

RHSCC 2027–2029 Strategic Plan Development and After Action Review Support RFP

A. Purpose and Introduction

The Mid-America Regional Council (MARC), on behalf of the Regional Homeland Security Coordinating Committee (RHSCC), is seeking proposals from qualified contractors to design and execute the regional FIFA World Cup 2026™ safety and security preparedness and operations review, develop the related After Action Review/Improvement Plan (AAR/IP), and use the validated lessons learned to inform development of the RHSCC Strategic Plan for January 2027 through December 2029. The RHSCC strategic plan must be grounded in FIFA World Cup 2026™ preparedness and operations findings, stakeholder input, evaluation of the current RHSCC Strategic Plan, and review of existing strategic plan metrics and indicators of progress.

This integrated project will run from July 2026 through November 19, 2026, within an anticipated not-to-exceed budget of \$60,000. The selected contractor will coordinate with MARC Emergency Services staff and regional partners to plan and carry out the review process, collect and validate stakeholder input, prepare the AAR/IP, translate lessons learned into strategic priorities, integrate findings into the October 9, 2026 RHSCC strategic planning session, and complete the final strategic plan and related deliverables by November 19, 2026.

B. Objectives

- Design and execute a structured regional FIFA World Cup 2026™ safety and security preparedness and operations review, including document review, data collection, stakeholder engagement, analysis, and validation of findings.
- Identify and validate regional strengths, lessons learned, capability gaps, areas for improvement, root causes, and implementation considerations across participating disciplines and jurisdictions.
- Develop a regional After Action Review/Improvement Plan (AAR/IP) that documents findings and lessons learned and include actionable recommendations, responsible parties, proposed timelines, and implementation considerations.
- Evaluate how FIFA World Cup 2026™ preparedness, planning, coordination, and operational activities align with the current RHSCC Strategic Plan, including existing strategic imperatives, metrics, and indicators of progress.
- Develop the RHSCC Strategic Plan for January 2027 through December 2029 using the validated AAR/IP lessons learned, stakeholder input, current plan evaluation, metrics review, and identified improvement priorities.

C. Scope of Services

The selected contractor shall complete the tasks below as an integrated project. The s FIFA World Cup 2026™ safety and security preparedness and operations review must produce a validated regional AAR/IP, and the lessons learned from that process must directly inform development of the RHSCC Strategic Plan for January 2027 through December 2029.

Task 1: Project Initiation and Work Plan

- Participate in a kickoff meeting with MARC Emergency Services staff to confirm project goals, roles, expectations, decision points, schedule, budget parameters, available source materials, and project assumptions.
- Develop a work plan that identifies major tasks, milestones, stakeholder engagement activities, review periods, level-of-effort assumptions, and final deliverable timelines.
- Prepare a stakeholder engagement strategy that explains proposed engagement methods, target stakeholder groups, timing, and how input will support both the AAR/IP and the strategic plan.

Task 2: Preparedness and Operations Review

- Review relevant plans, operational documents, meeting materials, preparedness products, and FIFA World Cup 2026™-related planning, coordination, and operational documentation provided by MARC and regional partners.
- Collect information from stakeholders and available source materials to assess preparedness, coordination, operational performance, regional strengths, capability gaps, and improvement opportunities.
- Design data collection to support both the AAR/IP and strategic planning deliverables, while minimizing duplicative requests to stakeholders.

Task 3: Stakeholder Engagement and Validation

- Conduct stakeholder engagement using a variety of methods such as survey, targeted interviews or small-group discussions, one AAR validation session, and the required October 9, 2026 RHSCC strategic planning session, unless otherwise approved by MARC.
- Incorporate questions that connect event preparedness and operations findings to current strategic plan implementation, strategic imperatives, metrics and indicators of progress, regional capability needs, and future RHSCC priorities.
- Facilitate multidisciplinary and multijurisdictional discussions across functional areas, including law enforcement, fire service, emergency management, EMS, hospitals and healthcare systems, public health, public information, communications, transportation, and other regional partners as appropriate.

