



The University of Kansas

Lawrence Campus

Integrated Preparedness Plan

March 29, 2024

EXECUTIVE SUMMARY

The purpose of the Integrated Preparedness Plan is to coordinate emergency and incident preparedness activities among multiple university departments and stakeholders, utilizing the whole community approach to emergency planning. Preparedness activities include writing or updating plans, procuring equipment, modifying organizations, and conducting training and exercises. Input from university leaders and the Integrated Preparedness and Threat Assessment (IPTA) Committee is used to prioritize preparedness activities and capability gaps identified during the Hazard/Vulnerability Assessment process. This Integrated Preparedness Plan serves as a roadmap for The University of Kansas Lawrence Campus to follow in accomplishing the priorities described therein and should be considered a living document that should be revisited and updated annually.

This plan for calendar years 2024-2025 focuses on activities relating to the capabilities of Operational Coordination, Public Information and Warning, Physical Protective Measures, Cybersecurity, Mass Care Services, and Environmental Response/Health and Safety. Preparedness activities, exercises, real world events, and significant organizational changes from the last year are listed under each priority. This plan also outlines planned preparedness activities for the upcoming year and aligns planned exercises with the identified priorities.

POINT OF CONTACT (POC)

KU Emergency Management

emergencymgt@ku.edu

785-864-5900

<https://kupolice.ku.edu/emergency-management>

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PROGRAM PRIORITIES

The priority capabilities for this Integrated Preparedness Plan are:

- Operational Coordination
- Public Information and Warning
- Physical Protective Measures
- Cybersecurity
- Mass Care Services
- Environmental Response/Health and Safety

These priority capabilities are the focus of this Integrated Preparedness Plan, though other non-priority capabilities are included as well.

Operational Coordination

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Rationale:

- Ongoing adoption and effective implementation of the National Incident Management System across the university.
- The Crisis Action Seminar (Feb 2023) emphasized the need for coordination amongst university departments.
- The annual Statewide Tornado Drill (March 2023, 2024) involved coordination between multiple university departments and partners at the local, state, and federal levels.
- The annual KU Commencement ceremony and large athletic events involve coordination between numerous university departments, resources from the local community, and partnerships with state and federal agencies.
- KU Information Technology's tabletop exercise (Nov 2023) highlighted procedures and coordination needs within KUIT and with critical stakeholders across the university.
- Operational coordination is critical for responding to any threat or hazard addressed in the 2023 Hazard/Vulnerability Analysis.

Supporting Plans, Organizational Changes, Equipment, Trainings or Exercises planned:

- The KU Lawrence Campus Emergency Operations Plan (formerly Emergency Management Plan) details the roles and interactions of multiple university departments needed for a coordinated incident response.
- The newly developed KU Information Technology Incident Response Workbook details coordination among KUIT departments and with non-KUIT stakeholders across the university.
- Various internal policies of individual university departments detail coordination with agencies outside of the university.
- Organizational changes include restructuring the KU Police Department and uncoupling the divisions of Human Resource Management and KU Operations.

Public Information and Warning

Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and

linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Rationale:

- The Crisis Action Seminar (Feb 2023) emphasized the need for information coordination amongst university departments and effective communication to KU students and the public.
- The annual Statewide Tornado Drill (March 2023, 2024) involved activation of mass notification tools by multiple university departments and regional partners and evaluated the effectiveness of KU's systems.
- KUIT's tabletop exercise (Nov 2023) highlighted the need for communication to KU students and employees during the loss of essential IT systems.
- Real world incidents on campus, for example a suspected armed suspect and a bomb threat, utilized various public information strategies, including mass notification and media relations.
- Public information and warning capabilities are critical for responding to any threat or hazard addressed in the 2023 Hazard/Vulnerability Analysis.

