Purpose

Oklahoma has a long and unique history of recognizing the need for a coordinated planning and response effort. The Central Oklahoma urban area has experienced numerous incidents that affected the entire urban area, such as the wildfires of 1991, the flooding of 1993, the Murrah Federal Building bombing in 1995, tornado strikes of 1999, 2003, 2008 and 2009, and the State's worst ice storm in 2007, leaving thousands of its citizens without power for up to a week. Our natural environment, combined with the current threat of terrorism, increased industrial traffic, and the emergence of new and potentially deadly diseases only increase the likelihood of another incident occurring in the near future. In Oklahoma, we've learned to accept that it's not "if" it will happen, but rather "when". As a result, coordinated planning and collaboration is not only critical but a matter of practice.

The Central Oklahoma Urban Area consists of Regional Response Areas 6 and 8 of the State Office of Homeland Security's designated Regional Response Areas. Regions 6 & 8, including other mutual aid partners, have and will continue to work together to enhance the region's capabilities to prevent, protect, respond and recover from an all-hazards disaster that may impact the region through loss of life, personal injury, or damage to property and the environment.

Each jurisdiction has the fiduciary responsibility to ensure its activities serve the needs and interests of the citizens of that jurisdiction. Participation and commitment will occur only as long as a jurisdiction feels it is acting on that responsibility. The challenges to a sustained cooperative process are many, but the overall success of the program will benefit the citizens of all jurisdictions.

It is understood that this is a living document subject to periodic review and revisions based upon changing future needs and assessments. This is the second revision of this document.

Vision

The Central Oklahoma Urban Area strives to prevent, prepare, respond and recover from all hazard disasters through a commitment shared by all levels of government, business, and the private sector through a unified Homeland Security structure, focusing our UASI efforts on the eight national priorities identified in the National Preparedness Goal.

Urban Area Security Strategy

Oklahoma City Urban Area

Status: DRAFT **DRAFT (updated 1/10/2011)**

Focus

Strengthening relationships and outlining protocols for regional action among local, state, tribal, federal agencies, and the private sector;
Improving the effectiveness of regional and local plans and protocols to allow for proper response by various agencies and disciplines, to include the private sector;
Maximizing the sharing and coordinating of resources;
Integrating plans and protocols with the National Incident Management System, National Response Plan, the Oklahoma Homeland Security Strategy, the Metropolitan Medical Response System, and local, county, state and tribal emergency operation plans;
Enhance the capabilities of those first responders as identified by the federal Homeland Security Act of 2002 and all Homeland Security Presidential Directives with equipment, training and exercises.

Coordination

The Assistant City Manager for Public Safety, City of Oklahoma City, has been designated as the Point of Contact (POC) for the UASI Program. The Central Oklahoma Urban Area Working Group (COUAWG) is responsible for the development and subsequent revisions of the Urban Area Strategy.

The Central Oklahoma Urban Area Working Group (COUAWG) is comprised of Regional Council Representatives from Homeland Security Region 6 and Region 8. Regional Council membership, defined by statute, are: a Police Chief, a Sheriff, a member of Emergency Management, Public Health officials, a representative from an area Hospital, a Veterinarian, a Chief of a paid Fire Department, a Chief of a Volunteer Fire Department, a representative of an Emergency Medical Services Provider, a City Manager or Mayor, a County Commissioner, the American Red Cross, and a representative of a Council of Government. The Oklahoma Homeland Security Director, based upon recommendations of statewide organizations that represent a specific discipline, appoints each member to the Council.

COUAWG members perform many of the functional aspects of strategy development, and project management, as well as advice and guidance as subject matter experts. Individual members are responsible for representing their discipline within the Urban Area. Each representing member communicates and solicits recommendations from their discipline/jurisdiction and contributes to the input

of the overall strategy. Subcommittees, consisting of additional representatives from varying disciplines throughout the Urban Area, have been created to assist in the implementation of strategy projects as well as address reporting and other responsibilities of the Urban Area. Those subcommittees are:

- Budget & Equipment
- Strategy and Planning
- Interoperable Communications
- Training & Exercise
- Assessment

The COUAWG will work with the Oklahoma Office of Homeland Security (OKOHS) to coordinate resources to effectively enhance prevention, protection, response and recovery capabilities. The Central Oklahoma Urban Area Strategy will support the Oklahoma State Strategy in its effort to enhance all-hazards response capability. The Central Oklahoma Urban Area Strategy will be submitted to the Oklahoma SAA, the Oklahoma Office of Homeland Security, for review prior to being submitted to the Department of Homeland Security.

Effort

The COUAWG is comprised of members of the Homeland Security Regions 6 and 8 councils established by the Oklahoma Office of Homeland Security and represent the following disciplines:
Fire, Emergency Management, Public Health, American Red Cross, Health Care, Emergency Medical Services, Government Administrative, Veterinarian/Agriculture and Law Enforcement. Each agency and/or discipline represented is committed to developing a strategy for the Urban Area to meet the combined vision of this group.

