

Kansas City Urban Area (2003): Kansas City Urban Area

Section 1 > Introduction

Purpose

The purpose of this Urban Area Homeland Security Strategy is to provide direction to public agencies and organizations in efforts to enhance capabilities to prevent, protect, respond to and recover from not only terrorism, but a broad range of other threats and hazards affecting the Kansas City metropolitan area. The outcomes from the action steps outlined in the strategy plan will be a more secure community, a greater ability to respond to all hazards disasters including CBRNE events through better coordinated, equipped and trained special teams, a greater level of awareness among all first responders and key government officials, use of the National Incident Management System and consistent protocols by local agencies, and improved ability to conduct disease surveillance and respond to disease outbreaks.

Vision

To enhance the Kansas City region's capabilities to prevent, protect, respond to and recover from a broad range of threats and hazards to include terrorism, by strengthening relationships between jurisdictions and across disciplines, and outlining protocols for regional action among local, state, and federal agencies;

- improving the effectiveness of regional and local plans and protocols to allow for appropriate response and recovery by various agencies and disciplines;
- maximizing the sharing and coordination of resources;
- integrating plans and protocols with the national incident management system; and
- enhancing the capabilities of first responders/receivers through equipment, training and exercise investments, and improving surveillance, early detection and mitigation of hazards and threats.

Focus

The focus of the Urban Area strategy is to strengthen relationships between jurisdictions and across disciplines by leveraging the long history of cooperation and coordination which exists with emergency services agencies in the region. The focus is to use the RHSCC, its many subcommittees, and long-standing regional committees as forums for identifying priorities in the area of prevention, protection, response and recovery, and to build and sustain the relationships necessary to maximize the sharing of resources and identify potential barriers to effective coordination.

Coordination

The Mid-America Regional Council has been designated by the city of Kansas City, MO., contiguous counties and other mutual aid counties, to administer the UASI and other homeland security grants. MARC's Board of Directors is made up of the chief elected officials in the Kansas City metro area. The board appointed a Regional Homeland Security Coordinating Committee, which is composed of local elected officials, city/county managers, fire, police, and EMS chiefs, public health and emergency management directors, hospital representatives, and non-profit community support groups. The coordinating committee oversees the homeland security needs assessment, strategy planning and fund allocation process. The official points of contact for Kansas City and each county participate through the committee process. The coordinating committee has a number of working committees focused on planning, training and exercises, public health, law enforcement, first responders, interoperable communications, and other areas of emphasis. The strategy plan has been drafted over a number of months and reviewed by these committees and other groups such as the Heart of America Metro Fire Chiefs, the Metropolitan Emergency Managers Committee and Mid-America Regional Council Emergency Rescue Committee. The strategy plan has been approved by both the coordinating committee and the MARC Board of Directors.

Effort

The city of Kansas City, MO. and each county point of contact took responsibility to convene representatives from emergency response agencies in their jurisdictions to discuss and document needs for the assessment process. Fire service, law enforcement, EMS, public health, hospitals, public works, public safety communications and emergency management were provided information about the assessment process and forms, in both printed and electronic formats, to submit information. The city and county points of contact took responsibility for compiling the data and entering it into the on-line system.

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Effort

During the assessment development stage of the effort, numerous meetings and conversations were held among jurisdiction representatives and across disciplines to gain a better understanding of the assessment process and the needs being expressed by various groups.

In addition to the traditional disciplines, several specialty teams have begun to meet together to address needs that cross jurisdictions and disciplines. For example the metro area bomb tech group has begun meeting with the area HazMat teams to coordinate their response to a CBRNE event.

It should be recognized that the Regional Homeland Security Coordinating Committee existed before this specific grant program began. It was designed to respond to the dynamic nature of Homeland Security and to facilitate a comprehensive coordinated regional response. As a result many of the region's leaders had already begun the process of developing the necessary relationships across disciplines and established dialogue on planning and preparedness issues. This existing committee structure and prior relationships were essential in being able to meet the initial time frame required by the grant. In addition to strong local interdisciplinary relationships, the region maintains a solid working relationship with SEMA, the designated SAA. That relationship facilitates a coordination with other regions within the state. In order to meet the original deadline of September 30, 2005 to tailor and update the strategy plan to reflect national priorities, the Department of Homeland Security guidance entitled "Guidance on Aligning Strategies with the National Preparedness Goal" dated July 22, 2005 was reviewed. The UASI Plan was reviewed in relation to that guidance and modifications were made to place our preparedness efforts within the context of the national preparedness goal with a focus on showing alignment with the seven national priorities.

Description of Jurisdictions

The Kansas City UASI includes the city of Kansas City, MO; and the eight counties of Cass, Clay, Jackson, Platte and Ray in Missouri and Johnson, Leavenworth and Wyandotte in Kansas. The city of Kansas City, MO lies within four counties (Cass, Clay, Jackson and Platte). The other counties include mutual aid partners to Kansas City, MO. This 8-county area is served by the Mid-America Regional Council and emergency management and response agencies from this 8-county area work together regularly to reduce risks and respond to all hazards and emergencies. The Mid-America Regional Council is the metropolitan planning agency and is an association of local governments serving the 8-county region. The MARC Board is composed of local elected officials from the major cities, including Kansas City, MO, and each of the 8 counties. In 2002, MARC established a Regional Homeland Security Coordinating Committee to develop policies, programs and protocols for increased coordination to address new terrorism threats to the metro area. The Committee has always endorsed an all hazards approach in its work. The committee is appointed by the MARC Board chairman, and is composed of local elected officials, city and county managers, fire, police and EMS chiefs, public health and emergency management directors, and hospital and non-profit support agency executives. This regional committee also includes the official points of contact identified by the city of Kansas City, MO and each of the 8 counties. The regional committee and its subcommittees have worked with the 9 points of contact to prepare the needs assessment and strategy plan. The committee approved the strategy plan at its December 2, 2003 meeting and has approved the 03, 04 and 05 UASI budgets.