Supporting Plans, Organizational Changes, Equipment, Trainings or Exercises planned:

- KU Lawrence Campus Emergency Operations Plan
- Crisis Communication Plan
- University policies outlining procedures for external messaging
- Public Information Officer training (L0105) attended by KUPD staff
- University-wide functional exercise for EOC operations (Fall 2024)

Physical Protective Measures

Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

Rationale:

- The Crisis Action Seminar (Feb 2023) emphasized the need for information coordination amongst university departments and to stakeholders outside of the university (e.g. students' families).
- KUPD Active Threat Tabletop Exercise (Feb 2023) highlighted the need for rapid notification to KUPD personnel in the event of a critical incident.
- The annual Statewide Tornado Drill (March 2023, 2024) involved inspection of access systems to the tornado shelter in the School of Pharmacy Building.
- Federal partners observed protective measures in place at the KU Commencement Ceremony in May 2023 and athletic events, including Football and Men's Basketball games.
- Real world incidents on campus, including suspected armed suspects and a bomb threat.
- Active threat incidents at other colleges and universities.
- The 2023 Hazard/Vulnerability Analysis identifies the most common risks and hazards and guides the implementation of physical protective measures on campus.

Supporting Plans, Organizational Changes, Equipment, Trainings or Exercises planned:

- Camera Master Plan
- KUPD Department Policy No. 615—Rapid Response and Deployment
- Expansion of electronic access for campus buildings.
- Expansion of Automated External Defibrillator (AED) program and inclusion of bleeding control kits in AED cabinets.
- KUPD is implementing a paging module in the Computer Aided Dispatch (CAD) system.
- Lock, Access, and Security Technology Services (LASTS) staff have been moved to KU Operations from KUPD.
- KUPD is undergoing reorganization and expansion.

Cybersecurity

Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Rationale:

- KUIT's tabletop exercise (Nov 2023) emphasized the need for familiarization with their incident response workbook.
- Real world incidents at other colleges and universities.
- 2023 Hazard/Vulnerability Analysis identified IT System Outages and Communications Disruptions as the 4th and 10th highest risks to the university, respectively.

Supporting Plans, Organizational Changes, Equipment, Trainings or Exercises planned:

- KUIT Incident Response Workbook
- IT Disaster Recovery Site
- KU Lawrence Campus Emergency Operations Plan
- Cybersecurity Seminar planned for 2nd quarter of 2024

Mass Care Services

Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Rationale:

- Crisis Action Seminar (Feb 2023) highlighted post-incident mental health and trauma support during recovery.
- Mass care services and emergency assistance may be needed for response and recovery to any of the hazards identified in the 2023 Hazard/Vulnerability Analysis.

Supporting Plans, Organizational Changes, Equipment, Trainings or Exercises planned:

- Student Affairs Emergency Plan
- KU Lawrence Campus Emergency Operations Plan
- Housing & Residence Life plans and policies

Environmental Response/Health and Safety

Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Rationale:

- Real world incidents involving hazardous materials spills and natural gas leaks on campus.
- Presence of radiological materials on campus.
- The 2023 Hazard/Vulnerability Analysis identified Hazardous Materials Incidents as the 8th highest risk to the university.
- IPTA members ranked Hazardous Materials Incident as the highest priority in the Integrated Preparedness Plan Survey.
- Storage, handling, and Personal Protective Equipment (PPE) requirements (i.e. OSHA, healthcare standards) for responding to hazardous materials incidents or environmental conditions.

Supporting Plans, Organizational Changes, Equipment, Trainings or Exercises planned:

- Environment, Health and Safety Policies
- Lab Safety Manual and policies
- KUPD planning to conduct hazmat awareness training for officers, provided by KU EHS
- KU Lawrence Campus Emergency Operations Plan
- Watkins Health Services Pandemic Response Plan
- KU Center for Research policies

MULTI-YEAR SCHEDULE ('24-'25)

Plans

Year	Plan Name	Plan Lead Agency	Capability(ies)	Agencies on Planning Team	Notes
2024	KUL Emergency Operation Plan	Emergency Management	Operational Coordination	EM, KUPD, Operations	
2024	KUL Emergency Response Guide	Emergency Management	Operational Coordination	EM, KUPD, Operations	
2024	Continuity of Operations Plan	Emergency Management	Operational Coordination	EM, OARC, KUIT	
2023	KUIT Incident Response Workbook	Information Technology	Operational Coordination, Cybersecurity	KUIT	
2024	KU Student Affairs Emergency Response Plan	Student Affairs	Operational Coordination, Mass Care	Student Affairs, EM, KUPD	
2023	Spencer Museum of Art Emergency Plan	Spencer Museum of Art	Operational Coordination, Physical Protective Measures	Spencer Museum of Art, EM	
2023	Camera Master Plan	Operations	Physical Protective Measures	Operations, KUPD	
2024	Crisis Communications Plan (update)	Public Affairs	Public Information & Warning	Public Affairs, EM	

