

# Urban Area Security Strategy (2010)

## Tulsa Urban Area

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### Section 1 > Introduction

#### Purpose

The Tulsa Urban Area Security Initiative (TUASI) Working Group will apply UASI funding in an efficient and effective manner to better enhance the region's ability to prevent, deter, mitigate, prepare for, respond to, and recover from all-hazards disasters. Past incidents and disasters in Tulsa such as the floods of 1984 and 1986, tornados of 1993 and 1999, micro-burst of 2005, and the ice storm of 2007 illustrate the importance of having functional prevention, mitigation, and response systems in place. Oklahoma's proclivity to severe weather and the 19 April 1995 terrorist bombing in Oklahoma City illustrate the wide spectrum of incidents that must be taken into consideration in providing a safe environment for its citizens, with a plan to reduce the risk as well as mitigate the impact from such events.

Designation of UASI status by the Department of Homeland Security presents a unique opportunity to the TUASI and a fiscally responsible methodology will be utilized to create the most efficient and effective application of grant funds as possible. Since 11 September 2001, Tulsa has developed a spirit of cooperation between public and private agencies in the region. Groups like the Oklahoma Region 7-Terrorism Early Warning group (OKTEW) and the Tulsa Mayor's Homeland Security Task Force have formed a foundation of collaboration the TUASI will have the benefit of being built upon. This existing foundation will assist in streamlining coordination of the grant.

It is understood this the Tulsa Urban Area Security Strategy is a living document and may be subject to periodic review and revision based on future needs and assessments of the Tulsa Urban Area Security Initiative Working Group.

#### Vision

The TUASI Working Group will collaborate to make the Tulsa Urban Area (TUASI) as resilient to disasters as possible. Through proactive regional collaboration the TUASI will build on existing systems to the extent possible in addition to identifying gaps and developing new systems where needed.

The TUASI Working Group realizes the importance of utilizing UASI funding to protect the health and safety of the citizens and responders in the region. Through careful review, deliberation and consideration, the Working Group will improve public safety by prioritizing issues in the region and directing funding toward programs that best meet the mission of improving public and responder safety.



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### Focus

#### Focus

- Build on existing groups and systems already in place to leverage UASI funding and initiatives.
- Improve relationships and information sharing between private, public, and Non Governmental Organization's (NGO's).
- Maximize identification, typing, sharing and coordination of resources.
- Integrate plans, protocols, and Standard Operating Procedures (SOPs) with the National Incident Management System, National Response Framework, Oklahoma Office of Homeland Security, Metropolitan Medical Response System, and local, county, State, and tribal emergency operations plans.
- Enhance the capabilities of first responders with equipment, training, and resources.

### Coordination

The City of Tulsa Mayor's Office has been identified as the Point of Contact (POC) for the TUASI. The Oklahoma Office of Homeland Security (OKOHS) has designated the Region 7 Advisory Council as the TUASI Working Group. Regional Council membership, defined by statute, is as follows: Police Chief, Sheriff, Emergency Management, Public Health, Hospitals, Veterinarian, Chief of a paid Fire Department, Chief of a Volunteer Fire Department, Emergency Medical Services Provider, City Manager or Mayor, County Commissioner, American Red Cross, Council of Government. The Oklahoma Homeland Security Director, based on recommendations of statewide organizations representing a specific discipline, appointed each member to the Council. In addition to the TUASI Working Group, each of the eight (8) Department of Homeland Security National Priorities has a designated Project Manager appointed by the Working Group based on level of knowledge and expertise in a specific National Priority.

The TUASI Working Group is responsible for development, evaluation, and revision of the TUASI Strategy. In addition, the TUASI Working Group will contribute to strategy development and project management. Individual Working Group members are responsible for representing their discipline within the Urban Area and will solicit subject matter expert input when needed. The eight (8) National Priority Project Managers appointed by the Working Group are responsible for forming sub-committees and performing tasks as directed by the TUASI Working Group.

The TUASI Working Group will work with the Oklahoma Office of Homeland Security (OKOHS) to coordinate resources effectively in order to enhance the region's ability to prevent, deter, mitigate, prepare for, respond to, and recover from all-hazards incidents/disasters. The TUASI Strategy will be submitted to the Oklahoma Office of Homeland Security prior to submission to the Department of Homeland Security.



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### Effort

The Tulsa Urban Area Strategic Plan was developed by the unified efforts of the Urban Area Working Group. A Strategic Planning Sub-Committee was appointed by the Working Group from subject matter experts throughout the Tulsa Urban Area and represent both the disciplines and communities that would be impacted by any all-hazards incident within the Urban Area. The compilation of their work has been reviewed and approved by the Working Group and State partners and is reflected in this Strategy. Through this effort, focus and direction is provided regarding improvements to be made in the Urban Area and how best to maximize available funding to accomplish this task.