Description of Regions

Through the work of the Regional Homeland Security Coordinating Committee, its various committees, and other long standing regional emergency services committees, the urban area is integrating and coordinating operations to prevent, protect against, respond to and recover from a major event. Specifically, an investment has been made in coordinating planning including review of over 30 plans including local emergency operations plans, bioterrorism plans, state plans and regional plans, updating a regional Metropolitan Medical Response System plan and developing a regional coordination guide. Stakeholders from throughout the UASI area have been involved in the review and development process of the MMRS regional plan and will be involved in the regional coordination guide as it is developed. To enhance prevention and protection efforts the region has been working to develop a TEW (terrorism early warning) network. This effort will coalesce and expand several projects currently underway including the

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Description of Regions

critical incident site management project and the GIS initiative. It will develop a local intelligence sharing capability and will compliment the JTTF and coordinate with the states' initiative. Mutual aid has been the cornerstone of the UASI effort since the beginning. The region has committed to developing enhanced regional response capabilities that are available to jurisdictions throughout the eight county area. The enhanced response capabilities that have been developed are available to other jurisdictions through mutual aid. There has been an emphasis on standardized training, equipment investments and protocols. Several projects currently under development such as WebEOC and the Metropolitan Emergency Information System will give visibility to the resources available as well as resources that may be needed. Creating the regional operating picture will provide a better utilization of available assets.

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Section 2 > Goals, Objectives, and Implementation Steps

Goal: 1. Develop relationships and capabilities to deter, respond to and recover from all major disasters, including acts of terrorism. (Prevention, Protection, Response, Recovery)

Objective: National Priority: Expanded Regional Collaboration
1.1 Establish and support a series of working committees under the leadership of the Regional Homeland Security Coordinating Committee to engage stakeholders and design/implement enhancements to regional capabilities.

Steps:
1.1a Form necessary committees, task forces and other groups to prepare/update plans, conceptualize & design regional capabilities, determine & support acquisition of necessary equipment, oversee development & implementation of regional training & exercise program, & oversee evaluation of efforts to build regional capabilities by July 2004. New groups are formed as necessary to address specific capabilities.
1.1b Maintain effective working relationships at the state and federal level with DHSS, KDHE, KDEM, KHP, MDHS, SEMA, FEMA Region 7 and others as appropriate.

Objective: National Priority: Expanded Regional Collaboration
1.2 Seek guidance from standing committees and organizations on needs and means to achieve goals.

Steps:
1.2a Identify and seek input and direction from standing committees and organizations on needs, means to meet those needs, and priorities for programming resources to achieve goals. December 2003 and refined in 2004. Work ongoing.

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
1.3 Determine the type, number and deployment of specialized teams needed to address CBRNE incidents.

Steps:
1.3a Work with the First Responders Committee, Law Enforcement Committee, Metropolitan Tactical Officers Association (MTOA), Kansas Missouri Bomb Tech Working Group (KMBTWG), Heart of America Metro Fire Chiefs (HOAMFC), Mid-America Regional Council Emergency Rescue Committee (MARCER), Metropolitan Official Health Agencies of the Kansas City Area (MOHAKCA), Regional Mental Health Committee and other appropriate groups to determine the number and deployment of specialized teams. This will be completed by December 2006.
1.3b Review Mutual Aid Agreements and determine where additional formal agreements are necessary to ensure appropriate deterrence and response to Chemical, biological, radiological, nuclear or explosive (CBRNE) incidents by December 2006.

Objective: National Priority: Expanded Regional Collaboration
1.4 Training and Exercises: Develop a regional training and exercise program that builds on state and local training and exercise efforts, maximizes the efficient use of resources and minimizes duplication effort.

Steps:
1.4a The Training and Exercise Committee, in consultation with other regional and local groups and state officials, will propose the design of a regional training and exercise program for government administrators, first responders, emergency managers, and public health and public works officials. July 2004
1.4b Incorporate NIMS/NRP training in the courses offered through the Regional Training and Exercise Committee and incorporate NIMS concepts in regional exercises.
1.4c Develop a one-stop means for first responders and other key personnel and agencies to identify appropriate training to enhance their capabilities. Develop web-based systems to promote all available training for local officials, first responders and other key partners. Track personnel receiving training and provide an easy means of accessing training opportunities. December 2006

Goal: 2. Provide all first responders that could be involved in CBRNE incidents with appropriate personal protective equipment. (Response)

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
2.1 Determine what Personal Protective Equipment (PPE) is needed for various disciplines and specialized teams.

Steps:

Strengthen CBRNE Detection, Response and Decontamination Capabilities

Steps:

- 2.1a Determine what type of PPE (level, features) is needed for each discipline. December 2004
- 2.1b Assess the current supply of PPE among local agencies desiring response capabilities. December 2004
- 2.1c Identify priorities for acquisition. December 2004

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities

2.2 Acquire appropriate PPE.

Steps:

- 2.2a Acquire PPE for various personnel in local agencies. December 2005
- 2.2b Determine if regional caches of PPE are needed and how those resources would be maintained and deployed. December 2004

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities

2.3 Design a training program to ensure that all personnel receiving PPE have proper training.

Steps:

- 2.3a The Training and Exercise Committee, in cooperation with other committees and groups, will design a regional training program to ensure proper use of PPE. Utilizing training available through DPETAP. December 2006
- 2.3 The Training and Exercise Committee will include the use of PPE in regional exercises. December 2005.