Description of Jurisdictions

The Central Oklahoma Urban Area Security Initiative (COUASI) is comprised of Homeland Security Regions 6 and Homeland Security Region 8. Region 8 encompasses all of Oklahoma City and Oklahoma County and the cities contained therein. Region 6 includes Logan, Lincoln, Pottawatomie, Cleveland, McClain, and Canadian counties and the cities contained therein.

Historically, the Central Oklahoma Urban Area has stressed the concept of regionalization through the prior SHSGP funding. It is a natural progression to continue that policy through the UASI Grants and all available funding sources. Every jurisdiction/discipline in the defined counties are represented. The COUAWG recognizes that no single jurisdiction can provide all of the necessary resources that would be needed in order to respond to any incident, including a CBRNE incident or act of terrorism. It is necessary for communities to rely upon a regional approach to address the shortfalls within each jurisdiction, small or large. The COUWAG continues to support the effort to build communication, cooperation, and coordination of the emergency response community, and foster a practice of resource sharing with all jurisdictions within Central Oklahoma Urban Area.

Description of Regions

The urban area is comprised of Homeland Security Regions 6 and 8. The definition of the regions was based in part upon population distribution and in part upon recognizable geographical boundaries. The boundaries were established based upon Oklahoma Highway Patrol boundaries with which most first responders are familiar. The regions were determined by the State Administering Agency, the Oklahoma Department of Public Safety, in consultation with the Oklahoma Statewide Domestic Preparedness Advisory Group.

The Oklahoma City Urban Area is no stranger to disaster. From the dust bowl days of the 1920's to the present, Oklahoma responders have repeatedly come together in times of adversity to help each other. This is readily apparent in the recovery efforts following the bombing of the Alfred P. Murrah Federal building and the tornado outbreaks of May 3, 1999. Currently, mutual aid agreements are entered into by individual local jurisdictions. These mutual aid agreements govern the ability of local jurisdictions to support each other to prevent, protect against, respond to and recover from major events.

Oklahoma's responses to numerous disasters without the benefit of formal statewide or regional mutual aid agreements has been successful and resulted in what is known today as the "Oklahoma Standard".

The Oklahoma City UASI will endeavor to leverage all available resources to enhance capabilities to prevent, protect, respond and recover from all incidents through:

- Mutual Aid/MOU's
- Standardization of Equipment
- Regional Response plans, procedures, protocols
- Interoperable Communications
- Regional Multiagency Coordination Center (RMACC)
- Regional Direction & Control
- Regional standards for training and credentialing
- Multi-disciplinary regional exercises
- Intelligence gathering, analysis & information sharing

Section 2 > Goals and Objectives
Based upon a detailed review of the current status within the COUASI, the following are the adopted goals and objectives for this revision of the COUASI Strategy

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GOAL 1: IMPLEMENT NIMS AND THE NATIONAL RESPONSE FRAMEWORK (NRF)

Establish, develop, and/or conduct programs and projects that enable the COUASI to effectively and efficiently implement NIMS Components and meet NIMS Implementation Objectives that benefit the COUASI as a whole and enable it to integrate with the National Response framework.

OBJECTIVE: Develop a COUASI Resource Management System consistent with NIMS by 2013

STEP: Establish and convene (quarterly) a COUASI Resource Management Subcommittee

STEP: Create an inventory of all equipment purchased with UASI grant funds

STEP: Identify all agencies and jurisdictional resources available to respond in the COUASI

STEP: Determine what equipment gaps exist within the COUASI

STEP: Develop resource deployment plan/protocols

STEP: Develop a maintenance and sustainment plan (to include equipment disposition, replacement, and disposal) for the COUASI

OBJECTIVE Conduct continuously or ongoing basis NIMS/ICS training as required by the NIMS Five-Year NIMS Training Plan to develop Incident Management Teams, Multi-agency Coordination Center (MAC), and Joint Information Center (JIC)

STEP: Identify training needs based upon NIMS Five-Year NIMS Training Plan

STEP: Identify and select appropriate NIMS/ICS training courses from the NIMS Five-Year NIMS Training Plan

STEP: Conduct appropriate NIMS/ICS training courses

STEP: Evaluate the capabilities of personnel that receive NIMS/ICS training

OBJECTIVE: To establish a Regional Multi-Agency Coordination Center (RMACC) for COUASI jurisdictions to utilize for coordination and support of response and recovery efforts as the result of domestic incidents, regardless of cause, size or complexity by 2012.

STEP: Determine what capability gaps exist for the RMACC

STEP: Identify equipment and services necessary to make the RMACC operational

STEP: Acquire necessary equipment and services for the RMACC

STEP: Implement and install in the RMACC necessary equipment and services

STEP: Test and evaluate equipment and services installed in the RMACC.

STEP: Develop and implement corrective action plans to improve equipment and services at the RMACC.

GOAL 2: EXPAND REGIONAL COLLABORATION

Develop relationships and improve state, regional and local capabilities to mitigate, prepare, protect, respond, and recover from natural disasters, major emergencies, terrorist acts (to include CBRNE events) and incidents of national significance.