### Description of Jurisdictions

The TUASI is comprised of Oklahoma Homeland Security Region 7 as designated by the Oklahoma Office of Homeland Security. Region 7 encompasses all of Tulsa County and the cities contained therein.

### Description of Regions

Region 7 consists of all of Tulsa County, with a population of approximately 600,000, encompassing 570 square miles. The TUASI has been subjected to floods, tornados, ice storms, and other major severe weather incidents in the past. In addition, the potential exists for large-scale hazardous materials and other man-made incidents including terrorism. Because of the high potential for incidents of local, regional, and national significance, Region 7 has strived to improve regional collaboration by bringing all information, intelligence, response, and recovery organizations together in a variety of ways. UASI designation provides the region an opportunity to leverage on the relationships formed since 9/11 and before. The TUASI Working Group looks forward to making the region an even more resilient and safe place live.



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### Section 2 > Goals, Objectives, and Implementation Steps

**Goal:** The goal of this Investment is to develop a Type 3, Tulsa Urban Area-All Hazard Incident Management Team (AHIMT). The team will encompass multiple agencies and multiple jurisdictions from across the Tulsa Urban Area and will be activated to support large and complex incidents. In addition, creation of infrastructure, systems, and programs to improve Incident Command Post (CP) organization to effectively manage a Type 3, 2, or 1 incident will be established. Lastly, infrastructure, programs, and systems will be implemented to improve coordination between the AHIMT/CP and the local Emergency Operations Center (EOC).

**Objective** Maintain NIMS compliance in Tulsa Urban Area (TUASI).

National Priority: Implement the NIMS and NRP

**Step:** Develop and annually maintain a NIMS compliance plan. (Completed)

**Step:** Develop a NIMS compliance sub-committee by 1 AUG 2010.

**Step:** Identify a NIMS Coordinator for each agency by 1 AUG 2010.

**Step:** Identify a NIMS point of contact for the TUASI. Completed: POC is Dennis Beyer

**Step:** Identify and quantify those needing training for the Tulsa Urban Area by 1 AUG 2010.

**Step:** Identify level of training needed by 1 AUG 2010.

**Step:** Coordinate with OKOHS Training and Exercise Coordinator to assure integration and coordination with State



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training and exercise plan.

**Step:** Provide appropriate NIMS training.

**Step:** Evaluate NIMS compliance plan and update annually as needed.

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**Objective** Create seamless interface between on-scene Command Posts (CP) and area Emergency Operations Centers (EOC) by 1 JAN 2013.

National Priority: Implement the NIMS and NRP

**Step:** Identify, select, support, and sustain software and other communications technology to improve information flow between CP and EOC.

**Step:** Improve EOC functionality and build robust EOC systems/programs to sustain effective EOC operation.

**Step:** Identify, select, and sustain systems to improve information flow between the urban area EOC and State EOC.

**Step:** Train and exercise EOC, command staff, and general staff personnel in CP/EOC interface.

**Step:** Evaluate the effectiveness of the technology implementation, make needed changes as needed.

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**Objective** Build systems and processes to identify, order, deploy, track, demobilize, and document resources by JAN 2015.

National Priority: Implement the NIMS and NRP



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- Step:** Identify, select, and sustain technology that will effectively manage resources.
- Step:** Create database for information storage of all regional, state, and other resources.
- Step:** Support the ability to utilize database at local and state levels and create seamless interface with National Response Framework.
- Step:** Train and exercise personnel on effective resource management.
- Step:** Develop and implement SOP's for the deployment of resources within the Urban Area.

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**Objective** Build, support, and sustain a Tulsa urban area type 3 Incident Management Team (IMT) by 1 JAN 2013.

National Priority: Implement the NIMS and NRP

- Step:** Identify, select, and support host agency for IMT.
- Step:** Develop oversight committee.
- Step:** Recruit, select, train, and equip IMT members.
- Step:** Exercise IMT in conjunction with the TUASI Training and Exercise Sub-Committee.
- Step:** Coordinate and Collaborate with the State and Oklahoma City IMT's to ensure standardization statewide.



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Step: Sustain IMT.

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**Goal:** Expand standardization of response and develop collaborative plans to coordinate lifeline assets and capabilities that both expedite delivery of response services and retain interoperability with all eleven jurisdictions. Expanding collaboration should support all essential facilities and functions of all eleven jurisdictions during an emergency event or disaster and should be achieved through the following activities.