Year	Plan Name	Plan Lead Agency	Capability(ies)	Agencies on Planning Team	Notes
2024	KUPD Department Policy No. 615— Rapid Response and Deployment (updates)	Police Department	Operational Coordination, Physical Protective Measures, Public Information & Warning	KUPD	
2024	High-Risk Travel and Duty of Care policy	Office of Audit, Risk, & Compliance	Operational Coordination, Physical Protective Measures	OARC	
2024	Fleet and Vehicle Operator Program policy	Office of Audit, Risk, & Compliance	Physical Protective Measures	OARC	
2024	KU Drone Policy update	Office of Audit, Risk, & Compliance	Physical Protective Measures	OARC	
2024	Internal Standard Operating Procedure for threat/agitated person.	Office of Audit, Risk, & Compliance	Physical Protective Measures	OARC	
2024	Infrastructure redundancy planning and map updates	Facilities Planning & Development	Physical Protective Measures, Environmental Response/Health and Safety	FPD	

Year	Plan Name	Plan Lead Agency	Capability(ies)	Agencies on Planning Team	Notes
2024	Watkins Health Services emergency response plan update	Watkins Health Services	Operational Coordination, Physical Protective Measures	WHS, EM	
2024	Kansas Athletics Emergency Management and Communications Plan	Kansas Athletics	Operational Coordination, Physical Protective Measures, Public Information and Warning	Kansas Athletics, Emergency Management	
2024	KU Natural History Museum Collections Emergency Plan	Biodiversity Institute	Physical Protective Measures	Biodiversity Institute, Office of Research	
2024	KU Libraries Collections Emergency Plans	KU Libraries	Physical Protective Measures	KU Libraries	

Organization

Year	Impacted Organizations	Organizational Change	Capability	Notes
2023	KU Police Department	KU Police Department rebranding and reorganization	Physical Protective Measures, Operational Coordination	

Year	Impacted Organizations	Organizational Change	Capability	Notes
2024	Operations and Human Resource Management	Uncoupling of Operations and HRM divisions	Operational Coordination	
2023	Academic Affairs	Unifying and restructuring Academic Affairs and Academic Success	Operational Coordination	
2024	International Affairs, Enrollment Management	Relocating International Recruitment to Enrollment Management	Operational Coordination	
2024	Student Care Referral Team (SCRT)	Adding employee function to SCRT for reviewing people of concern	Operational Coordination	

Equipment

Year	Equipment (quantity and type)	Description of change	Responsible Organization	Capability	Funding	Notes
2023	CAD Paging software module	KUPD Command Staff paging integration into Computer Aided Dispatch system.	KUPD	Operational Coordination, Public Information & Warning	KUPD	
2020		Expansion of electronic access systems	Operations	Physical Protective measures		

Year	Equipment (quantity and type)	Description of change	Responsible Organization	Capability	Funding	Notes
2024	39 new AEDs	39 new AEDs for FYs 24-25 purchased and replacement plan for existing AEDs	Emergency Management	Physical Protective Measures	KUEM	
2023	Bleeding Control Kits	Bleeding control kits added to all new and existing AED cabinets	Emergency Management, Watkins Health Services	Physical Protective Measures	Watkins	
2024	Life Safety Systems	Evaluating life safety systems and fire safety systems for possible updates	Housing & Residential Life	Physical Protective Measures		
2024	Snow Removal Equipment	Replacing old winter weather equipment	Facilities Services	Physical Protective Measures	FS	
2024	Backup Power	Adding backup power and Dept. Operations Center (DOC) capabilities to Shop Facility	Facilities Services	Operational Coordination, Physical Protective Measures	FS	
2023	Security Enhancements	Security enhancements and key-card entry for Chancellor's Suite	Provost's Office, Chancellor's Office	Physical Protective Measures		
2024	Evacuation Ladders	Researching evacuation ladders to evacuate 2 nd floor offices	General Counsel	Physical Protective Measures		
2024	Security Camera Enhancements	Researching addition of license plate readers, gunshot detection, and AI analytics software to	KUPD, Operations	Physical Protective Measures		