OBJECTIVE: Develop a Regional Multiagency Coordination Center (RMACC) Standard Operating Procedure (SOP) for COUASI multiagency coordination that incorporates the NIMS by 2012.

STEP: Hire a contractor/vendor to develop the RMACC SOP

STEP: Establish multiagency, multidiscipline, multijurisdictional RMACC SOP Working Group

STEP: Conduct planning process including necessary meetings with stakeholders

STEP: Develop a draft RMACC SOP

STEP: Review and approval by COUASI Working Group

STEP: Acceptance by COUASI stakeholder jurisdictions by MOU

OBJECTIVE: Conduct drills and exercises pursuant to Homeland Security Exercise and Evaluation Program (HSEEP) to ensure the Regional Multiagency Coordination Center (RMACC) is capable of supporting response and recovery throughout an incident period (annually)

STEP: Identify the objectives of the drills and/or exercises

STEP: Develop scenarios for the drills and/or exercises

STEP: Develop drills and/or exercises that test the ability of the RMACC

STEP: Conduct drills and/or exercises

STEP: Develop After Action Report (AAR), Corrective Action Plan and evaluate the need for additional drills and/or exercises

OJECTIVE: Develop a Region-wide Training and Exercise Calendar to encourage increased coordination of the various disciplines scheduled training activities annually

STEP: Establish a Training/Exercise Committee

STEP: Identify individual disciplines existing training/exercise schedules

STEP: Identify training/exercises that could be collaborated across multiple disciplines and/or agencies

STEP: Coordinate scheduling of training/exercises that results in increased collaboration

STEP: Post training schedule on WEB EOC

OBJECTIVE: Establish a COUASI Region Type 4 (two or more jurisdiction response) All-Hazards Incident Management Team (AHIMT) or All-Hazards Incident Support Team (AHIST) consistent with the guidelines established by the Oklahoma All-Hazards incident Management Team (AHIMT) Program by 2012

STEP: Identify stakeholders to participate in the AHIMT/AHIST

STEP: Secure Memorandums of Understanding (MOU) from the participating stakeholders

STEP: Develop Team Manual

STEP: Recruit and select personnel for the AHIMT/AHIST from amongst the participating stakeholders

STEP: Conduct required NIMS/ICS training to qualify AHIMT/AHIST personnel to perform their functions and positions.

STEP: Determine equipment, material, and supply needs for the AHIMT/AHIMST

STEP: Acquire required equipment, materials, and supplies for the AHIMT/AHIMST

STEP: AHIMT/AHIMST personnel to complete Position Task Books (PTB) through exercises and actual incidents.

STEP: Establish and conduct regularly scheduled AHIMT/AHIMST meetings to maintain annual continuing education requirements.

STEP: Conduct drills and exercises to evaluate AHIMT/AHIMST capabilities and take corrective action to address areas for improvement identified during drills and exercise

OBJECTIVE: Evaluate Region-wide Outdoor Warning Device Plan by 2013

STEP: Identify individual jurisdictions policies regarding activation of outdoor warning devices

STEP: Evaluate feasibility of urban area wide consistent plan

GOAL 3: IMPLEMENT THE NATIONAL INFRASTRUCTURE PROTECTION PLAN (NIPP)

The goal of the COUASI is designed to enhance the capabilities of local first responders, working in cooperation with state and federal officials, to reduce vulnerability through assessments and hardening of critical infrastructure and key assets following NIPP guidelines.

OBJECTIVE: Expand the COUASI National Infrastructure Protection Plan by identifying more CIKR resources (2015)

STEP: Indentify key members within the COUASI Region to participate in the development of the Infrastructure Protection and Key Resource Project

STEP: Coordinate with the Oklahoma Information Fusion Center

STEP: Define specific outcomes, time lines, conditions and performance targets to develop a coordinated committee within the COUASI Region

STEP: Identify individuals to participate in the Working Group

STEP: Provide updates to Executive Board related to objectives set, agencies identified willing to participate and individuals identified by agencies to participate in the project

OBJECTIVE: Develop a multi-disciplined, multi-jurisdictional Working Group (2011)

STEP: Contact individual agencies who have agreed to provide representation on the Working Group

STEP: Conduct meetings with the Working Group to review goals, outcomes, time lines, conditions and performance targets

STEP: Conduct Threat and Vulnerability Assessments on CIKR sites within the COUASI Region

STEP: Review assessments after they are conducted

STEP: Prioritize critical assets for funding

OBJECTIVE: Identify equipment needed for agencies and participants in this project (annually)

STEP: Identify DHS approved equipment needed to conduct initial Threat and Vulnerability Assessments

STEP: Submit paperwork for the purchase of equipment through the COUASI process

OBJECTIVE: Provide necessary training to individuals selected by agency to participate in the CIKR Program (2012).