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**Objective**

Enhance response capabilities of all eleven jurisdictions through acquisition of assets and critical resources to support infrastructure, essential services, and service continuity (Dec 2011).

National Priority: Expand Regional Collaboration

**Step:** Develop a multi-tier prioritization plan for allocation of generators to each Tulsa County jurisdiction during an emergency event in the Tulsa Urban area (Sept-Dec 2010)

**Step:** Acquisition process implemented (Oct 2010)

**Step:** Develop and implement communication strategy for plan to all service providers explaining procedures and prioritization schema (Sept 2010 - June 2011)

**Step:** Facilitate training for the Urban Area in use (June 2011- ongoing)

**Step:** Facilitate incorporation of planning for backup generator use in regional response planning for all secondary providers (i.e. non-emergency responders such as long term facility staff) (Nov 2011 - ongoing)

**Step:** Set protocols that include a plan for prioritizing use of generator during each event within each Tulsa County jurisdictions' EOC (June 2010– Dec 2011)



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### Objective

Expand collaboration among all emergency disciplines and the private sector across the urban area by developing a formalized and structured plan for regular and ongoing meetings among key partners in the Urban Area 2010 (Initial December 2010; ongoing through 2012 and beyond).

National Priority: Expand Regional Collaboration

**Step:** Develop a strategy for establishing and coordinating meetings among all disciplines with participation by each county, municipal and tribal jurisdiction; developed through collaboration and discussions with partners (Sept-Dec 2010)

**Step:** Develop listing of participants and updating methodologies (Dec 2010-Feb 2011)

**Step:** Establish regular meeting schedule for each of the disciplines (police, fire, emergency medical, public works, telecommunications, emergency management, public health professionals); create annual calendar of events and disseminate (Feb 2011; Feb 2012 - note annual activity)

**Step:** Provide regular updates and information from meetings to participants (Feb 2011 - ongoing)

**Step:** Maintain established relationship with state government through regular, frequent reporting (Feb 2011-ongoing)

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### Objective

Increase use of mutual aid agreements and memoranda of understanding among emergency service responders and all local/tribal jurisdictions (by Dec 2011 and ongoing)

National Priority: Expand Regional Collaboration

**Step:** Created inventory of existing current mutual aid agreements and identify gaps (Nov 2010 - Feb 2011)



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- Step:** Research other jurisdictions for best practices and models; develop model agreement (Jan 2011 - Mar 2011)
- Step:** Distribute draft model agreement to all partners and service providers for input (Apr 2011)
- Step:** Finalize and conclude agreements with all jurisdictions (May 2011-Sept 2011)
- Step:** Exercise/implement agreements during incidents and evaluate efficiency/effectiveness of resource use; gaps; document findings (as per event)
- Step:** Annual review of agreements, process and determination of need for additional jurisdictional/tribal aid agreements or memoranda of understanding; need for updates to existing agreements (May 2012 and ongoing) mutual

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**Objective** Development and implementation of HSEEP exercises and training opportunities for the Tulsa Urban Area Emergency responders including tribal emergency responders (Jan 2011; training ongoing)

National Priority: Expand Regional Collaboration

- Step:** Engage a qualified homeland security exercise and training contractor (Oct 2010)
- Step:** Work with contractor to design and develop HSEEP-compliant exercises and training schedule (Dec 2010)
- Step:** Ensure exercises are HSEEP-compliant and develop list of participants that include all responders recognized in HSPD-8 and the Urban Area
- Step:** Conduct table top, functional, and full-scale exercises involving responses to natural and man-made disasters in accordance with the 3 year Training and Exercise Calendar (May 2011-Dec 2011)



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- Step:** Ensure response exercise participants comply with NIMS and utilize the incident command system (post training; ongoing)
- Step:** Conduct After-Action meetings of all participants to all exercises conducted and provide recommendations for improvement (Jan 2012)
- Step:** a plan to implement recommendations provided in consultant's After-Action report (Feb 2012)

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**Objective** Enhance telecommunications capabilities among Emergency Operations Centers in the Urban Area by February 2012.