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities

2.4 Design exercises to allow personnel to test their capabilities to use the PPE.

Steps:

- 2.4a The Training and Exercise Committee will include use of PPE in regional exercises. December 2005
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Goal: 3. Provide regional interoperability among local jurisdictions across the metropolitan region and across disciplines. (Response and Recovery)

Objective: National Priority: Strengthen Interoperable Communications Capabilities

3.1 Conduct an assessment and develop a plan to address metro area interoperability problems.

Steps:

- 3.1a With consulting support, complete a needs assessment and plan to improve interoperability across jurisdictions and disciplines in the metro region. December 2004
- 3.1b Secure funding for the interoperability solutions proposed. December 2006
- 3.1c Utilizing the Interoperability Continuum develop strategies to address governance, SOPs and usage. December 2006
- 3.1d Develop and exercise the Tactical Interoperability Plan. December 2006

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

3.2 Design a Metropolitan Emergency Information System (secure Internet system) for agencies to share information and communicate with one another.

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Strengthen Information Sharing and Collaboration Capabilities

Steps:
3.2a Complete Phase 2 of the development of the MEIS including design of first priority functions. Launch the use of the system in Phase 3, engage and train public agency personnel in the use of the system, and begin involvement of private sector organizations, including utilities, nonprofit disaster relief groups and major companies in system design and use. December 2007

Objective: National Priority: Strengthen Interoperable Communications Capabilities
3.3 Design protocols for use of equipment to improve interoperability for both voice and mobile data communications.

Steps:
3.3a The Regional Interoperability Committee will work with other groups to design protocols for various voice and mobile data systems to improve interoperability. December 2006.

Objective: National Priority: Strengthen Interoperable Communications Capabilities
3.4 Implement recommendations for improving interoperability.

Steps:
3.4a Determine equipment needs for voice and mobile data communications for agencies that need to communicate with others and outline acquisition plan using federal and other resources. December 2005

3.4b Implement regional program to link all dispatch centers together and allow for instantaneous patches using voice-over-IP technology (KCMO Interoperability Grant). December 2006.

3.4c Acquire and deploy communications trailers at strategic locations throughout the region to allow for interoperable communications among personnel at the scene of large incidents (KCMO Interoperability Grant). December 2005.

3.4d Review the availability and needs for mobile command posts and acquire additional units as appropriate to ensure regional support. December 2006.

Objective: National Priority: Strengthen Interoperable Communications Capabilities
3.5 Design and implement training on use of new equipment and protocols to address interoperability.

Steps:
3.5a The Training and Exercise Committee will develop appropriate training programs and integrate use of new systems in regional exercises. December 2006.

Objective: National Priority: Strengthen Interoperable Communications Capabilities
3.6 Include new capabilities in regional exercises.

Steps:
3.6a The Training and Exercise Committee will develop appropriate training programs and integrate use of new systems in regional exercises. December 2006

Goal: 4. Provide a regional capability to manage and track personnel and volunteers at the scene of major incidents to ensure their safety and accountability. (Response and Recovery)

Objective: National Priority: Implement the National Incident Management System and National Response Plan
4.1 Design the Personnel Accountability Security System (PASS) to achieve the above stated goal.

Steps:
4.1a Work with the software vendor of the LENEL system to ensure that the system can meet the needs of multiple organizations and be integrated with the MEIS system for agencies to update and maintain personnel records by December 2005.
4.1.b Expand participation in the PASS to other interested disciplines. July 2006.

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
4.2 Develop procedures for printing badges and use of the system at the scene of major incidents.

Steps:

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Strengthen CBRNE Detection, Response and Decontamination Capabilities

Steps:
4.2a Develop written procedures for use of the PASS, including the production of badges and their use at the scene of a major incident. December 2005.

4.2b Address Health Insurance Portability and Accountability Act (HIPAA) and other regulations or issues to ensure all rules governing personnel records are followed in implementing the system. December 2004.

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
4.3 Acquire the printers, badges and servers necessary to operate the system.

Steps:
4.3a Acquire the necessary equipment and outline agreements for use and maintenance of the equipment. December 2006

Objective: National Priority: Implement the National Incident Management System and National Response Plan
4.4 Design a training program to ensure that first responder agencies know how to use the system and include use of the system in regional exercises.

Steps:
4.4a The PASS Committee and the Training and Exercise Committee will develop a training program for use of the system by December 2006 and earlier for area hazmat teams as they will be the first to use the system.

4.4b The system will be included in regional exercises to test its capability to track personnel. July 2006

Goal: 5. Enhance the capacity of local communities to respond and recover from major incidents through fully functioning Emergency Operations Centers (EOCs). (Response and Recovery)

Objective: National Priority: Implement the National Incident Management System and National Response Plan
5.1 Ensure that Local Emergency Operations Plans (EOP's) include terrorism and other appropriate annexes and are up-to-dated and reflect NIMs concepts

Steps:
5.1a Through the needs assessment process, identify needs to update/develop local EOPs and terrorism annexes. July 2004.

5.1b Secure federal funds or budget local resources to prepare updated plans and annexes. December 2005.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
5.2 Utilize GIS as a planning tool for emergency operations.

Steps:
5.2a Identify current GIS capabilities and future investments of most benefit in a disaster situation. December 2006

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
5.3 Encourage coordination among local Emergency Management offices to ensure that local Emergency Operations Centers (EOC's) maximize opportunities for coordination.

Steps:
5.3a Evaluate to what extent and how local EOCs might be coordinated/connected. December 2004.