STEP: Identify DHS approved training on Threat and Vulnerability Assessments

STEP: Coordinate with the Oklahoma Office of Homeland Security to schedule classes

STEP: Conduct training in coordination with the Oklahoma Information Fusion Center on scheduling classes with C/ACAMS for both public and private sector partners who agreed to participate

STEP: Once training is conducted, assessments performed and CIKR prioritized purchase equipment

OBJECTIVE: Conduct drills and exercises pursuant to HSEEP to COUASI Region of supporting planning, response and recovery throughout an incident period (2014)

STEP: Identify the objectives of the drills and/or exercises

STEP: Develop scenarios for the drills and/or exercises

STEP: Develop drills and/or exercises that test the ability of the CIKR Program

STEP: Conduct drills and/or exercises

STEP: Develop After Action Report (AAR), Corrective Action Plan and evaluate the need for additional drills and/or exercises

GOAL 4: STRENGTHEN INFORMATION SHARING AND COLLABORATION

This goal will be to enhance the capabilities of local law enforcement by working with the statewide structure and federal officials, to reduce risks of terrorism through effective information sharing and collaboration (fusion) and surveillance.

OBJECTIVE: Enhance the capabilities of first responders by working with law enforcement, fire service, emergency management, private sectors partner and federal officials to reduce risks of terrorism through effective information sharing and collaboration by 2012

STEP: Ensure that state, local and federal law enforcement agencies are working together in a coordinated manner.

STEP: Coordinate intelligence collection in cooperation with the Joint Terrorism Task Force (JTTF), local law enforcement and the Oklahoma Information Fusion Center

STEP: Identify community partners who could assist in surveillance of suspicious activity and establish guidelines for reporting information

STEP: Determine priorities for investments regarding the prevention of terrorism incidents such as acquisition of software for data collection/gathering

OBJECTIVE: Coordinate with the Oklahoma Information Fusion Center and first responder agencies within the COUASI on Information and Intelligence flow by 2012 and from that point annually evaluate.

STEP: Organize and facilitate intelligence and information sharing meetings within the COUASI region in order to properly disseminate intelligence

STEP: Develop the Intelligence Liaison Officer Program in the COUASI Regions

STEP: Establish priority intelligence requirements for the COUASI region in conjunction with the Oklahoma Information Fusion Center

OBJECTIVE: Determine priorities for equipment investments regarding the prevention of terrorism incidents by 2012 and review annually

STEP: Determine what capability gaps exist for the project

STEP: Identify equipment and services necessary to expand project

STEP: Acquire necessary equipment and services

STEP: Deliver equipment to agencies

OBJECTIVE: Continue to coordinate with the Oklahoma Office of Homeland Security on training to expand information sharing within the COUASI region and the State of Oklahoma by 2012

STEP: Identify training needs

STEP: Identify and select appropriate training courses

STEP: Conduct appropriate training courses

OBJECTIVE: Conduct drills and exercises pursuant to HSEEP to ensure the Information Sharing and Collaboration system within the COUASI Region is capable of supporting response and recovery throughout an incident period by 2014

STEP: Identify the objectives of the drills and/or exercises

STEP: Develop scenarios for the drills and/or exercises

STEP: Develop drills and/or exercises that test the ability of the REOC

GOAL 5: STRENGTHEN INTEROPERABLE AND OPERABLE COMMUNICATIONS

By providing regional and intrastate communications interoperability, considering the interoperability continuum among all jurisdictions and disciplines within the COUASI.

OBJECTIVE: Enhance regional and intrastate radio communications interoperability; moving towards the highest attainable position on the interoperability continuum among all jurisdictions and disciplines. This process is ongoing with progress evaluated annually during project discussion.

STEP: Assess current level of interoperability

STEP: Update plan to address current status, system capabilities, status of the regional area communications plan

STEP: Assess current plan to include, system capabilities, maintenance requirements and legal concerns at federal, state, tribal and local levels

STEP: Make appropriate changes based on analysis, design and connectivity

OBJECTIVE: Increase the number of regional jurisdictions and disciplines utilizing one of the two existing regional shared systems for primary radio communications on an annual basis

STEP: Identify agencies within operational range

STEP: Query interest of potential jurisdictions in migrating to either of the available systems

STEP: Identify available funding sources

STEP: Review jurisdictional requests for feasibility; cost estimate; and attainable results

STEP: Allocate funding by priority based upon outcome of analysis from information obtained in above steps

STEP: Obtain actual configured costs

STEP: Procure equipment as funding is available

STEP: Distribute equipment

STEP: Train personnel

OBJECTIVE: Analyze and modify as necessary to strengthen the capabilities and protocols used for regional, tactical interoperable communications. This process is ongoing and reviewed biannually

STEP: Review regional Tactical Interoperability Plan (TIC-P)

STEP: Confirm accuracy of technical and operational components

STEP: Analyze operational protocols for agreement / opportunities to improve

STEP: Review / Update associated SOP and NIMS components of the plan

STEP: Update / Publish revised TIC-P

STEP: Train / Exercise revised plan

OBJECTIVE: Pursue migration of all shared systems to standards-based (P25) technology in multiple phases by obtaining and utilizing all available funding sources, with a target date of 2018