National Priority: Expand Regional Collaboration

- Step:** Inventory current regional communications capabilities at each EOC in Tulsa Urban Area (Sept 2010-Dec 2010)
- Step:** Identify gaps in capabilities, such as the ability to conduct video conferencing and develop specifications for equipment necessary to fill gaps (Oct 2010-Jan 2011)
- Step:** Encourage use of WebEOC software at each EOC for provision of EOC activation and response activities (Jan 2011 - ongoing)
- Step:** Develop a computer notification system or immediate notification protocol that would establish a mechanism for notifying all other regional EOCs in the event of an EOC activation (Feb - July 2011)
- Step:** Acquisition of oblique imagery (i.e. Pictometry) for EOCs in the Urban Area for use during EOC activation and emergency response. (June - Dec 2011)



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Step: Develop a Joint Information Center (JIC) for public information officers of responding agencies with full capability to broadcast to all news media after an incident (Nov 2011 - Feb 2012)

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**Goal:** IMPLEMENT THE NATIONAL INFRASTRUCTURE PROTECTION PLAN (NIPP). The implementation of NIPP will be completed through the identification of critical infrastructures as well as the creation of resources for both site hardening and the prioritization of first responder responses. Additionally, the implementation of NIPP will be accomplished through the accumulation of contact site photos, contact information, etc. that will be placed on the Automated Critical Asset Management System (ACAMS). Put into place a proactive MOU in the event a credible threat has been identified on a CI/KR in the TUASI urban area. Finally, the implementation of NIPP will also include the education of the community to recognize and report suspicious activity that's related to the critical infrastructure key resources in the TUASI area.

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**Objective** Identify Critical Infrastructure and Key Resources (CI/KR) in the Tulsa Urban Area. Initial assessment completed by the end of 2011. Updated assessments done annually.

National Priority: Implement the NIPP

**Step:** Form a CI/KR Sub-Committee to identify and prioritize key resources and critical infrastructures. The sub-committee will consist of public officials, private/local partners, and law enforcement personnel. This committee will have representation from each community within the UASI area.

**Step:** Identify CI/KR within the Tulsa Urban Area. This will be done with the assistance of the local law enforcement community, city managers, and the OIFC.

**Step:** Coordinate with the Oklahoma Information Fusion Center to ensure state and urban area CI/KR lists are accurate and up to date. Assist the data call for the Oklahoma Information Fusion Center by submitting the UASI critical infrastructure key resources for Tulsa County.

**Step:** The TUASI CI/KR list will be updated and revised on an annual basis when the OIFC asks for their yearly data call.

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**Objective** Develop a methodology for the prioritization and security enhancements of facilities identified on the Urban Area CI/KR List by the



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end of 2012.

National Priority: Implement the NIPP

**Step:** CI/KR Sub-Committee will include members of the private sector to prioritize the CI/KR sites in the TUASI. The CI/KR sub-committee will prioritize the CI/KR list in the event that multiple sites are involved. This sub-committee will prioritize each new list on an annual basis.

**Step:** Develop a vulnerability assessment form to be completed on all CI/KR within the Tulsa Urban Area. This form will be used to assist with the prioritization and to identify vulnerabilities in site security.

**Step:** Conduct assessments, with consideration given regarding natural disasters, man-made disasters, terrorist attacks, and vulnerability rating. These assessments will be used to assist in security upgrades and will be conducted with each new list on an annual basis.

**Step:** Utilize data from assessments to prioritize CI/KR in the TUASI.

**Step:** Procure equipment to reduce identified vulnerabilities.

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**Objective** Based on Data Collected through the Site Assessment Forms, the Information will be used to Reduce the Vulnerability of the CI/KR in the Tulsa Urban Area. Initial data collection of the site assessment forms completed by the end of 2011. Reduction in vulnerability of the CI/KR in the Tulsa Urban Area worked on annually until completed.

National Priority: Implement the NIPP

**Step:** View all critical Infrastructure sites in the Tulsa Urban Area in order to collect annual updated information.

**Step:** Utilizing the Vulnerability Assessment form, view all CI/KR in the TUASI for site-hardening improvements.



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- Step:** Based on budgetary restraints and the utilization of the vulnerability assessment form a prioritization list of all the critical infrastructures located in Tulsa Urban Area will be developed that will be used to harden each site based on its priority listing.
- Step:** Determine the type of action needed, with the assistance from the contacts developed at each site, i.e. physical, electronic or cyber, to improve site hardening.
- Step:** Purchase and install equipment that will be needed to improve site hardening.
- Step:** If necessary, provide training regarding the utilization of new equipment.
- Step:** Evaluate new and emerging technology on an annual basis that will enhance the first responder's ability to handle emergency incidents.
- Step:** Evaluate new and emerging technology on an annual basis that will enhance the site hardening capabilities of the CI/KR's in the Tulsa Urban Area.
- Step:** Evaluate and continue to address each new CI/KR need that is identified on an annual basis.

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**Objective** Implement the Automated Critical Asset Management System (ACAMS) software in recording data for the critical infrastructure/key assets in the TUASI area by 2013.

National Priority: Implement the NIPP

- Step:** The CI/KR Sub-Committee will identify ACAMS users in the TUASI and ensure their access to the program.
- Step:** Train all ACAMS users on how to utilize the ACAMS software.