5.3b Consider how MEIS and other communications systems could enhance connections between EOCs. December 2004.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
5.4 Ensure that local EOCs have equipment and systems needed to fully function.

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Strengthen Information Sharing and Collaboration Capabilities

Steps:
5.4a Evaluate current systems and hardware/software and enhance current systems, including consistent EOC software (WebEOC). December 2006

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
5.5 Evaluate and address training needs.

Steps:
5.5a Work with the Training and Exercise Committee and Metropolitan Emergency Managers Committee (MEMC) to determine training needs and determine how federal or state resources could be used to address those needs. December 2004.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
5.6 Evaluate and address the need to exercise EOCs.

Steps:
5.6a Work with the Training and Exercise Committee and the Metropolitan Emergency Managers Committee (MEMC) to include WebEOC in a regional exercise. December 2005.

Goal: 6. Develop the capacity to work with the media prior to and during major disaster events including those involving CBRNE weapons.(Response and Recovery)

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
6.1 Develop regional plans and protocols to work with the media and manage public information during a major regional incident or disaster. Develop capacity to manage public information for regional events.

Steps:
6.1a Involve public information officers from local governments and emergency response agencies in identifying public information needs prior to, during and following a CBRNE incident. December 2004.

6.1b Develop/assemble communication tools/resources for use by local agencies. December 2005.

6.1c Design regional information system that could be deployed to coordinate public information and media relations during a regional incident. December 2006.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
6.2 Provide training for Public Information Officers (PIO's) and other appropriate personnel to work with the media and to implement regional information center protocols.

Steps:
6.2a Train local public information officers and others on plans and protocols for effective media relations and public education. December 2005.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
6.3 Include PIO and regional information center protocols in regional exercises.

Steps:
6.3a Include PIO function and regional information center concept in regional exercises. December 2005.

Goal: 7.Encourage citizen preparedness and develop the ability to utilize volunteers to supplement emergency response personnel during disaster events and to effectively manage community contributions in the recovery phase of a disaster. (Response and Recovery)

Objective: National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
7.1 Design a Metropolitan Medical Volunteer Corps program. December 2005.

Steps:

Strengthen Medical Surge and Mass Prophylaxis Capabilities

Steps:

7.1a Design and deploy the Mid-America Reserve Corps with support from the American Red Cross to assist with recruitment. Execute agreements with local public health departments for use of volunteers. December 2005.

7.1b Recruit for medical and mental health volunteers. July 2004-ongoing.

7.1c Develop and maintain database of potential volunteers. July 2004.

7.1d Develop and initiate a training program for selected volunteers by December 2004.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

7.2 Design a system to accept and utilize community contributions for major events/disasters.

Steps:

7.2a Work with the GKC Community Foundation and other philanthropies in the metro area to design an effective system to receive donations/contributions, coordinate volunteers and effectively utilize those resources during and after a major incident. December 2006.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

7.3 Design a system to provide disaster mental health services and support.

Steps:

7.3a Recruit for medical and mental health volunteers. July 2004-ongoing

7.3b Develop and maintain a database of potential volunteers. July 2004

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

7.4 Identify resources available to support first responders.

Steps:

7.4a Work with the Heavy Constructors Association, Business Executives for National Security, utilities and private companies to identify assets that could be made available in a major emergency and include available assets in the MEIS. Inform first responders and dispatch centers on protocols for requesting private assets/resources. December 2006.

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

7.5 Form the Mid-America Medical Reserve Corps. Encourage local communities to develop and support CERT teams.

Steps:

7.5a Build leadership for the Medical Reserve Corps and execute agreements with local agencies for use of the volunteers. December 2004

7.5b Define membership, organizational structure, roles and responsibilities, and other arrangements for a community relief fund oversight committee. July 2006.

7.5c Form the disaster relief committee with assistance from the GKC Community Foundation. July 2006

7.5d Define relationships between response agencies and the Medical Reserve Corps, CERT teams and mental health teams to maximize their effective deployment when needed. December 2005

Objective: National Priority: Not Applicable

7.6 Form a committee to oversee community relief fund.

Steps:

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Not Applicable

Steps:

7.6a Form the disaster relief committee with assistance from the GKC Community Foundation. July 2006

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

7.7 Develop regional teams for disaster mental health services.

Steps:

7.7a Define relationships between response agencies and the Medical Reserve Corps, CERT teams and mental health teams to maximize their effective deployment when needed. December 2005

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

7.8 Determine equipment needs for the Medical Reserve Corps or for other volunteer efforts.

Steps:

7.8a If needed provide equipment for volunteer efforts or other support groups. December 2005

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

7.9 Develop a training and exercise program for the Medical Reserve Corps and mental health professionals.

Steps:

7.9a Design and begin implementation of a training program for medical volunteers in cooperation with local public health departments, EMS agencies and hospitals. December 2005

7.9b Design and implement training and exercise program for mental health professionals to address those impacted/affected by acts of terrorism. December 2004

7.9c Provide opportunities for volunteers to be involved in regional and local exercises. December 2006

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

Support Community Organizations Active in Disaster (COAD) efforts to develop a capability to establish a multi-agency volunteer processing center in large events.

Steps:

Support training and exercise activities associated with developing this capability.

Goal: 8. Provide appropriate reference guides to address major incidents to include CBRNE for dispatch centers, emergency command vehicles, and first responder agencies. (Response)

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities

8.1 Equip appropriate agencies with needed reference materials.

Steps:

8.1a Utilize the First Responders Committee, MARCER (Mid-America Regional Council Emergency Rescue Committee), Heart of America Metro Fire Chiefs and other groups to determine those reference materials needed by various agencies to enhance their capabilities to understand and respond to terrorist incidents. December 2004.
8.1b Acquire and distribute those reference materials as appropriate. December 2005.

