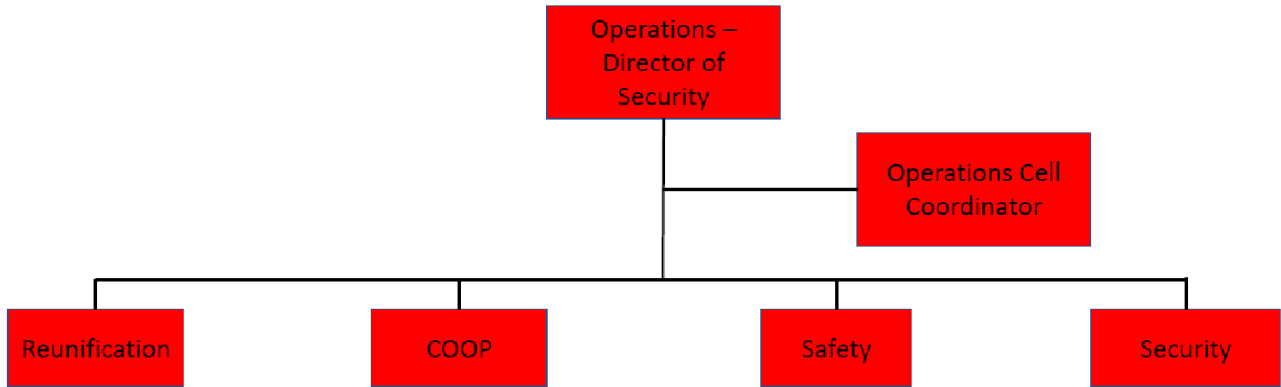
LEGAL – Thrun Law Firm/SetSeg Insurance Representative

Responsibilities

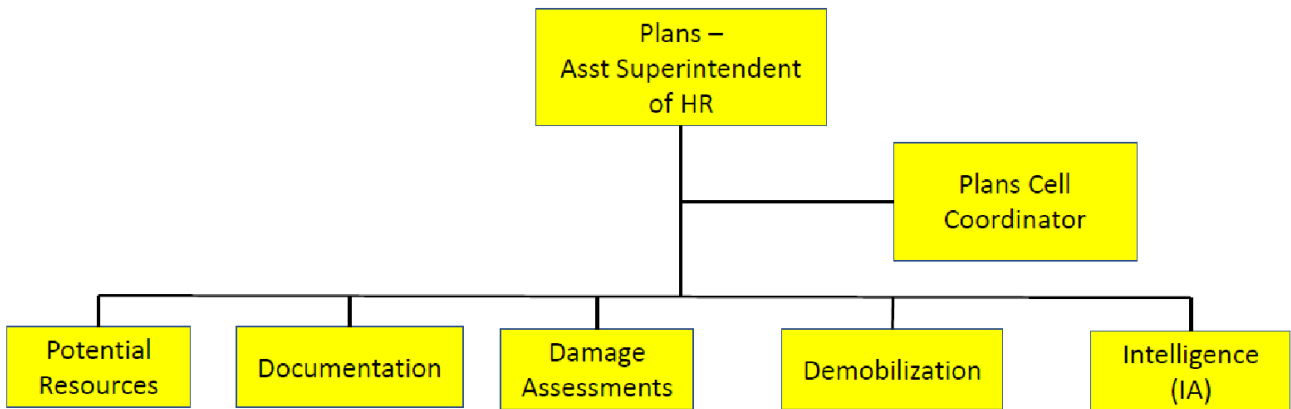
- Advise the IC on liability matters and how those matters may affect the ISD.
- Provide counsel and legal advice with regard to potential courses of action.