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- Step:** Enter CI/KR data into the ACAMS program. This will include photographs, plant layouts, floor plans, contact number etc. that be retrieved in the event that an incident occurs.
- Step:** Establish points of contact and develop working relationships with the private sector, if the infrastructure is a non-governmental facility. Enter the private sector data into ACAMS that will include the points of contact with each company, industry, or agency.
- Step:** The CI/KR Sub-Committee will ensure the CI/KR assets are updated annually with new or changed data. Insure the updated list is submitted to the Oklahoma Information Fusion Center on their annual data call.

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**Objective** Improve the awareness and reporting process of Citizen Involvement in regards to suspicious activity to TUASI Law Enforcement Officers by 2014.

National Priority: Implement the NIPP

- Step:** Develop an Urban Area educational campaign in conjunction with the State's program for the citizens on understanding the need to report suspicious activity to their local law enforcement agencies.
- Step:** Develop a routine procedure to report suspicious activity to the appropriate law enforcement personnel to ensure that information gets to the right people at the right time.
- Step:** Release SAR reporting information and instructions to the public by involving the Tulsa Urban Area's Public Information Officers and local media.
- Step:** Provide SAR reporting information to the public via community meetings/neighborhood meetings/Citizens Crime Commission, Red Dirt Ready Initiative etc.
- Step:** Develop a method to evaluate community involvement that assess' the effectiveness of the public education program. This method will be based on both the number SAR's and the number of community contacts. This



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campaign will be updated annually to ensure continual community involvement.

**Step:** Evaluate each SAR, disseminate the information with the law enforcement communities in the TUASI area and then submit to the OIFC for state wide distribution.

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**Objective** Develop a formalized process for threat assessment and agency response that will include long-term MOUs between TUASI jurisdictions in the event that a threat has been identified and a response is needed prior to the completion of the threat. This process will be completed by the end of 2017 and done on an annual basis thereafter.

National Priority: Implement the NIPP

**Step:** Form a Sub-Committee of the jurisdictions within the TUASI area that will meet to address the concerns of the MOUs.

**Step:** Determine from each jurisdiction what would be needed to facilitate a long standing MOU agreement within the TUASI area.

**Step:** Update MOUs on an annual basis or when an election takes place within any jurisdiction in the TUASI area that changes the figurehead of the governing body of the community.



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**Goal:** STRENGTHEN INFORMATION SHARING AND COLLABORATION. The goal of this section will be to develop systems and processes in which information can be shared seamlessly throughout the UASI, with other regional law enforcement agencies, with non-governmental agencies that may have a need for specific information, and with the State Fusion Center.

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**Objective** Develop an Urban Area-wide Records Management System (RMS) to enhance information sharing by July 2015.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

**Step:** Establish a Sub-Committee to oversee development and implementation of a TUASI Records Management System (RMS).

**Step:** Select a host agency, identify hardware, software, equipment housing needs and allocate support personnel.

**Step:** Identify and purchase necessary hardware and software to implement the RMS system.

**Step:** Train law enforcement personnel on how to use the RMS program, both input and queries.

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**Objective** Develop and implement a Suspicious Activity Report (SAR) that will effectively report and share activity that is actionable and/or intelligible to the Tulsa Urban Area participants by October 2012.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

**Step:** Implement the new SAR Report Form that will be released to Law Enforcement Agencies by the Department of Justice when completed.



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- Step:** Request that Tulsa Urban Area departments review policy and procedures to ensure adherence with the SAR form & guidelines.
- Step:** Provide training to all law enforcement agencies in the TUASI to ensure that they are updated on any changes with the new SAR form as well as updating them on what type of activities are defined as suspicious.
- Step:** Provide technology or other resources that may be needed to ensure the SAR is transmitted to the appropriate agency.
- Step:** Suggest any necessary policy changes.
- Step:** Integrate SAR training into the annual in-service training requirement for law enforcement in the TUASI.

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**Objective** Create a secure online form where non law enforcement governmental agencies and private security companies have the ability to report suspicious activity to an administrator of the Records Management System (RMS) by October 2012.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

- Step:** Create a sub-committee to develop a user friendly online form that can be submitted via a secure link to the RMS system administrator.
- Step:** Select a host agency to provide training to Tulsa Urban Area agencies to instruct them on how to use the form and the type of information that should be reported and shared.

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**Objective** Create an Information Sharing Coordinator/ Fusion Center Liaison position for the Tulsa Urban Area by October 2010.