STEP: Evaluate current inventory of equipment utilized in shared systems for P25 compliance

STEP: Ensure that all equipment purchased is consistent with transition to P25

STEP: Develop realistic phases for implementation, cost estimate of each phase

STEP: Analyze / Prioritize migration steps and their associated costs

STEP: Identify funding sources for P25 migration

STEP: Purchase / implement / train as required based upon funding availability

OBJECTIVE: Strengthen the ability to communicate / interoperate with jurisdictions and agencies that cannot reasonably operate on shared, trunked systems by 2015. This process is ongoing

STEP: Review / analyze interoperable needs of jurisdictions whose move to shared, trunked systems is not feasible

STEP: Develop plan / design as necessary to create best achievable level of interoperability using defined standards

STEP: Identify available funding sources

STEP: Allocate funding by priority based upon outcome of analysis

STEP: Obtain actual configured costs

STEP: Procure equipment as funding is available

STEP: Implement solution

STEP: Distribute equipment

STEP: Train personnel

GOAL 6: CBRNE Detection, Response and Decontamination by improving the capacity and proficiency of the region's resources to respond to any All-Hazards incident or WMD/Hazardous Materials incidents to include purchasing equipment and providing training.

OBJECTIVE: Develop comprehensive all-hazards response capabilities throughout the Central Oklahoma UASI (COUASI) area by 2015

STEP: Identify current response capabilities in the COUASI

STEP: Identify any gaps and weaknesses in our response capabilities

STEP: Develop response plans and/or agreements for participating agencies and jurisdictions

STEP: Complete resource list identifying participating agencies and jurisdictions

STEP: Create written MOU's and Mutual Aid agreements for All-Hazards response within the COUASI regions

OBJECTIVE: To manage and provide oversight for the CBRNE Detection, Response, and Decontamination project using a prioritization and assessment process in acquiring the necessary equipment and PPE (annually)

STEP: Identify subject matter expert project manager(s) to directly oversee the project

STEP: Write investment justifications for the specific project assigned by the Budget Sub-Committee

STEP: Complete budget detail worksheets and follow accepted local, state, and federal procurement procedures

STEP: Accepts delivery and maintains inventory of equipment

STEP: Provides periodic project updates to the COUASI Working Group and Budget Sub-Committee

OBJECTIVE: Acquire and sustain a robust equipment cache and personal protective equipment for responders within the COUASI. Replace expired and/or defective equipment (annually or as necessary)

STEP: Identify equipment needs for CBRNE, USAR, Bomb Squads, and Animal Containment

STEP: Complete BDW's and follow correct purchasing policies and procedures

STEP: Identify vendors and get pricing information

STEP: Purchase needed tools, PPE, and equipment

STEP: Deliver equipment to selected agencies and departments with the COUASI

OBJECTIVE: Develop training programs to insure safe and efficient all-hazards response throughout the Central Oklahoma UASI region (on an annual basis)

STEP: Identify training needs within the response organizations

STEP: Meet and propose training ideas with the Planning and Training Sub-Committee

STEP: Identify vendors or agencies that can provide the requested training

STEP: Ensure training plans incorporate CBRNE, USAR, Bomb Squads, animal containment and response capabilities within the urban area

STEP: Provide and evaluate substantive training

OBJECTIVE: Continue to participate in all-hazards exercises that follow HSEEP guidelines and continue to train and conduct local functional exercises specific to agency and jurisdictional needs (annually)

STEP: Identify exercise needs that meet the National Priorities and Target Capabilities List

STEP: Form exercise-planning team and develop objectives for the exercise

STEP: Develop scenarios for the drills and/or exercises and identify participants

STEP: Conduct drills, tabletop, functional, and full-scale exercises based on need

STEP: Develop After Action Report (AAR), Corrective Action Plan and evaluate the need for additional drills and/or exercises

GOAL 7: STRENGTHEN MEDICAL SURGE/MASS PROPHYLAXIS

Enhance the Central Oklahoma Urban Area's regional capability to manage a mass casualty event or large scale public health emergency by detection, inventory enhancement, improved capacity, and increased training opportunities.

OBJECTIVE: Enhance the capability to meet an increased patient volume from a sudden mass casualty event or public health emergency Timeline: Steps associated with this objective are ongoing and expected to be complete by 07/2015.