Goal: 9. Provide a regional capability to conduct technical rescue operations. (Response)

Objective: National Priority: Expanded Regional Collaboration

9.1 Determine how the region will develop and sustain a technical rescue capability.

Steps:

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Expanded Regional Collaboration

Steps:
9.1a The Heart of America Metro Fire Chiefs will determine the number, configuration and deployment of specialized teams. December 2004.

9.1b The Heart of America Metro Fire Chiefs will determine how the specified teams could be called upon by other departments/districts for support. December 2005

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
9.2 Determine what equipment is needed, to which agency it will be deployed, and how it will be maintained.

Steps:
9.2a The Heart of America Metro Fire Chiefs will determine equipment needs for each specified department. December 2004

9.2b The Heart of America Metro Fire Chiefs will develop procedures/protocols for the deployment and use of the teams and the maintenance of the equipment. December 2005

9.2c With Office for Domestic Preparedness (ODP) funds, purchase identified equipment and assign to appropriate agency. Begin purchase by December 2004

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
9.3 Outline a training and exercise program to ensure that qualified personnel are able to effectively respond.

Steps:
9.3a The Heart of America Metro Fire Chiefs will design a training and exercise program. December 2005.

9.3b The Regional Training and Exercise Committee will work with HOAFC to assist in implementing the training and exercise program. December 2006.

Goal: 10. Enhance the region's capabilities to respond to hazardous materials incidents involving a broad range of substances, and to decontaminate affected people, facilities and equipment. (Response and Recovery)

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
10.1 Ensure that specialized haz mat and decontamination teams are equipped and trained to meet the region's needs.

Steps:
10.1a The Heart of America Fire Chiefs will analyze requests from local areas for support for haz mat and decontamination teams and determine if additional resources are needed. December 2004.

10.1b If appropriate, work with local agencies to develop new capabilities. December 2006.

10.1c Through the Heart of America Fire Chiefs and Local Emergency Planning Committee (LEPC), review areas where services could be delivered to ensure that all parts of the region have access to specially trained and equipped teams by December 2005.

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
10.2 Determine what equipment is needed, to which agency it will be deployed, and how it will be maintained.

Steps:
10.2a Acquire equipment identified by the region's existing haz mat teams to ensure their enhanced capability to respond. Obtain detection equipment requested by December 2004. Identify if other equipment is needed by area hazmat teams and program funds in subsequent years to develop enhanced capability. December 2004
10.2b If appropriate, acquire additional equipment for other fire departments or new teams. December 2006

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
10.3 Outline a training and exercise program to ensure that qualified personnel are able to effectively respond.

Strengthen CBRNE Detection, Response and Decontamination Capabilities

- Steps:**
- 10.3a Work with the LEPCs and the Training and Exercise Committee to determine if additional training is needed and program resources to deliver the training. December 2005
 - Provide opportunities for needed exercises to test new capabilities. December 2006

Goal: 11. Increase the region's public health surveillance and investigation capability to enable early detection of disease and determination of who is at risk and in need of treatment/prophylaxis, isolation or quarantine. (Prevention and Response)

- Objective:** National Priority: Strengthen Information Sharing and Collaboration Capabilities
- 11.1 Complete regional and local plans to ensure effective infectious disease surveillance in cooperation with states and EMS agencies, hospitals, health clinics and others.

- Steps:**
- 11.1a Assess current state and local surveillance and investigation systems, methods, plans and protocols and outline additional work or coordination indicated. December 2006
 - 11.1b Design improvements to current systems or protocols as needed to improve surveillance and investigation. December 2006

- Objective:** National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
- 11.2 Evaluate the need for specialized teams or organizational arrangements.

- Steps:**
- 11.2a Determine if special teams or personnel are needed or arrangements among public agencies and private institutions are needed to ensure adequate surveillance and investigation can be carried out consistent with plans and protocols. December 2006

- Objective:** National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
- 11.3 Ensure that regional and local systems have appropriate systems and equipment in order to operate effectively.

- Steps:**
- 11.3a Determine if systems and equipment are needed to allow for effective surveillance and investigation, including the organization and sharing of information across the state line. June 2006

- Objective:** National Priority: Strengthen Information Sharing and Collaboration Capabilities
- 11.4 Provide training and exercise opportunities to ensure effective surveillance processes and systems.

- Steps:**
- 11.4a Develop a training program for public health and medical personnel to facilitate the effective conduct of surveillance and epidemiologic investigation. December 2006.
 - 11.4b Integrate public health plans and protocols into regional exercises. December 2006
 - 11.4c Provide information to increase understanding of patient isolation and quarantine of contacts. December 2006

Goal: 12. Build the capability to stop the spread of disease(s)including those that are resistant to treatment. (Prevention and Response)

- Objective:** National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
- 12.1 Develop a Regional Communicable Disease and Bioterrorism Isolation and Quarantine plan.

Steps:

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Strengthen Medical Surge and Mass Prophylaxis Capabilities

Steps:

12.1a Assess state and local laws and regulations that provide direction and authority to local health departments to isolate and quarantine individuals and groups for public health reasons. June 2006

12.1b Establish a working committee of public health and medical officials to develop a regional plan to address isolation and quarantine issues, including methods for enforcing isolation and quarantine orders and effectively undertaking risk communication efforts. December 2006

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

12.2 Evaluate the need for specialized teams and, if needed, work toward their formation.

Steps:

12.2a Determine if specialized teams or personnel are required to lead or implement disease containment or patient isolation and quarantine plans and protocols. December 2006.