National Priority: Strengthen Information Sharing and Collaboration Capabilities



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- Step:** Develop a job description detailing the responsibilities of the position.
- Step:** Contact all Tulsa Urban Area Law enforcement agencies and the Oklahoma Information Fusion Center to ensure their information sharing needs and coordination can be achieved with the job description written in the above step.
- Step:** Identify a Fusion Center Liaison.
- Step:** Determine who this position will report to and how long it should be funded.
- Step:** Identify office space, equipment and hardware needs.
- Step:** Train Liaison to Intelligence Analyst Certification level, if necessary.
- Step:** Liaison works with Law Enforcement in the TUASI to ensure their information sharing needs are met and coordinated with the Fusion Center.

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**Objective** Enhance Electronic Information Sharing Capabilities between local agencies and state partner agencies by 2013.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

- Step:** Determine which agencies have access to information sharing networks/programs.
- Step:** Identify law enforcement agencies that need access and to which networks/programs.
- Step:** Determine technological needs for each agency in order to participate in information sharing.



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**Step:** Purchase and install equipment.

**Step:** Provide training on new equipment and information sharing networks/programs to new users.

**Step:** Evaluate the need for new and/or enhanced information sharing networks/programs and work with the State to develop a process for implementation.



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**Goal:** STRENGTHEN INTEROPERABLE AND OPERABLE COMMUNICATIONS. The goal of this section will be to begin a dialogue among users of the disparate interoperable and operable communication systems with the Tulsa Urban Area, identify roadblocks to resolving interoperability issues and develop a collaborative work-plan to reduce or eliminate interoperability within the TUASI.

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**Objective** Establish an IOC sub-committee by August 2010.

National Priority: Strengthen Communications Capabilities

**Step:** Invite and maintain a diverse group of professionals to serve on the committee (group should be composed of communication professionals, all types of emergency responders, local and State government officials and other relevant expert or professional who can assist in this project).

**Step:** Establish regular meeting times.

**Step:** Establish committee rules and procedures.

**Step:** Establish goals and objectives for the management and implementation of an 800 MHz Training Program.

**Step:** Seek funding from a variety of sources in order to implement identified goals and objectives.

**Step:** Communicate with area organizations, Local and State Government and Tulsa Urban Area Strategic Initiative Working Group.

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**Objective** Adopt a standards-based communications network, such as federal standard Project 25, for the Tulsa Urban Area by September 2010.



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National Priority: Strengthen Communications Capabilities

**Step:** Review Local, State and Federally issued standards.

**Step:** Establish a Tulsa Urban Area standard, based on the recommendation of the IOC committee which will include the Interoperable Communications State Standards Working Group current minimum standards for communication equipment purchases.

**Step:** Implement protocols.

**Step:** Communicate approved standard to Local and State agencies and organizations that are or could be stakeholders in the adopted standard.

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### Objective

Based on adopted standard, perform an annual Gap Analysis (September-October) to determine current gaps in urban area communication systems and prioritize needs.

National Priority: Strengthen Communications Capabilities

**Step:** Establish IOC group to perform gap analysis.

**Step:** Gap analysis submitted to IOC Sub-Committee for review.

**Step:** IOC Sub-Committee prioritizes needs for project funding.

**Step:** IOC committee presents results of Gap Analysis and priorities for funding IOC Project to the Tulsa Urban Area Working Group annually.



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**Objective** Enhance the current 800 MHz Systems (as of May 2010) within the TUSA by December 2013

**National Priority:** Strengthen Communications Capabilities

**Step:** Determine and prioritize potential additional system users.

**Step:** Purchase and install mobile and portable radio equipment for new users, ensuring it is P25 compliant.

**Step:** Purchase and install ISSI hardware and software that will provide direct connectivity and interoperability between the Oklahoma Wireless Information Network and the Broken Arrow Network

**Step:** Continually evaluate technological enhancements and make upgrades as necessary to maintain compliance with State Interoperable communications standards.

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**Objective** Establish Urban Area Interoperability training program for 800 MHz and Tactical Communications users by December 2013

**National Priority:** Strengthen Communications Capabilities

**Step:** To avoid duplication of effort, collaborate with Training and Exercise Sub-Committee to develop/design IOC training program.

**Step:** Identify urban area educational institution that can develop and offer interoperability-training curriculum/courses.

**Step:** Conduct appropriate training for identified users, both current and new users.



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**Step:** Evaluate the need for additional training as necessary.

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**Objective** Develop a Tactical Interoperable Communications Plan (TIC-P) for the Tulsa Urban Area by December 2013.

**National Priority:** Strengthen Communications Capabilities

**Step:** Collaborate with Training and Exercise Sub-Committee to develop/design IOC training program.

**Step:** Identify urban area educational institution that can develop and offer interoperability-training curriculum/courses.