Task 4: After Action Analysis and AAR/IP Development

- Analyze collected information using Homeland Security Exercise and Evaluation Program (HSEEP)-aligned methodology or other planning best practices.
- Validate key strengths, lessons learned, capability gaps, areas for improvement, root

causes, and implementation considerations related to regional preparedness, coordination, and operations.

- Develop a draft and final regional AAR/IP that summarizes findings and lessons learned; identifies recommended corrective actions, responsible parties, proposed timelines, and implementation considerations; and distinguishes near-term operational actions from longer-term strategic priorities for the RHSCC Strategic Plan for January 2027 through December 2029.

Task 5: Current Plan Evaluation and Strategic Plan Foundation

- Review the current RHSCC Strategic Plan to understand goals, objectives, strategic imperatives, initiatives, metrics, indicators of progress, and regional homeland security priorities relevant to the new plan.
- Evaluate the extent to which FIFA World Cup 2026™ preparedness, planning, coordination, and operational activities advanced current RHSCC goals, objectives, strategic imperatives, tactics, metrics, or indicators of progress, or revealed gaps that should inform future priorities.
- Review current metrics and indicators of progress to determine whether they remain relevant, measurable, actionable, aligned with regional priorities, and supported by available or reasonably obtainable data sources or how they could be adjusted.
- Develop a crosswalk or planning matrix connecting current plan elements, AAR/IP findings, lessons learned, Improvement Plan corrective actions, stakeholder input, and recommended strategic priorities.

Task 6: RHSCC Strategic Planning Session and Strategic Plan Development

- Prepare for and facilitate the required RHSCC strategic planning session on October 9, 2026, unless otherwise directed by MARC.
- Structure the session around current strategic plan goals, strategic imperatives, metrics and indicators of progress, validated AAR/IP themes, lessons learned, regional capability gaps, sustainment priorities, improvement priorities, and emerging homeland security needs.
- Develop a concise, implementation-oriented RHSCC Strategic Plan for January 2027 through December 2029 after the strategic planning session and complete the final plan no later than November 19, 2026.
- Ensure each recommended goal, objective, strategic imperative, metric, indicator of progress, or initiative is traceable to one or more sources, including current plan evaluation, AAR/IP findings, lessons learned, stakeholder input, Improvement Plan priorities, or identified regional risks and capability gaps.

Task 7: Final Deliverables and Closeout

- Revise draft products based on MARC-consolidated feedback and prepare final versions of all required deliverables no later than November 19, 2026.
- Provide final deliverables in editable Microsoft Office formats suitable for future MARC use, revision, presentation, and review.

- Participate in a project closeout discussion no later than November 19, 2026, to review final products, confirm outstanding issues, and identify recommended next steps for implementation.

D. Project Deliverables

- Final Project work plan and schedule.
- Draft and final RHSCC Strategic Plan for January 2027 through December 2029.
- Draft and final regional FIFA World Cup 2026™ safety and security AAR/IP.
- Stakeholder engagement strategy and summary.
- Current RHSCC Strategic Plan evaluation summary, including review and recommended refinement of metrics and indicators of progress for each of the four strategic imperatives.
- AAR/IP-to-Strategic Plan crosswalk or planning matrix, including connections between lessons learned, strategic imperatives, metrics, indicators of progress, and recommended refinements.
- Executive summary and presentation materials suitable for stakeholder and committee review.
- Editable Microsoft Office versions of all final deliverables, where applicable.

DI. Time of Performance

Term - Consultant shall begin performing the Services upon execution of the contract and shall work diligently to complete the project to the satisfaction of MARC no later than November 19, 2026. The anticipated period of performance is July 2026 through November 19, 2026. The required RHSCC strategic planning session must be conducted on October 9, 2026, unless otherwise directed by MARC.