Year	Equipment (quantity and type)	Description of change	Responsible Organization	Capability	Funding	Notes
		campus security camera system.				
2024	Mass Notification System	Updated equipment has been installed in the mass notification systems	FPD	Public Information & Warning		

Trainings

Year	Course	Location/Host	Capability	Notes
2023	IS-100: Introduction to Incident Command System (Online)	FEMA	Operational Coordination	For all identified EOC positions; https://training.fema.gov/ . Developing webpage with more information.
2024	IS-2200: Basic Emergency Operations Center Functions (Online)	FEMA	Operational Coordination	For all identified EOC positions; https://training.fema.gov/ . Developing webpage with more information
2024, 2025	G-300: Intermediate ICS for Expanding Incidents	KDEM	Operational Coordination	For all KUPD supervisors, appropriate department directors
April 2024	Alarm Response Training	Y12 – Office of Radiological Security	Environmental Response Health and Safety	Environmental Health and Safety and Emergency Management will attend
2024, 2025	G-400: Advanced ICS for Expanding Incidents	KDEM	Operational Coordination	KUPD Command Staff
Summer/Fall 2024	G-402: NIMS Overview for Senior Officials	KDEM	Operational Coordination	Executive Leadership Group
2023	L0105 Public Information Basic	FEMA/KDEM	Public Information & Warning	Appropriate personnel involved in public messaging

Year	Course	Location/Host	Capability	Notes
2024, 2025	Annual IT Security Awareness training (Online)	KUIT (Online)	Cybersecurity	All staff
2024	Interplay Online	Facilities Services	Operational Coordination, Physical Protective Measures	Facilities personnel
2024	Campus Connect Suicide Prevention Training	HRM-Wellness	Mass Care Services	
2024	Community Emergency Response Team (CERT) Basic Course	Douglas County Emergency Management/KU	Operational Coordination, Physical Protective Measures	Students, faculty and staff volunteers
2024-2025	Hazardous Materials and General Safety Training (Online)	KU EHS	Physical Protective Measures, Hazardous Materials	https://ehs.ku.edu/training
2024-2025	KUPD Community Education, various topics	KUPD	Physical Protective Measures	https://kupolice.ku.edu/community-education

Exercises

Year	Exercise Type	Location/Host	Capability	Participants	Notes
March 2024	Tornado Drill	Lawrence Campus	Public Information & Warning, Physical Protective Measures	All campus	Completed March 6, 2024
June 2024	Cybersecurity Tabletop	Lawrence Campus	Cybersecurity	KUIT, Senior leadership	Administration
June 2024	Active Threat Tabletop	Student Affairs	Operational Coordination, Mass Care Services	Student Affairs Leadership Team	
June 2024	Active Threat Response Full-Scale	KUPD	Operational Coordination, Physical Protective Measures	KUPD	KUPD Personnel
July 2024	Severe Weather Tabletop	Student Affairs	Operational Coordination, Mass Care Services	Student Affairs Leadership Team	
October 2024	EOC Active Threat Functional	Lawrence Campus	Operational Coordination, Public Information & Warning	EOC Staff	EOC positions, ELG, Local Partners
2024 and 2025	Semi-Annual Emergency Procedure Drills (various hazards)	Watkins Health Services	Operational Coordination, Physical Protective Measures, Public Information & Warning	Watkins Health Services	
2025	Tabletop Exercise for protests	Academic Affairs, Student Affairs	Operational Coordination, Public Information & Warning, Physical Protective Measures, Mass Care Services	Academic Affairs, Student Affairs	
TBD	Tabletop	Kansas Athletics	Operational Coordination, Physical Protective Measures, Public Information and Warning	Kansas Athletics Personnel	KU Athletics has expressed interest in conducting TTX