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

12.3 Determine if public health or medical workers require specialized equipment to stop the spread of disease.

Steps:

12.3a Determine if specific equipment is needed, and acquire as appropriate. Specifically, evaluate PPE and negative pressure resources such as portable isolation units. December 2006

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

12.4 Provide training and exercise opportunities to address disease containment procedures and protocols.

Steps:

12.4a Develop and/or offer training for law enforcement, public health, hospital and others involved in implementing isolation and quarantine plans. December 2006

12.4b Integrate disease containment plans into regional and local exercises. December 2006

Goal: 13. Develop a regional capability to mass immunize and/or mass prophylax large numbers of persons in metro area. (Response, Recovery and Prevention)

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

13.1 Develop and maintain regional bioterrorism response and Strategic National Stockpile (SNS) implementation plans for the Kansas City region.

Steps:

13.1a Review and update, as appropriate, the Metropolitan Medical Response System (MMRS) Bioterrorism Annex December 2005

13.1b Develop a regional plan to implement the Strategic National Stockpile (SNS) program in the metro area in cooperation with the MO and KS Health departments. December 2005

13.1c Work with local health departments to integrate regional plans and protocols into local plans and response programs. December 2005

13.1d Work with area hospitals to develop internal hospital plans and agreements for ensuring all essential hospital personnel, their families and patients receive timely mass prophylaxis. December 2005

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

13.2 Determine regional and local teams and volunteer resources needed.

Steps:

13.2a Determine through the planning work how the local health departments will organize individually and collectively to carry out the objective. July 2004

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Strengthen Medical Surge and Mass Prophylaxis Capabilities

Steps:

13.2b Complete planning to organize the regional Medical Reserve Corps. December 2004. Recruitment for medical reserve corps is scheduled to begin June 2004.

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

13.3 Design, acquire, outfit and maintain mobile public health trailers to provide necessary equipment and supplies to mass immunize/prophylax area first responders and residents.

Steps:

13.3a Complete the planning for mobile public health trailers, acquire the equipment and supplies, and deploy to local agencies. December 2005. Four trailers will be acquired and outfitted with 03 funds. Based on information learned from initial. purchase, determine if other six trailers are still appropriate.

13.3b Develop procedures/protocols for deploying the trailers and to ensure their maintenance. December 2005

13.3c Develop procedures/protocols for storage and rotation of inventories. December 2005

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

13.4 Design training and exercise programs to ensure that this regional capability can be effectively deployed and implemented.

Steps:

13.4a Work with the Training and Exercise Committee to develop training and exercise programs to implement the SNS Plan and use of the mobile trailers. December 2006

Goal: 14. Develop the capability to treat and manage large numbers of casualties that could result from a CBRNE incident or some other disaster. (Response and Recovery)

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

14.1 Adopt regional mass patient care plan and design regional patient tracking system. December 2006.

Steps:

14.1a Analyze scenarios identified through the assessment process and the identification of sites/events involving large numbers of persons to determine potential patients requiring mass patient care. December 2004

14.1b Complete the Regional Mass Patient Care Plan outlining how large numbers of patients might be treated by EMS agencies and hospitals. December 2006

14.1c Design a regional Patient Tracking System for use in mass casualty incidents. December 2006

14.1d Develop triage protocols to be used if the number of casualties overwhelms the region's capabilities to treat during major events. December 2005

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

14.2 Acquire necessary equipment to enable the treatment and tracking of large numbers of casualties.

Steps:

14.2a Acquire hardware, software and supplies for patient tracking system. December 2005.

14.2b Acquire PPE and other equipment needed to triage and treat large numbers of casualties consistent with the Regional Mass Casualty Plan, hospital plans and other protocols. December 2004

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

14.3 Provide training and exercises in mass patient care, including effective triage and patient tracking, to EMS agencies and hospitals.

Steps:

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Strengthen Medical Surge and Mass Prophylaxis Capabilities

Steps:

14.3a Provide appropriate level of training for public health, EMS and hospital personnel. December 2006

Goal: 15. Enhance the capabilities of local law enforcement, working in cooperation with federal and state officials, to strengthen information and collaboration capabilities. (Prevention)

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

15.1 Develop plans and procedures to strengthen information sharing and analysis capabilities.

Steps:

15.1a Research and design a terrorism early warning capability for the region to include participation from other appropriate disciplines; public health, emergency management, fire service, EMS, the business community, etc. The system will, among other things, gather, analyze and share relevant information.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

15.2 Ensure that appropriate stakeholders at the federal, state and local level are included in the development of the regional capability.

Steps:

15.2a Determine the organizational and governance structure needed to operate the TEW. July 2006

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

15.3 Provide necessary prevention equipment to local law enforcement to allow for needed information sharing and analysis.

Steps:

15.3a Determine priorities for equipment investments in terrorism incident prevention equipment such as software for data collection/gathering, Geographic Information System (GIS) technology or law enforcement surveillance by December 2007.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

15.4 Ensure that local law enforcement has access to relevant training and is included in CBRNE exercise designs.

Steps:

15.4a Provide Awareness level training for law enforcement personnel to increase their abilities to recognize indicators of a terrorism incident and know and recognize types of CBRNE agents; know self-protection strategies and how to wear and use PPE; understand special hazards of a terrorism incident; know how to provide site security to critical facilities; and know how to collect and preserve evidence by December 2006.

15.4b Incorporate elements from training and exercises and involve law enforcement in CBRNE exercises. December 2005

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities

15.5 Ensure that local law enforcement is included in CBRNE exercise designs by 2005.

Steps:

15.5a Incorporate elements from training into exercises and involve law enforcement in CBRNE exercises by December 2005.