STEP: Develop means to monitor the healthcare system's patient capacity by tracking beds, volume, internal reactions, divert status, and deployed assets. Create consistency and familiarity in the usage of EMResource, WebEOC, HOSS, and/or other monitoring programs

STEP: Establish and maintain a multi-level redundant two-way communications process with healthcare facilities and organizations. Maintain and update contact lists for command centers and key personnel

STEP: Acquire, store, and inventory equipment and supplies needed for internal and/or external medical system augmentation. Develop processes for the notification of need, the capacity to meet that need, and the deployment and return of cached equipment, assets for the Strategic National Stockpile, and EMAC assistance. Ensure the Medical Emergency Response Center in each UASI area is capable of resource coordination during a mass casualty incident or public health emergency

STEP: Develop or acquire a means for patient tracking and accountability during a mass casualty incident or public health emergency

STEP: Develop protocols, plans, or guidelines, consistent with those developed by the Oklahoma State Department of Health, to facilitate the graceful degradation of the healthcare system and the implementation of altered standards of care

STEP: Identify potential locations, and plan for the provision of patient triage or care outside of the existing acute care facilities. Develop plans to ensure the current healthcare system is still in existence and able to provide care for the community once the mass casualty incident and/or public health emergency is over. Coordinate planning with non-acute care facilities as a potential source/site of augmentation

STEP: Develop a link with public health epidemiology in the event of a medical surge event so predictions on patient volume and geographic distribution can be determined to assist in key decision making processes

STEP: Develop and conduct training and education to medical and public health personnel on medical surge challenges, augmentation equipment, altered standards of care, and response plans. Develop a means of engaging the community on medical surge issues prior to and during a surge event. Exercise communications/coordination pathways, equipment utilization, and the establishment of external triage and treatment centers

OBJECTIVE: Develop and maintain the capability to provide safe, timely, effective and indicated prophylaxis and/or immunization to the population of the UASI area. Timeline: Steps within this objective are assessed biannually in conjunction with the Region 6/8 CDC Technical Advisory Review . The next review will be March of 2011. Capabilities should be implemented by 07/2015.

STEP: Develop the capability to recognize a potential public health emergency, perform an assessment of the need for prophylaxis, and if indicated, determine the optimal prophylaxis to address the threat

STEP: Develop and maintain the operational capability to open, staff, and sustain the adequate number of Points of Distribution Sites (PODS) based upon the prevailing recommended public health model

STEP: Develop and maintain the operational capability to open, staff, and sustain a Regional Distribution Site (RDS)

STEP: Develop and maintain the capability to track resources and provide adequate and timely resupply to the operating PODS or RDS

STEP: Develop and maintain the capability to track and account for individuals receiving prophylaxis during a POD operation

STEP: Explore, test, and develop alternate means of providing prophylaxis to large numbers of individuals during a public health emergency

Step: Develop and maintain the capability to ensure redundant and adequate verbal and data communications and coordination exists between PODS, RDS, the EOC and the ICS for the incident

Step: Procure and/or develop training and education materials to ensure volunteers, public health and medical personnel maintain the necessary skill set to perform during a mass prophylaxis operation. Conduct regular exercises to ensure a continuing communication capability and the ability to operate POD and RDS sites

OBJECTIVE: Maintain and enhance the ability to detect and identify abnormal disease progression, conduct epidemiological investigations, and communicate pertinent information for containment, prophylaxis, and public health response activities. Timeline: Assessment and enhancement will be ongoing throughout the UASI grant cycle, with expected completion 07/2015.

STEP: Maintain and strengthen relationships and communication pathways with intelligence analysis entities such as the Oklahoma State Department of Health, the CDC, the Tulsa Early Warning Group, and the Oklahoma Fusion Center

STEP: Continue to utilize and assist with established sentinel laboratories and clinicians as part of an early warning and detection network

STEP: Continue to develop, monitor, and expand the syndromic surveillance system

STEP: Maintain and expand, of possible, the ability to rapidly identify disease agents in the community

STEP: Maintain and strengthen internal communications and communications with outside partner agencies and organizations

STEP: Enhance the capability to conduct investigations, manage outbreaks, and determine scope, extent, and parameters of an outbreak

STEP: Continue to develop Risk Communication strategies and capabilities through multiple means of delivery and languages

STEP: Develop and sustain the capability to provide clear, concise, and effective response measures to public health and medical personnel managing a public health emergency

STEP: Provide training and education to appropriate personnel, and conduct exercises to test laboratory capability, risk communication strategies, and outbreak management

OBJECTIVE: Develop and maintain the capability to adequately assess, triage, treat, and transport the mass casualty or public health emergency patient to the appropriate facility. Timeline: Over all capability currently exists, assessment and enhancement will be ongoing thru 07/2015.

STEP: Continue to develop and strengthen the regional response integration of EMS services in the UASI area

STEP: Acquire equipment, supplies and systems necessary for the effective all-hazards management of mass casualty incidents caused by natural disasters, industrial accidents, and acts of terrorism

STEP: Enhance the ability to recognize a mass casualty incident and provide early warning to first response agencies and receiving facilities

STEP: Enhance the capability to provide triage, treatment, and transport while maintaining effective participation in the jurisdiction's Incident Command System

STEP: Develop and maintain the capability to track pre-hospital patients and determine their current disposition

STEP: Develop and maintain the capability that ensures adequate supplies and equipment are provided to the scene

STEP: Enhance the communication capability between EMS units, the MERC, and the ICS

STEP: Provide appropriate mass casualty training and education to pre-hospital providers, public health personnel, and personnel in receiving facilities