General Staff Assignments

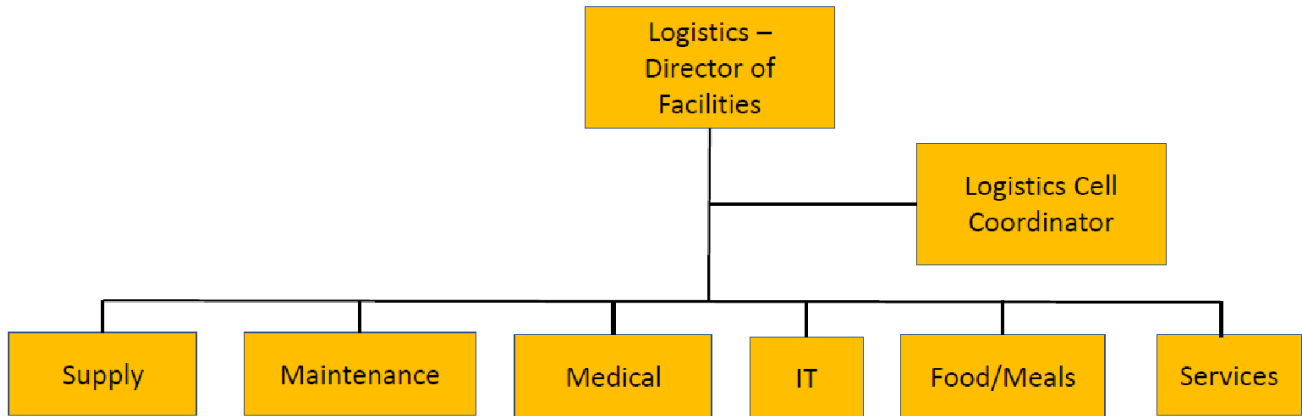
Operations Cell



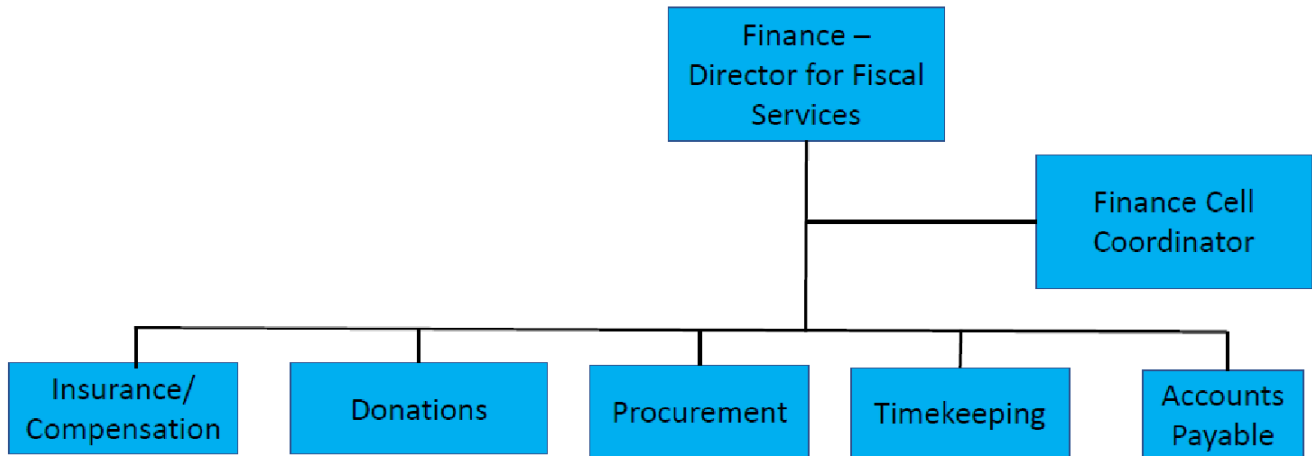
Plans Cell



Logistics Cell



Finance Cell



GENERAL STAFF RESPONSIBILITIES

OPERATIONS CELL CHIEF – Director of Safety/Security or Assistant Superintendent of IT (*depending on the incident*)

Responsibilities

The Operations Chief manages the tactical response to the incident, which can include:

- Coordinate and direct Reunification operations.
- Coordinate and direct Continuity of Operation (COOP) actions.
- Point of contact for first responder agencies outside the Unified Command.
- Maintain good communications with IC.
- Ensure that safety and security concerns are addressed.
- Develop a rest plan for staff for operations lasting more than 12 hours.
 - Make sure that operations staff remain mentally healthy and safe.
- Maintain positive communications with Logistics for supplies as needed.
- Maintain positive communications with Plans for documentation of damage and intelligence products.
- Ensure information is disseminated both up and down the chain of command.

PLANS CELL CHIEF – Assistant Superintendent of HR

Responsibilities

The Plans Chief manages the intelligence and planning aspects of the incident to include:

- Listing/tracking of potential resources that are available.
 - Need for technical experts/specialized resources to support the incident.
 - Overseeing check-in/check-out of non-organic resources.
 - Maintaining status of resources to include location and availability.
 - Maintain a master list of all resources assigned to the incident.
- Documentation of incident.
- Damage assessments.
- Demobilization plans.
- Intelligence products to include analysis of incident and alternative strategies.
 - Security Intelligence Analyst attached to Plans Section for duration of incident.
- The storage of documents related to the incident for legal, analytical, historical purposes.
 - Record content of all radio communications in conjunction with Emergency Operations Center (EOC).
 - Maintain all written reports.
 - File all reports for later retrieval.
 - Record Student Accounting forms and staff roster.
- Conduct and facilitate planning meetings.
- Be able to compute the number of students, staff, and others accounted for.

- Report missing persons to the Command Post.
- Maintain good communications with IC.
- Ensure proper Documentation of incident is maintained
- Coordinate and direct Damage Assessments.
- Coordinate Demobilization efforts with Operations Chief.
- Develop a rest plan for staff for operations lasting more than 12 hours.
 - Ensure that Plans staff remain mentally healthy and safe.
- Maintain positive communications with Logistics for the use of potential resources.
- Maintain positive communications with Finance for insurance/compensation claims.
- Provide updates to all units of intelligence products and ensure information is disseminated both up and down the chain of command.