Goal: 16. Enhance the capabilities of local law enforcement, working in cooperation with federal and state officials, to reduce risks through conducting vulnerability assessments and hardening of potential targets. (Prevention)

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan

16.1 Ensure that critical facilities and infrastructure in metro area are assessed and that plans are developed to minimize risk from terrorist attack.

Steps:

16.1a Identify critical facilities and infrastructure in the metro area vulnerable to terrorist attack. July 2006

Implement the Interim National Infrastructure Protection Plan

Steps:

16.1b Provide tools to local agencies and support efforts to assess the facilities and infrastructure for measures to improve security and reduce exposure to attacks. December 2004.

16.1c Include key assessment information in the Critical Incident Management System and make information available to local law enforcement agencies.

16.1d Incorporate this information into the TEW.

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan

16.2 Ensure that federal, state and local law enforcement agencies, public works and private companies are working together to ensure protection for critical facilities and infrastructure.

Steps:

16.2a Develop strategies to enhance site security for critical facilities and infrastructure. December 2006

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan

16.3 Purchase needed equipment for security enhancement.

Steps:

16.3a Determine priorities for investments in physical security enhancement equipment such as surveillance, warning, access/intrusion control, agent/explosive detection sensors, inspection/detection systems, or explosion protection. July 2006

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan

16.4 Ensure that facility managers and those responsible for critical infrastructure are properly trained and included in regional exercises.

Steps:

16.4a Provide Threat and Risk Assessment training to local law enforcement agencies by December 2005.

16.4b Incorporate facility assessments and operations plans in tabletop or other exercises. July 2006

Goal: 17. Enhance the abilities of law enforcement personnel to respond to and recover from terrorist incidents and other disasters and work with other first responders. (Response and Recovery)

Objective: National Priority: Implement the National Incident Management System and National Response Plan

17.1 Review regional plans and evaluations from CBRNE exercises to determine if additional capabilities are needed.

Steps:

17.1a Determine the minimum capabilities needed for all law enforcement agencies. December 2004

17.1b Determine if additional written mutual aid agreements or contracts for services are needed. July 2006

Objective: National Priority: Implement the National Incident Management System and National Response Plan

17.2 Ensure that local law enforcement agencies have appropriate procedures, protocols, special teams and other resources to effectively respond to terrorist incidents.

Steps:

17.2a Adopt the National Incident Management System and coordinate with other first responders. December 2006

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Implement the National Incident Management System and National Response Plan

- Steps:**
- 17.2b Determine the needs of special teams including bomb squads and tactical units to respond to terrorist incidents, to search for additional devices, defuse located devices, or support protecting or recovering victims from the scene. December 2004
 - 17.2c Determine if consistent procedures are needed to support investigation of the incident. December 2004
 - 17.2d Develop crime scene preservation protocols for use by area law enforcement personnel. December 2004
 - 17.2e Integrate criminal investigations with epidemiological investigation. December 2005

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
 17.3 Adequately equip all law enforcement personnel.

- Steps:**
- 17.3a Determine what equipment is needed by law enforcement personnel to respond to incidents, including types of personal protective equipment (PPE) needed by all responding law enforcement personnel and special teams and develop specifications to ensure adequate and consistent equipment is acquired by all metro area departments. December 2005

Objective: National Priority: Expanded Regional Collaboration
 17.4 Ensure that necessary law enforcement personnel are trained at the appropriate level and participate in regional exercises.

- Steps:**
- 17.4a Determine trainings needed for law enforcement personnel and maintain certifications and training in compliance with Occupational Safety and Health Administration (OSHA) and other regulations. December 2005
 - 17.4b Ensure that law enforcement agencies are included in appropriate regional exercises. December 2005

Goal: 18. Provide a regional capability to respond to CBRNE incidents involving explosives. (Response)

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
 18.1 Design a regional bomb squad capability to mitigate threats and minimize human casualties.

- Steps:**
- 18.1a The Kansas Missouri Bomb Tech Working Group (KMBTWG) will design a regional capability that outlines the number of squads, type of standardized equipment among teams, training requirements and protocols for mutual aid. December 2004

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
 18.2 Develop mutual aid agreements and other arrangements to ensure that the region's bomb squads are available to support communities without such capabilities.

- Steps:**
- 18.2a Assess existing mutual aid agreements and determine if additional agreements should be executed. December 2004
 - 18.2b Review state laws to determine if impediments for mutual aid across jurisdictions or the state line need to be addressed. December 2004
 - 18.2c Provide information to local law enforcement agencies without bomb squads on what the region's plans are for serving the entire region. July 2006

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
 18.3 Acquire necessary equipment to ensure that the region's bomb squads can operate effectively.

Steps:

Strengthen CBRNE Detection, Response and Decontamination Capabilities

Steps:

18.3a Acquire equipment identified as needed to ensure an adequate regional capability. Give priority to minimum requirements for safety (Priorities identified by the Kansas Missouri Bomb Tech Working Group (KMBTWG) including 2 robots and 7 bomb suits). December 2005

18.3b Outfit the FBI trailer given to KMBTWG as a standby resource. December 2005

Objective:

National Priority: Expanded Regional Collaboration

18.4 Work with the FBI to ensure that training programs are available for all agencies equipped with bomb squads to ensure regional response capability and integrate the regional response into regional exercises.

Steps:

18.4a The KMBTWG will work with the FBI to ensure that proper training is available to the region's bomb squads. December 2004

18.4b The KMBTWG will work with the Training and Exercise Committee to incorporate bomb squads into regional WMD exercises. December 2005

Objective:

National Priority: Not Applicable

18.5 Integrate the regional response into regional exercises by December 2005.

Steps:

18.5a The KMBTWG will work with the Training and Exercise Committee to incorporate bomb squads into regional WMD exercises by December 2005.