The following assumptions and scope parameters are intended to support a realistic schedule, budget, and level of effort:

- MARC will provide relevant plans, operational documents, stakeholder lists, current RHSCC Strategic Plan materials, event related preparedness, planning, coordination, and operational documentation, and other source information needed to complete the project.
- MARC will support stakeholder communications, meeting coordination, and scheduling assistance for interviews, surveys, small-group discussions, workshops, validation sessions, and review meetings.
- The contractor is responsible for completing both the regional World Cup safety and security preparedness and operations review and the related

AAR/IP. The validated lessons learned from that process will serve as key evidence base and input for the new RHSCC Strategic Plan.

- The strategic planning component will use the current RHSCC Strategic Plan as a foundation while developing the new RHSCC Strategic Plan for January 2027 through December 2029, informed by AAR/IP lessons learned, stakeholder input, current plan evaluation, and review of existing metrics and indicators of progress.
- Data collection, stakeholder engagement, analysis, facilitation, and deliverable development should be integrated to support both the AAR/IP and the new strategic plan, minimizing duplicative outreach and maximizing use of stakeholder input.
- The contractor is not expected to develop a new performance management system or complete a separate regional threat and hazard identification process unless separately authorized by MARC.
- Review of metrics and indicators of progress should focus on practical refinements to existing or proposed measures that are relevant, measurable, actionable, and supported by available or reasonably obtainable data.
- Deliverables will generally include one draft and one final version unless additional review cycles are approved by MARC.
- MARC will consolidate stakeholder comments and provide one set of comments on each draft deliverable unless additional review cycles are approved.
- The contractor is not responsible for independently validating operational data beyond information provided by MARC or regional stakeholders.

F. Required Qualifications

- Demonstrated experience supporting multijurisdictional local government operations, public safety coordination, and strategic planning.
- Demonstrated experience in emergency management, homeland security planning, public safety planning, or related fields.
- Experience conducting HSEEP-compliant After-Action Report/Improvement Plan processes or equivalent processes.
- Experience designing and facilitating multi-agency, multidisciplinary stakeholder engagement workshops.
- Familiarity with Incident Command System (ICS) and National Incident Management System (NIMS) frameworks preferred but not required.
- Strong analytical, facilitation, project management, and technical writing capabilities.

- Ability to synthesize complex operational input into clear findings, actionable recommendations, and strategic priorities.

I. Proposal Evaluation Criteria

The proposals submitted by each contractor will be evaluated according to the following factors:

- Technical competence of the contractor and assigned staff in AAR/IP continuous improvement development, strategic planning, emergency management, homeland security, and regional public safety coordination.
- Understanding of the project purpose, regional context, and role of AAR/IP lessons learned as an evidence base for the new RHSCC Strategic Plan.
- Quality, feasibility, and clarity of the proposed methodology, including data collection, stakeholder engagement, facilitation, analysis, current Strategic plan review and evaluation, metrics review, AAR/IP development, and strategic plan development.
- Ability to meet required timeframes, including October 9, 2026, strategic planning session and completion of final deliverables by November 19, 2026.
- General organization, clarity, realism, and completeness of the proposal, including staffing plan and level of effort.
- References and comparable project experience relevant to this RFP.
- Project cost and overall value within the anticipated not-to-exceed \$60,000 budget.

G. Proposal Submittal Requirements

To be eligible for consideration, one electronic copy of the proposal in PDF format must be received by MARC no later than **4 PM CDT on July 15, 2026**. Late submittals will not be considered. Proposals should be submitted to Erin Lynch (elynch@marc.org) and John Davis (jdavis@marc.org).

The following items must be addressed in all proposals (please limit to no more than 8 pages plus attachments A & B, if applicable):

- **Contracting Firm Information:** The name and address of the contracting firm, together with the name, telephone number, and email address of the primary contact person.

- **Scope of Work:** A proposed scope of work, including methodologies and approaches that will be used to complete the project and integrate the AAR/IP and strategic planning components.
- **Qualifications:** A brief narrative regarding the contractor's capabilities, relevant experience, and areas of expertise, including experience with AAR/IP processes, strategic planning, multijurisdictional stakeholder engagement, and emergency management or homeland security coordination.
- **Staffing:** Proposed staffing plan, roles, responsibilities, availability, and brief resumes for key staff assigned to the project.
- **Schedule:** Proposed project schedule showing major milestones, engagement activities, draft review periods, October 9, 2026, strategic planning session, and final completion by November 19, 2026.
- **References:** Relevant project examples, work samples, or references demonstrating comparable experience.
- **Contract Price:** Cost proposal consistent with Section H, including estimated hours and costs by phase or task and total cost.
- **Required Forms:** Completed forms, certifications, or attachments required by MARC, including Attachments A and B if applicable.