LOGISTICS CELL CHIEF – Director of Facilities

Responsibilities

The Logistics Section is responsible for providing facilities, services, personnel, equipment, and materials in support of the incident.

- Ensure that the Command Post and other facilities are set up as needed.
- Coordinate supplies, equipment, and personnel needs with the Incident Commander and General Staff Chiefs.
- Secure needed equipment and supplies.
- Provide Plans Chief with all logs, message forms, etc. at the conclusion of the incident.
- Coordinate and direct Damage Assessments.
- Coordinate Demobilization efforts with Operations Chief.
- Develop a rest plan for staff for operations lasting more than 12 hours.
 - Ensure that Logistics staff remain mentally healthy and safe.
- Maintain positive communications with Plans Cell for the use of potential resources.
- Maintain positive communications with Finance Cell for insurance/compensation claims.
- Provide updates to all units of Logistics resources and ensure information is disseminated both up and down the chain of command.

FINANCE CELL CHIEF – Director for Fiscal Services

Responsibilities

The Finance/Administration Section is responsible for financial tracking, for procurement, and for cost analysis related to the disaster or emergency. The Finance Section Chief will maintain financial records and will track/record staff hours.

- Establish methods and procedures to receive and manage cash contributions.
 - Ensure donations are in line with Kent ISD policy

- Establish procedures to handle the influx of volunteers.
- Pre-identify facilities likely to be used in the management and storage of contributions.
- Develop process for tracking regular and overtime hours of staff.
 - Ensure accurate records are kept of all staff members, indicating the hours worked.
- Provide Plans Chief with all logs, message forms, etc. at the conclusion of the incident.
- Coordinate Demobilization efforts with Operations Chief.
- Develop a rest plan for staff for operations lasting more than 12 hours.
 - Ensure that Finance staff remain mentally healthy and safe.
- Maintain positive communications with all General Staff cells for insurance/compensation claims.
- Provide updates to all units of Finance resources and ensure information is disseminated both up and down the chain of command.

ROLE OF KENT ISD LEADERSHIP

The most sacred trust that is placed upon school leaders is that of the parents/guardians who entrust the District with their child’s safety and security. The safety of our students, faculty, and staff is the ultimate role of Kent ISD Leadership (Leadership). In order to facilitate this role, Leadership should develop capabilities to avoid, prevent, or stop threats from adversely impacting students and employees.

The Department of Homeland Security (DHS) has defined a threat as a natural or man-made occurrence which has the potential to harm life, operations, or property/environment. These threats can be natural hazards, technological hazards, and human caused incidents. Lastly, DHS has defined a critical incident as an occurrence that is natural, technological, or human-caused that requires a response to protect life/property that overwhelms the capabilities of the initial responding agency.

Leadership has to develop plans in which critical incidents can be prevented, protected against, or when they happen, mitigated. Procedures for the prevention and protection of our students and employees is outside the scope of this document. Instead, this document will focus on mitigating the effects of a critical incident on the school community.

The guiding principle of the National Incident Management System (NIMS) is that incidents are managed by the persons with the greatest level of technological and practical expertise in relation to the hazard. The immediate tactical response for a critical incident will be the traditional public safety agencies of fire, medical, and law enforcement. These agencies will remain on site until the threat to public safety has been abated. In the below figure, this response will fall into the ‘short-term’ phase of recovery. Leadership’s responsibilities will encompass not only the short-term, but also the intermediate and long-term phases.

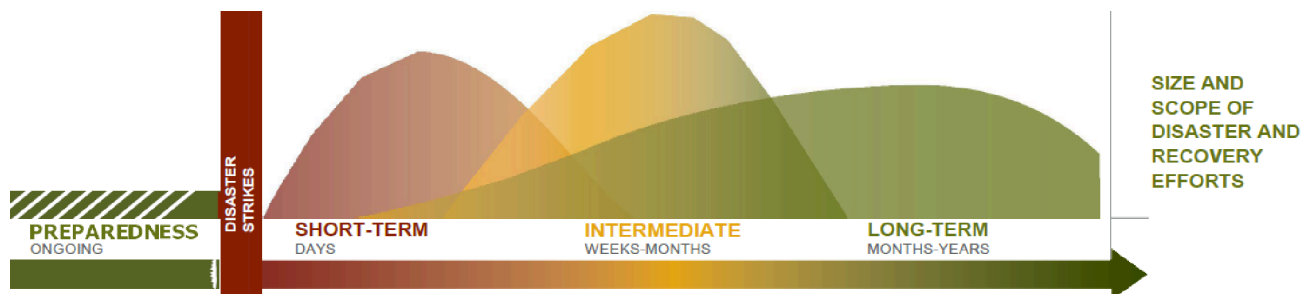


Figure 1-The Recovery Continuum (FEMA MGT-361-C Jan 2023)

Law enforcement, fire, and medical will address the issues that led up to the critical incident. These investigations will be completed within days/weeks. Conversely, it is the responsibility of Leadership to take the long view over weeks and months to determine what the long-term effects of the critical incident were upon the District and the community.