**Step:** Conduct appropriate training for identified users, both current and new users.

**Step:** Evaluate the need for additional training as necessary.

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**Objective** Conduct exercises to confirm interoperability between agencies in Tulsa Urban Area by December 2011.

**National Priority:** Strengthen Communications Capabilities

**Step:** Partner with Training and Exercise sub-committee to develop an HSEEP compliant IOC exercise plan.

**Step:** Conduct IOC exercises and participate in other Urban Area exercises as appropriate.

**Step:** Evaluate exercises and identify recommendations for improvement based on several factors including the effectiveness and validity of the Tulsa Urban Area Tactical Interoperable Communications Plan (TIC-P).



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**Step:** Develop a plan to implement recommendations identified in After Action Reports.

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### Objective

Build and improve current infrastructure, within the Tulsa Urban Area, that includes Data and Voice Elements, so that all areas have 100% coverage and through direct ownership or partnerships all agencies have the ability to utilize a Data/Voice systems that is a Two-Way Standards based shared system.

National Priority: Strengthen Communications Capabilities

**Step:** Based on yearly Gap Analysis prioritize projects.

**Step:** Build and/or enhance tower sites to achieve 100% coverage of urban area.

**Step:** Upgrade or integrate VHF/UHF systems to meet current State standards.



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**Goal:** The Tulsa USAI's goal for CBRNE Detection, Response, and Decontamination Capabilities is to increase the capacity and proficiency of the region's resources responding to WMD/Hazardous Materials and Land-Based Search and Rescue incidents.

**Objective** Perform a risk assessment to identify specific WMD/Hazardous Materials and Land-Based Search and Rescue threats, vulnerabilities, and consequences by September 2010.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** Establish a committee of members from each response agency in the Tulsa USAI region who is responsible for response and mitigation of WMD/Hazardous Materials and Land-Based Search and Rescue incidents.

**Step:** Each agency should conduct a risk assessment of their specific threats, vulnerabilities, and consequences.

**Step:** Committee will combine each agency's risk assessment into a regional risk assessment.

**Step:** Based on the regional risk assessment, the committee will conduct a gap analysis to determine and prioritize needs.

**Step:** Committee will develop a plan to meet the identified needs.

**Step:** Committee will report needs and plan to Tulsa USAI Working Group for possible funding options/recommendations.

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**Objective** Acquire WMD/Hazardous Materials and Land-Based Search and Rescue equipment identified in Gap Analysis by January 2011.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAA/DTG Change Request

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** CBRNE Committee will prioritize equipment needs based on Gap Analysis.

**Step:** Purchase equipment and/or provide training based on prioritized list and funding.

**Step:** Monitor, maintain and sustain CBRNE equipment.

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**Objective** Provide WMD/Hazardous Materials and Land-Based Search and Rescue training identified in Gap Analysis by December 2011.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** CBRNE Committee will prioritize training needs based on Gap Analysis.

**Step:** Training will be coordinated through the Training and Exercise Sub-Committee as well as the State's Training and Exercise Plan.

**Step:** Deliver training based on prioritized list and funding.

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**Objective** Exercise, evaluate, and improve WMD/Hazardous Materials and Land-Based Search and Rescue response capacity and proficiency annually.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**Step:** Conduct WMD/Hazardous Materials and Land-Based Search and Rescue exercises in coordination with local,



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAAD/DTG Change Request

state and federal assets and resources.

**Step:** Evaluate exercises to ensure needs identified in the Gap Analysis are being addressed.

**Step:** Evaluate new and emerging technologies and techniques to ensure that current equipment and operations are consistent with national standards.

**Step:** Revisit prioritized list of needs and training based on results of exercise.

**Step:** Put into action the steps necessary to correct deficiencies identified in exercises.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAAD/DTG Change Request

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**Goal:** STRENGTHEN MEDICAL SURGE AND MASS PROPHYLAXIS CAPABILITIES. This all-hazards capability will be developed by increasing, maintaining and sustaining regional medical system capabilities to prevent, identify, respond to and recover from a mass casualty incident or public health emergency. Critical tasks will be accomplished through, joint medical system planning, resource acquisition and management, enhancing communications and patient tracking capabilities and supporting or developing training, education and exercises that promote a unified approach to medical system response within the UASI area.

**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.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**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 web based programs, such as but not limited to, 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 Emergency Operation Centers (EOC's) and key personnel.

**Step:** Acquire, store, and inventory equipment and supplies needed for internal and/or external medical system augmentation.