Goal:

19. Provide a regional capability to respond to CBRNE events requiring special tactical officers/teams. (Response)

Objective:

National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities

19.1 Design a regional tactical team capability to mitigate threats and minimize human casualties.

Steps:

19.1a Representatives from the area's 26 tactical teams are working to design a regional capability that looks at equipment among teams, training requirements and protocols for mutual aid. December 2004

Objective:

National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities

19.2 Develop mutual aid agreements and/or other arrangements to ensure that the region's tactical teams are available to support communities without such capabilities.

Steps:

19.2a Assess existing mutual aid agreements and determine if additional agreements should be executed. December 2004

19.2b Review state laws to determine if impediments for mutual aid across jurisdictions or the state line need to be addressed. December 2004

19.2c Provide information to local law enforcement agencies without tactical teams on what the region's plans are for serving the entire region. December 2004

Objective:

National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities

19.3 Acquire necessary equipment to ensure that the region's tactical teams can operate effectively to respond to WMD.

Steps:

19.3a Acquire equipment identified as needed to ensure an adequate regional capability. December 2005

Objective:

National Priority: Not Applicable

19.4 Design training programs for tactical teams to ensure regional response capability and integrate protocols into regional exercises.

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Not Applicable

Steps:

19.4a The Training and Exercise Committee will work with Metro Tactical Officers Association (MTOA) to ensure that proper training is available to the region's tactical teams. December 2005

19.4b The MTOA will work with the Training and Exercise Committee to incorporate tactical teams into regional CBRNE exercises. December 2005.

Objective:

National Priority: Not Applicable

19.5 Integrate protocols into regional exercises by December 2005.

Steps:

19.5a The Training and Exercise Committee will work with MTOA to ensure that proper training is available to the region's tactical teams by December 2004.

19.5b The MTOA will work with the Training and Exercise Committee to incorporate tactical teams into regional CBRNE exercises by December 2005.

Section 3 > Evaluation Plan for the UAHSS

Evaluation Plan

The Regional Homeland Security Coordinating Committee (RHSCC) composed of key leadership in the eight county area representing fire service, law enforcement, hospitals, public health, emergency management, local government officials and others, will review the progress of the Kansas City region in meeting the goals and objectives outlined in the UASI Strategic Plan. The regional coordinating committee reports to the Mid-America Regional Council board of directors, 30 local elected officials representing the eight county bi-state metropolitan region. In addition to the oversight by the regional coordinating committee and the MARC Board, many local and state officials are also involved in the process. Appropriate subcommittees will be assigned responsibility for specific goals and will report progress to the Coordinating Committee on a bi-monthly basis. The Regional Homeland Security Coordinating Committee has developed a work plan for 2004 which identifies projects and action items from the multi-year strategy plan that will be addressed. (This document is located in Annex D). Subcommittees of the Regional Homeland Security Coordinating Committee meet regularly, normally monthly, to review project progress and challenges. The regional coordinating committee will review progress toward meeting 2004 goals and objectives in adopting a work plan for 2005 and 2006.

In addition to the regular monitoring of the annual work plan, project evaluation will be based on:

1. The work of the regional coordinating committee and other groups to develop and revise plans, protocols, agreements and policies that result in enhanced regional capabilities.
2. Steps to establish a regional training and exercise program that offers a one-stop means to identify and access opportunities for needed training.
3. Number of appropriate personnel outfitted with PPE and other equipment relative to stated goals as determined by discipline.
4. Completion of the design of functionality and primary use of the Metropolitan Emergency Information System (MEIS).
5. Progress on addressing interoperable communications including implementation of special federal grants for that purpose. Specific milestones include: installation of voice-over IP technology to link all of the region's disparate radio systems together, the deployment of mobile communications units with established protocols to guide their use and maintenance, a region wide,

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Evaluation Plan

multi-band mutual aid radio system and other recommended enhancements.

6. Steps taken to establish the PASS (Personnel Accountability Security System) system and integrate the PASS system with MEIS to facilitate personnel record management at the scene of major incidents and document the number of agencies and personnel responding.

7. The number of emergency management agencies utilizing WebEOC software and other EOC technology enhancements.

8. Steps made to improve and coordinate information to the media and public.

9. Steps to enhance community involvement including personnel and material resources.

10. Steps to improve public health systems for: surveillance, containment of infectious disease and distribution of medications.

11. Steps to design a patient tracking system, triage protocols and plan for mass patient care.

12. The number of vulnerability assessments for critical facilities / infrastructure and the installation of security enhancements.

On an annual basis the Regional Homeland Security Coordinating Committee will formally review objectives and implementation steps and make needed modifications. Ultimately our response to actual events and or exercises will determine the effectiveness of the overall program. Mid course adjustments based on lessons learned from actual events, exercises or changes in the needs as information from the assessment is refined, will be brought forward by the appropriate subcommittee and recommendations will be made to the Regional Homeland Security Coordinating Committee for approval. Following formal approval by the Regional Homeland Security Coordinating Committee and the MARC Board of Directors, a formal change to the strategy plan will be requested through the state/ODP.

The region's ability to achieve its strategy plan goals and objectives will be dependent in part on available funding to support needed investments.

The Regional Homeland Security Coordinating Committee and the MARC Board of Directors have maintained open communications with the Missouri State Emergency Management Agency (SEMA), and will continue to share information with SEMA to ensure that regional plans and investments support and are consistent with state strategies. Because of the bistate nature of the Kansas City region, the regional committee and the MARC Board will continue to work to strengthen relationships with the Kansas Department of Emergency Management and other appropriate state officials charged with homeland security.