H. Compensation and Budget

The expected budget for this project is **not expected to exceed \$60,000**. Proposals should include a budget breakdown by phase or task, including estimated hours, cost per phase or task, total cost, and any assumptions or exclusions. The cost proposal should demonstrate how the proposer will complete the required work within the anticipated project budget and period of performance.

J. Selection Procedure

The selection committee will review responses received against the evaluation criteria and determine whether follow-up interviews or presentations are needed. MARC reserves the right to negotiate a contract, including scope of work and contract price, with any proposer or other qualified party. This RFP does not commit to MARC to award a contract, pay any costs incurred in preparing a response, or procure our contract for services. MARC reserves the right to accept or reject all responses, cancel this request in whole or in part, or take other action in the best interests of MARC. All proposals submitted become the exclusive property of MARC.

K. Contract Award

MARC will notify the selected proposer by telephone and email. Following notification, MARC will negotiate a standard professional services agreement with the selected proposer. The selected proposal may be incorporated by reference into the contract. MARC will also notify proposers not selected.

L. Protest Procedures

In the course of this solicitation and selection process, a proposer whose direct economic interest would be affected by the award may file a written protest if the proposer believes actions by MARC staff or the selection committee unfairly affected the outcome. Protests should be directed to the Executive Director, Mid-America Regional Council, 600 Broadway, Suite 200, Kansas City, MO 64105, and should clearly state the grounds for protest. Protests should be made immediately upon occurrence of the incident in question, but no later than three days after the proposer receives notification of the selection outcome. MARC's Executive Director will review the procedures followed and available documentation and determine whether further action is warranted.

M. Procurement Schedule

The following is a tentative schedule for the contractor selection process. MARC reserves the right to modify the schedule as needed.

Activities	Schedule
RFP issued	June 25,2026
Proposals due	July 15,2026
Interviews/presentations, if needed	July 17,2026
Selection	July 20,2026
Contract execution	Immediately after contract negotiation
Anticipated project start	Immediately
Required RHSCC strategic planning session	October 9, 2026
Final deliverables and project closeout	No later than November 19, 2026

ATTACHMENT A: AFFIRMATIVE ACTION CHECKLIST

Federal regulations require that any firm of 50 or more employees soliciting an assisted federally funded contract must have an affirmative action program. If applicable, please provide a brief response to the following items that would typically be covered in any such program. You may provide a copy of your program and reference appropriate pages.

1. The date plan was adopted.
2. Name of Affirmative Action Officer.
3. Statement of commitment to affirmative action by the chief executive officer.
4. Designation of an affirmative action officer, assignment of specific responsibilities, and to whom the officer reports.
5. Outreach recruitment.
6. Job analysis and restructuring to meet affirmative action goals.
7. Validation and revision of examinations, educational requirements, and any other screening requirements.
8. Upgrading and training programs.
9. Internal complaint procedure.
10. Initiating and ensuring supervisory compliance with the affirmative action program.
11. Survey and analysis of the entire staff by department and job classification and progress report system.
12. Recruitment and promotion plans, including goals and timetables.

ATTACHMENT B: Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion

This Certification is required by the regulation implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98 Section 98.510, Participants' responsibilities. The Regulations are published as Part II of June 1985, Federal Register, pages 33,036-33,043.

Read the instructions for Certification below prior to completing this certification.

1. The prospective proposer certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in this transaction by any Federal department or agency.
2. Where the prospective proposer is unable to certify any of the statements in this certification, such prospective proposer shall attach an explanation to this proposal.

Date

Signed - Authorized Representative

Title of Authorized Representative