**Step:** 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.

**Step:** Ensure the Medical Emergency Response Center in the TUASI is capable of resource coordination during a mass casualty incident or public health emergency.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAAD/DTG Change Request

- 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.
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- Objective** Develop and maintain the capability to provide safe, timely, effective and indicated prophylaxis and/or immunization to the population of the Tulsa Urban Area. **Timeline:** Steps within this objective are assessed biannually in conjunction with the Region 7 CDC Technical Advisory Review and capabilities should be implemented by 07/2015.
- National Priority:** Strengthen Medical Surge and Mass Prophylaxis Capabilities
- 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.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

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- 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/RDS 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 Emergency Operation Center (EOC) and the Incident Command System (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.

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**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.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

**Step:** Maintain and strengthen relationships and communication pathways with intelligence analysis entities such as



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

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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, if 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.

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**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.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SA/DTG Change Request

- Step:** Continue to develop and strengthen the regional response integration of EMS services in the TUASI.
- 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, Alternate Care/Triage Site operations, field communications and patient tracking.

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### 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. Timeline: Steps associated with this objective are ongoing and expected to be complete by 07/2015.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAA/DTG Change Request

- 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.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

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



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAA/DTG Change Request

- 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.

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**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.

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

- 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 Tulsa UA 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.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAA/DTG Change Request

- 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.

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**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:** Steps associated with this objective are ongoing and expected to be complete by 07/2015.

**National Priority:** Strengthen Medical Surge and Mass Prophylaxis Capabilities

- Step:** Conduct joint planning meetings with the Office of the Medical Examiner (ME) to ensure alignment between TUASI objectives/tasks and ME plans.
- Step:** Develop capability to identify unique cultural and religious requirements in the TUASI 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.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAAD/DTG Change Request

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**Goal:** STRENGTHEN PLANNING AND CITIZEN PREPAREDNESS. The goal of this objective will be to increase the number of trained citizens available to respond to incidents that may overwhelm first responders in the TUASI, as well as improve the preparedness level of community members in the Tulsa Urban Area. It is also the goal to develop a process for coordinated planning efforts throughout the TUASI whenever possible.

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**Objective** Increase Tulsa Urban Area (TUASI) citizen preparedness for manmade and natural disasters by 2012.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** Establish a Team to develop a Citizen's Preparedness/Awareness Strategy.

**Step:** Implement the Preparedness/Awareness Strategy.

**Step:** Evaluate the effectiveness and make changes as necessary.

**Step:** The Team will annually modify Strategy based upon changing needs of the community.

**Step:** Promote through existing channels the need for citizen preparedness.

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**Objective** Increase the number of trained citizens in Tulsa Urban Area annually.

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

**Step:** Coordinate with TUASI Training and Exercise Sub-Committee and OKOHS in scheduling citizen readiness and/or preparedness training, such as CERT, Shelter Operations, in the TUASI.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SA/DTG Change Request

**Step:** Identify unique audiences for training, examples of which are the special needs community, local businesses, or neighborhood organizations.

**Step:** Conduct CERT Training.

**Step:** Evaluate need for additional courses offered in the TUASI.

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**Objective** Educate Citizens and Local Government Leaders in the TUASI about the importance of preparation on an annual basis.

**National Priority:** Strengthen Planning and Citizen Preparedness Capabilities

**Step:** Establish Citizen Preparedness Sub-Committee to Coordinate Activities in the Tulsa UA and with OKOHS.

**Step:** Develop materials to distribute across the TUASI.

**Step:** Encourage government leaders to include Citizen Preparedness in their local Emergency Operation Plans (EOP).

**Step:** Participate in TUASI exercises.

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**Objective** Provide disaster kits and certifications for trained citizens (upon satisfactory completion).

**National Priority:** Strengthen Planning and Citizen Preparedness Capabilities

**Step:** Conduct pre and post test for all citizens who took training.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAAD/DTG Change Request

**Step:** Provide certifications for citizens receiving 90% or higher on post test.

**Step:** Provide disaster kits for families who complete all three steps of family planning.

**Step:** Host workshops at Lowes, Home Depot or other area businesses on how to make your own disaster relief kit.



# Urban Area Security Strategy (2010)

## Tulsa Urban Area

Status: SAAD/DTG Change Request

### Section 3 > Evaluation Plan

#### Evaluation Plan

Semi-annual programmatic progress reports will be completed by the Project Managers and submitted to the TUASI Executive Committee and TUASI Working Group members prior to submission to OKOHS. This will allow the Executive Committee and Working Group members the opportunity to evaluate the progress of the various projects. In the event that objectives are not being met on a timely basis, the TUASI Working Group will be responsible to review the plan, assess responsibility, and make recommendations to implement changes.

The frequency of subcommittee meetings is determined by timelines for individual projects.