STEP: Maintain moulage capabilities and conduct effective, function-based exercises for Medical Branch Command/Control, Alternative Care/Triage Site operations, field communications and patient tracking

OBJECTIVE: Develop and maintain the capability to effectively manage medical supplies and materials before, during, and after the response to a mass casualty incident or public health emergency

STEP: Acquire equipment, supplies, services, and systems needed to respond to a mass casualty incident or public health emergency

STEP: Provide disbursed and redundant storage capability that allows effective inventory management and emergency access

STEP: Acquire, develop, and maintain equipment and processes for effective inventory management stock rotation, and reporting

STEP: Acquire, develop and maintain equipment and processes for cache equipment deployment, utilization, tracking, return to inventory, and replacement

STEP: Acquire, develop, and maintain equipment and processes for requesting, receiving, deploying, and accounting for equipment and supplies from outside agencies including the Strategic National Stockpile (SNS)

STEP: Provide education and training on the use and maintenance of response cache and SNS equipment/supplies

STEP: Conduct exercises to test and develop the capability of equipment and material deployment, set-up, utilization, breakdown, and return to inventory

OBJECTIVE: Develop and maintain the capability to provide medical and public health support for mass gathering events, shelter operations, and the medical special needs population. Timeline: Steps associated with this objective are ongoing and expected to be complete by 07/2015.

STEP: Develop plans and acquire equipment, supplies, systems, and services for the medical support of mass care incidents and the medical special needs population

STEP: Define the parameters of medical special needs patients, identify responsible agencies, and develop plans, specifically to address their unique needs during a mass casualty incident, public health emergency and natural/manmade disaster

STEP: Coordinate with shelter agencies and organizations to develop plans, delineate responsibilities, and acquire equipment to address the medical support of the sheltered population

STEP: Coordinate with city and regional agencies, first response agencies, and private vendors to ensure an adequate medical and public health response capability exists for planned mass gathering events

OBJECTIVE: Develop and maintain the capability to recruit, credential, train, deploy, track, and demobilize medical and public health volunteers during an emergency response or community support mission Over all capability currently exists, assessment and enhancement will be ongoing thru 07/2015.

STEP: Continue, enhance, support, and sustain the development of the Oklahoma Medical Reserve Corps (MRC)

STEP: Coordinate MRC activities with those of other volunteers groups in support of a medical or public health mission

STEP: Develop and maintain the capability to rapidly establish an effective mechanism to receive, credential, train, deploy, track, and demobilize spontaneous unassigned volunteers in support of a medical or public health response mission

STEP: Coordinate with the UASI agencies and develop plans, acquire equipment, supplies, systems, and services, to establish a centralized location where all volunteers can report for processing, staging, deployment, and demobilization

STEP: Develop the capability of ensuring volunteer safety and appropriate utilization during a medical or public health mission

STEP: Conduct training and education to the MRC and other volunteer groups specifically targeted for the anticipated medical and public health missions that may be required during a mass casualty incident or public health emergency

STEP: Conduct exercises to familiarize volunteers with anticipated roles and responsibilities needed during a medical or public health mission

Urban Area Security Strategy (Proposed for 2009 and beyond)

Oklahoma City Urban Area

Status: DRAFT

DRAFT

OBJECTIVE: Develop and maintain the capability to store and/or process a large number of fatalities while coordinating with the Oklahoma State Medical Examiner's Office and recognizing/respecting as much as possible unique community cultural and religious nuances surrounding the issue of death. Timeline: A Gap analysis has been performed (8/2010) and regular meetings are now being held with personnel from the Office of the Chief Medical Examiner. Steps associated with this objective are ongoing and expected to be complete by 07/2015.

STEP: Conduct joint planning meetings with the Office of the Medical Examiner (ME) to ensure alignment between UASI objectives/tasks and ME plans

STEP: Develop capability to identify unique cultural and religious requirements in the UASI area by coordinating planning with city agencies, NGO's, and community groups

STEP: Acquire equipment, supplies, systems and services required to store and process a large number of fatalities and address the unique challenges presented by deaths from a CBRNE incident

STEP: Develop and maintain the capability to track and record the disposition of remains and create records required by the ME office

GOAL 8: STRENGTHEN REGIONAL PLANNING AND CITIZEN PREPAREDNESS

Develop a coordinated and inclusive planning process whereby local, county and state governments, as well as support entities, can accomplish deliberate emergency planning that embraces the Whole Community planning concept. These planning efforts integrate the expertise of both paid and non-paid professionals in addressing preparedness, response and recovery at all levels of government, as well as enhancing personal preparedness for all citizens living within the COUASI area.

Objective: Use the Citizen Corps Councils, Volunteer Organizations Active in Disasters (VOAD) and other volunteer entities, in coordination with the Oklahoma Departments of Homeland Security and Emergency Management, to continually address community needs in the areas of preparedness, response and recovery. (Ongoing)

Step: Develop a Regional Volunteer Subcommittee staffed by representatives from emergency management and volunteer organizations, and other stakeholders as appropriate.