To assist with managing the impact of the incident upon the District, Kent ISD will utilize a **Leadership Response Group (LRG)** to develop policies and procedures to lessen the adverse effects of the incident on the institution. The LRG should not only address shortcomings that may have led to the critical incident, but should also look forward to address events/items that may arise in the aftermath of the incident. Additions to the LRG can be made at the discretion of the Superintendent.

LEADERSHIP RESPONSE GROUP

The purpose of the Kent ISD *Leadership Response Group* is to develop policies and procedures to lessen the adverse effects of a critical incident on the institution. The LRG is focused on the Intermediate and Long-Term phases of the Recovery Continuum.

The LRG consists of the following Kent ISD positions:

- Kent ISD Superintendent
- Assistant Superintendent-Information Technologies
- Assistant Superintendent-Career and Talent Development (CTD)
- Assistant Superintendent-Instructional Services
- Assistant Superintendent-Student Services
- Assistant Superintendent-Administrative Services
- Assistant Superintendent-Human Resources
- Kent ISD Michigan Education Association (Union) President
- Kent ISD Communications Director

COMMUNICATION AFTER AN INCIDENT (RECOVERY PROCESS)

After the safety and status of staff and students have been assured and emergency conditions have abated following an incident, faculty and staff will assemble to support the restoration of the school's educational programs. Defining mission-critical operations and staffing will be a starting point for the recovery process. Collecting and disseminating information will facilitate the recovery process.

Staff/Faculty/Administration

- Conduct a comprehensive assessment of the physical and operational recovery needs.
- Examine critical information technology assets and personnel resources and determine the impact on the school operations for each asset and resource that is unavailable or damaged.
- Document damaged facilities, lost equipment, resources used, and special personnel expenses that will be required for insurance claims and requests for state and federal assistance.
- Provide detailed facilities data to the school district office so that it can estimate temporary space reallocation needs and strategies.
- Arrange for ongoing status reports during the recovery activities to estimate when the educational program can be fully operational and identify special facility, equipment, and personnel issues or resources that will facilitate the resumption of classes.
- Continue to educate school personnel, students, and parents on available crisis counseling services.

District

- Identify record keeping requirements and sources of financial aid for state and federal disaster assistance.
- Establish absentee policies for faculty/staff and students after an incident.
- Establish an agreement with mental health organizations to provide counseling to students and their families after an incident.
- Develop alternative teaching methods for students unable to return to classes immediately (e.g., correspondence classes, videoconferencing, tele-group tutoring, etc.).
- Create a plan for conducting classes when facilities are damaged (e.g., alternative sites, half-day sessions, portable classrooms).
- Get stakeholder input on prevention and mitigation measures that can be incorporated into short-term and long-term recovery plans.

POST-INCIDENT AFTER-ACTION REVIEW (AAR)

The Superintendent and/or his/her designee is responsible for organizing and conducting an after-action review (AAR) following the conclusion of a significant emergency event/incident.

The review will entail both written and verbal input from all appropriate school participants and first response agencies. An AAR report will be created and where deficiencies are identified, school personnel will be assigned responsibility for correcting the deficiency. The Superintendent will identify responsible persons and due dates for any identified issues to be corrected.

Post-Incident Procedures

- Allow for changes in normal routines or schedules to address injury or death; however, recommend students and staff return to their normal routine as soon as possible after the funeral.
- Follow up with students and staff who receive counseling and refer them to outside mental health professionals as needed.
- Discuss and approve memorials with the school board's consent.

Specialized Procedures

The following procedures should be undertaken in the aftermath of a serious injury, death and/or major incident:

- Convene an all-staff meeting to brief staff on updates and how the situation is being handled. Discuss what resources are available to staff, students, and families (refer to the communication procedures in the basic plan).
- Set up locations where staff/students can obtain counseling services.
- Leadership should consider using outside mental health professionals to assist with staff grief.
- Encourage discussions about the incident and allow students to openly discuss feelings, fears, and concerns shortly after the incident. Any students who are excessively distraught should be referred to counselors.
- Designate a place for staff, students, and community members to leave well-wishes, messages, and items.

Hospital/Funeral Arrangements

- Provide staff with information regarding visitation and/or funeral arrangements (time, location, customs) when available.
- Designate leadership personnel to be at and later visit hospitals and/or attend the funeral to represent Kent ISD.