Step: Coordinate Citizen Corps Councils, VOADs, and other volunteer entities to inventory, organize, and maximize the usage of volunteers.

Step: Develop MOUs and/or other written agreements with outside community volunteer organizations as appropriate.

Objective: Create a Regional Volunteer and Donations Management Plan

Step: Coordinate meetings with Volunteer Organizations Active in Disasters (VOAD), regional emergency management representatives, and other stakeholders as appropriate.

Step: Use meetings to determine plan, policies, and procedures.

Step: Request that local jurisdictions compile and assess volunteer capabilities and resources within their jurisdictions and submit information to subcommittee for inclusion into the plan.

Step: Distribute approved plan to local jurisdictions.

Objective: Increase the use of volunteers in their various disciplines by recruiting, training, organizing, and equipping them as appropriate. Provide integrated (paid and volunteer) training at least twice each year.

Step: Include volunteer organizations in regional planning and exercises.

Step: Establish a coordinated volunteer recruitment process.

Step: Establish training requirements for all volunteers including baseline levels and follow-on if appropriate.

Step: Conduct training courses to increase or expand volunteer organization capabilities

Step: Acquire equipment that meets the needs and the training levels of the volunteers.

Objective: Expand opportunities for education, training and professional development, for paid and non-paid professionals, in the area of deliberate planning. Hold a training opportunity or workshop at least once each year.

Step: Identify opportunities to foster effective synchronization of Federal, State, and local emergency response and operations plans.

Step: Explore opportunities to develop plans and then rigorously test, exercise and validate those emergency response and operations plans.

Objective: Each jurisdiction in the COUASI region is encouraged to integrate persons with disabilities or access and functional needs into their emergency planning activities and comprehensive emergency management functions; especially in the areas of preparedness, warnings and emergency communications, evacuations, and congregate care shelters by 2012.

Step: Identify stakeholder organizations (i.e. government, private non-profit, community based, volunteer, or private sector organizations) that provide support, services, care giving and advocacy for people with disabilities or access and functional needs.

Step: Conduct meetings, seminars, and/or workshops with stakeholder organizations to identify each other's capabilities and learn about each other's services, policies and procedures.

Step: Establish Memorandums of Understand (MOU) with stakeholder organizations to share information and provide services and/or support during emergencies and disasters.

Step: Map the location of persons with disabilities or access and functional needs population in so far as practical.

Step: Develop and maintain regional caches of durable medical equipment (DME), consumable medical supplies (CMS), and other materials, supplies, and equipment for the access and functional needs population to be used during evacuation and congregate mass care operations.

Step: Develop and conduct training programs for first responders on how to work with persons with disabilities or access and functional needs.

Step: Distribute *Tips for First Responders – Oklahoma Edition* (Available from the Oklahoma Department of Rehabilitative Services) to first responders.

STEP: Establish agreements or contracts to provide personal assistance services (PAS), handicapped accessible transportation, American Sign Language interpreters, and other services as necessary.

Objective: Increase citizen personal preparedness within the COUASI region. (Ongoing)

Step: Create a Regional Public Education Subcommittee staffed by professional public information officers, public health professionals, emergency management representatives, school district representatives, and other stakeholders as appropriate.

Step: Collaborate with regional and state disaster education programs to ensure a unified message.

Step: Develop "region specific" educational materials in both print and electronic formats. Message and materials should include considerations for public health and medical emergencies, people with disabilities, access or functional needs, and language barriers. Information and tools must be accessible, available and achievable for everyone.

Step: Promote program recognition through various media outlets.

Step: Provide education materials to COUASI citizens.

Step: Develop and implement a youth specific program targeting students and their teachers.

Step: Identify corporate sponsors and establish partnerships for program growth and sustainment.

Step: Monitor and adjust dissemination of program materials to ensure adequate distribution and effective implementation of the program within the COUASI region.

The Central Oklahoma Urban Area Homeland Security Strategy identifies a number of goals and implementation steps to meet objectives regarding planning, organizing, equipping, training and exercising, and serves as an ongoing plan for the Central Oklahoma Urban Area Working Group (COUAWG) inclusive of all political sub-divisions. The COUAWG seeks to develop and implement these objectives through the 36-month project period and beyond. Semi-annual programmatic progress reports will be completed and submitted to the COUAWG members and the Executive Committee prior to submission to OKOHS. In the event that objectives are not being met on a timely basis, the COUAWG will be responsible to review the plan, assess responsibility, and make recommendations to implement necessary changes.

The COUAWG has elected to meet at least quarterly or as indicated in the Charter. At these meetings, the COUAWG will review the Central Oklahoma Urban Area Strategy and status of projects. The COUAWG has established previously cited subcommittees as necessary by strategy projects. Each sub-committee is responsible for carrying out specific projects for the implementation of the Strategy. All subcommittees established report back to the COUAWG. The COUAWG will also have the authority to task appropriate subcommittees as necessary to meet the schedule for the implementation of the Strategy. The frequency of subcommittee meetings is determined by timelines established for the various individual projects.